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

Paper

Marked

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Report of	**OFFICE OF CHIEF CONSTABLE**
Subject	**FORCE RISK REGISTER**
Date	**WEDNESDAY 31ST JANUARY 2024**
Author	**MATTHEW JONES – HEAD OF SAFETY, SUSTAINABILITY AND RISK**

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. These updates will be reviewed at the Strategic Organisational Risk Board (SORB), due to meet on 02nd February 2024 (JARAP risk report written on 16th January 2024 and accurate as at this date).

Summary

3. There are currently 30 strategic risks on the risk register.

High Risks

4. 15 risks are currently rated as 'High' priority. All 30 risks are summarised in Appendix A, as well as those that have been archived at SORB.

Archived risks

5. 7 risks have been recommended for archive, since JARAP last met in October 2023. These will be discussed at the next SORB. This is detailed in Appendix B.

Changes in risk score

6. No risks have been recommended for a change in risk score since the last JARAP. This will be discussed at the next SORB. These are usually detailed in Appendix C.

New risks

7. There have been no new risks put forward at SORB, as per Appendix D, since JARAP last met.

Risk Grading Criteria

8. The strategic risk register identifies the key strategic risks to the force. These risks typically 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'.

Risk Matrix Grid Chart:

	Low	Medium	High	Very High
Very High	0	0	0	6
High	0	0	3	6
Medium	0	0	6	5
Low	0	0	1	3

Appendices

Appendix A: Summary of force risk register

Appendix B: Archived risks

Appendix C: Changes in risk score

Appendix D: New risks

Appendix E: High priority risks not included in above appendices.

Appendix F: Risk scoring matrix.

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Appendix A: Risks Overview

Highlighting Legend:

Risks Archived / proposed archived since last JARAP (Oct 23)
Proposed change to risk score
Proposed new risk since last meeting

Appendix A		Force Risk Register							31st JANUARY 2024	
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 – 2022/2023 - 2025/26	Very High	Very High	Controls Tasked	September 2021	Jan 2024	**16**	16
STR0081	David Craig Head of I.T	Capacity within I.T.	Very High	Very High	Controls Tasked	May 2019	Jan 2024	**16**	16
STR0243	Ch/Supt Starbuck Head of LPD	Plymouth – firearms review	Very High	Very High	Controls tasked	May 2023	Jan 2024	**16**	16
STR0449	Adam Streets ACC	CMD demand and performance challenges	Very High	Very High	Controls Tasked	July 2023	Jan 2024	**16**	16
STR0454	Ch/Supt Maxwell Head of SSD	DFU data deletion error	Very High	Very High	Controls Tasked	July 2023	Jan 2024	**16**	16
STR0459	Ch/Supt Maxwell Head of SSD	Capacity within Safety, Sustainability and Risk	Very High	Very High	Controls Tasked	Sept 2023	Jan 2024	**16**	16
STR0307	David Craig Head of I.T	Risk to network storage	Very High	High	Controls Tasked	February 2022	Jan 2024	**12**	12

STR0339	Steve Morris Head of Info Management	Risk of cyber attack	Very High	High	Controls Tasked	July 2022	Jan 2024	12	12
STR0386	Andrew Wroe Head of Estates	Estates Department not being able to support essential building services	Very High	High	Controls Tasked	December 2008	Jan 2024	12	12
STR0411	Paul Dawkins ACO Finance & Resources	Loss of all IT functionality due to overheating at Euston Street	Very High	High	Controls Tasked	October 2022	Jan 2024	12	12
STR0350	C/Insp Parkes Head of Transport Unit	Risk associated with a transition to an alternatively fuelled fleet	Very High	High	Controls Tasked	September 2022	Jan 2024	12	12
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	High	Controls Tasked	January 2020	Jan 2024	9	9
STR0383	Ch/Supt Ward Head of CaID	Lack of PIP 2 detectives	High	High	Controls Tasked	June 2020	Jan 2024	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	Jan 2024	9	9
STR0292	David Sandall DCC	Violence, abuse and intimidation against women and girls	Very High	Medium	Controls Tasked	October 2021	Jan 2024	12	12
STR0257	Alastair Kelly ACO HR	Risk of not providing appropriate health surveillance	Very High	Medium	Controls Tasked	June 2021	Jan 2024	8	8
STR0421	Steve Morris Head of Info Management	Risk of misconduct and complaints associated with the use of What'sApp	Very High	Medium	Controls Tasked	March 2023	Jan 2024	8	8
STR0448	Supt Tompkins Head of PSD	Year-on-year increase in complaints from members of the public	Very High	Medium	Controls Tasked	July 2023	Jan 2024	8	8
STR0450	Alastair Kelly ACO HR	Inability to recruit and retain police staff	Very High	Medium	Controls Tasked	July 2023	Jan 2024	8	8
STR0453	Leah Johnson Head of Criminal Justice	Nano cell panels sending incorrect information	Very High	Medium	Controls Tasked	July 2023	Jan 2024	8	8
STR0291	Adam Streets ACC	Impact of ISO standard for forensic science	High	Medium	Controls tasked	October 2021	Jan 2024	6	6
STR0457	Ch/Insp Gorman SSD	SNAP survey software no longer supported	High	Medium	Controls Tasked	September 2023	Jan 2024	6	6
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Medium	Controls Tasked	December 2020	Jan 2024	6	6

STR0443	Leah Johnson Head of Prosecutions	Backlog of traffic interviews	High	Medium	Controls Tasked	June 2023	Jan 2024	**6**	6
STR0016	Alastair Kelly ACO HR	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	Jan 2024	**6**	6
STR0380	Alastair Kelly ACO HR	Current JES non-equalities compliant and the implementation of new JES scheme carries risk	High	Very High	Controls Tasked	January 2010	Jan 2024	**6**	6
STR0418	Supt Tompkins Head of PSD	Predatory individual working for Leicestershire Police	Very High	Low	Controls Tasked	February 2023	Jan 2024	**4**	4
STR0419	Ch/Supt Maxwell Head of SSD	Safety and business continuity implications associated with use of lithium ion batteries	Very High	Low	Controls Tasked	February 2023	Jan 2024	**4**	4
STR0422	Andrew Wroe Head of Estates	Contractor management	High	Low	Control Tasked	June 2023	Jan 2024	**4**	4
STR0445	D/Supt Hatton CaID	Serious violence duty	High	Low	Controls Tasked	June 2023	Jan 2024	**3**	3

Appendix B: Risks proposed to be archived from the strategic risk register (to be ratified at SORB, Feb 2024)

STR0423	Plymouth review - requirement to revisit around 1,000 firearms licence reviews		
Responsible Officer	Nigel Rixon	Impact: 4	Likelihood: 4
Date Recorded	16/05/23	Current Rating	16
Category	Legislative Compliance	Previous Rating	16
Information	On the 12th August 2021 a licensed shotgun certificate holder, Jake Davidson, committed a mass shooting in Plymouth (Keyham). Mr Davidson shot and killed five people that day and wounded two others before turning the gun on himself. He died at the scene. It was subsequently established that there were significant issues which were not adequately assessed in respect of Mr Davidson being issued and re-issued with a shotgun licence. These included mental health issues and prior assaults. In September 2022 the Independent Office for Police Conduct (IOPC) began an investigation into Devon and Cornwall Police for potential breaches of health and safety legislation. In March 2023 they released their findings under a report Operation Begna and sent recommendations to the Home Office. On the 8th March 2023 Ian Arrow, The Senior Coroner for Torbay and Plymouth issued five Prevent Future Deaths Reports (PFD) following the Keyham shooting inquest. Arising from these reports were the following recommendations for police forces: • To consider a further review of all certificates seized, refused, revoked, or surrendered and then subsequently approved over the past five years to be assured of public safety. • To ensure that adequate local training, of a satisfactory standard has been universally delivered to all their Firearms staff and supervisors in applying the Home Office Guidance on Firearms Licencing Law (published in November 2022) and the revised Statutory Guidance for Chief officers of Police (published in February 2023) and, • Forces to ensure they only delegate decision making to persons who have undergone adequate training in firearms licencing and in applying that recent Guidance.		

Risk rationale	The IOPCC in September 2022 began an investigation into Devon and Cornwall police for potential breaches to Health and Safety legislation in the running of their Firearms Department prior to the mass shooting. The investigation is examining if the Force may have committed offences under the Health and Safety at Work etc Act 1974.We need to remain vigilant that we do not place the force in risk of legal action and reputational damage. We also need to ensure that our governance procedures are robust so that we do not issue or return weapons to a person that would place the public in danger.
Risk consequence	The risk has the potential to prevent the force from meeting the licencing strategic performance indicator in Layer 2, and then impact on the strategic priority to improve service and raise standards. This in turn could affect the pledge in terms of preventing harm.
Existing Controls	No weapons returned without manager authorisation

Manager meetings on return of weapons

Recirculation on Intranet on police powers

South Yorkshire Training Course

Managerial oversight of assessments

Home Office guidance and APP

Manager dip-sampling

Risk assessment for FEO reviewed and updated

No other person other than COT/firearms manager and firearms deputy have the delegated authority of the Chief Constable

Home Office guidance/APP

CoP mandatory training being developed

Review of decisions to return firearms

Certificate holders on to Niche |

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	New APP
Additional Control	None
Update	1. Review completed. 2. The conversion of Certificate holders to Niche is now fully complete and all officers on the project have been returned toa area. Two officers have remained for a short period in assisting clearing our backlog of weapon transfers. 3. The FEO document that we revised is now in full use. 4. The APP has been released and fully discussed with C/Supt. We are compliant with its suggestions. **Current status: Consider for archive**

STR0386	Risk of Estates Dept failing to support essential building services		
Responsible Officer	Andrew Wroe	Impact: 4	Likelihood: 3
Date Recorded	04/12/2008	Current Rating	12
Category	People	Previous Rating	12
Information	Sudden loss of key staff from the Estates Department from illness, accident or resignation etc. This could cause the Force considerable disruption from a failure of any of our complex building services. SPOF include the electrical engineer and the mechanical engineer.		
Risk rationale	Estates relies on single points of failure due to level of expertise required and knowledge needed of force systems. It is not possible to employ additional staff as failure of our systems is rare or non-existent and there is insufficient work to keep them employed the remainder of their time.		
Risk consequence	Failure to manage this risk could potentially prevent the achievement of Strategic Performance Indicators across the layers, and thus prevent delivery of the strategic priorities and force pledge.		
Existing Controls	Records of drawings and services High levels of planned maintenance		

	Use of contractors BC Plan
Additional Control	Recruit a replacement electrical engineer
Update	We have now appointed an electrical engineer. The loss of key staff is an essential part of the Business Continuity Plan which is in date so will plan for any future loss of key staff. **Current status: Consider for archive**

STR0127	Inability to meet occupational health demand		
Responsible Officer	Tim Ellis	Impact: 3	Likelihood: 3
Date Recorded	18/01/20	Current Rating	9
Category	People	Previous Rating	9
Information	The unit is currently carrying a number of vacancies. There is a national shortage of occupational health nurses and the force has to compete with the salaries offered in the public sector. The unit reflects the generally aging demographic within occupational health is also affected by an aging workforce in that 12 members of staff that are over 60. This creates an increased risk of staff turnover. Deputy retired and was not replaced due to disaggregation 1st April 2023.		
Risk rationale	The demand for Occupational Health services is outweighing the capacity of the unit. This will have wide-reaching impacts if it continues, from Officer wellbeing through to reputational risk. Police role and salaries are not attractive in the current market.		
Risk consequence	Failure to manage this risk could impact on the ability to deliver the layer 5 strategic performance indicators and impact on the force priorities and pledge.		
Existing Controls	Creation of student placements.		

	Market supplement for OHN roles to maintain salaries after Hay review.
	Use of agency staff
	Recruited 1 FTE nurse for Leicester
	Business manager role continues
	2 FMO roles
	Case Management System
Additional Control	None
Update	Post disaggregation the demand has been managed back to business as normal levels and the existing controls implemented suggests this is no longer a risk to achieving organisational objectives. **Current status: Consider for archive**

STR0016	Maintaining workforce wellbeing		
Responsible Officer	Tim Ellis	Impact: 3	Likelihood: 2
Date Recorded	10/05/19	Current Rating	6
Category	People	Previous Rating	6
Information	There is a vast wellbeing offer provided across the force, however, not all staff recognise or are aware of the full offer. It is essential that the force continues to manage all areas of wellbeing including mental health, financial health, physical health and emotional health and resilience.		
Risk rationale	A risk to the ability to adequately maintain workforce well-being. Impacts include:		

	• Fatigue and stress in staff • Increased absence • Reduced productivity • Increased presenteeism • Further decline in well-being • Loss of staff through resignation • Civil litigation and criminal enforcement • Capacity/capability not managed as demand increases • Inability to provided policing services due to lack of productivity/resource
Existing Controls	Wellbeing board and wellbeing sub-groups Wellbeing training for managers Health Assured, Chaplains, OH Health, Wellbeing SPOCS, Mental Health First aiders, H&S, Oscar Kilo Wellbeing awards Wellbeing/stress/engagement surveys and assessments Your Wellbeing website and resources Toolkits and events Regular campaigns and awareness Blueprint 2025 Tactical Mental Health Manager

	Signed Mental Health at Work Commitment Pledge
	International Men's Health Week information.
	UNISON communication, health and wellbeing training.
	Flint House Big Step Challenge.
	Samaritans Webinars.
	1KM walking path at FHQ.
	Seven Second Scan cancer support
	Men – Need a Personal MOT campaign
	Health and wellbeing lead within OHU
	OK annual report being completed.
	OK9 (wellbeing dogs) presentation and pilot.
	Looking at how best to record HR data to track progress
	Debriefing trial on response
	Triage car extending service to 24/7
	Cycle to work scheme re-open
	Free flu jabs
	Wellbeing project recognised at OK awards
	CSIs taking part in pioneering wellbeing study

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	OH are increasing TRiM training and reducing bureaucracy so that enhanced Health Assured treatment can be obtained more easily. Workforce survey
Additional Control	None
Update	Wellbeing is now part of job titles within OH and has clear leadership. It is already monitored in a number of meetings such as the People Board and H&S Committees, and is part of H&S risk assessments. If there are specific threats to wellbeing related performance indicators, then these risks should be raised separately. **Current status: Consider for archive**

STR0422	Lack of clarity over future legal requirements for contractor management		
Responsible Officer	Andrew Wroe	Impact: 4	Likelihood: 1
Date Recorded	15/05/2023	Current Rating	4
Category	Estates and Assets	Previous Rating	4
Information	The EU retained law bill introduced a 'sunsetting clause' to all EU-derived legislation that meant that all of this legislation that was not proactively identified to be retained would be removed from the statute books by the end of December 2023. This has since been changed and the Government now plans to announce a list of 600 laws that it wants to replace by the end of the year. This is far fewer than the 4,800 pieces of EU derived legislation that would initially have been identified.		
Risk rationale	The Construction (Design and Management) Regulations 2015 is the main legislation that governs how the force manages contractors. There is a reasonable likelihood that these regulations would be identified as needing replacement or significant review. This leaves the force in an unclear position regarding its control of contractors procedure which currently governs how it manages contractors		
Existing Controls	Monitoring of government stance in relation to EU retained law		

Additional Control	Review of contractor vetting
Update	The House of Lords intervened and the law was reversed so that all laws are now kept on the statute books unless specifically names as being removed at the end of 2023. Around 600 laws will be removed. Of these about 30 are HSE submissions but none are significant and all were already surpassed, redundant, expired or obsolete. Whilst the Government continue with their approach to deregulation to promote growth, there is no current risk that any current H&S regulation will be removed. **Current status: Consider for archive**

STR0445	Risk relating to serious violence duty		
Responsible Officer	Grace Strong	Impact: 3	Likelihood: 1
Date Recorded	28/06/2023	Current Rating	3
Category	Estates and Assets	Previous Rating	3
Information	We need to work together with other local service providers to share information and target our interventions. This is to tackle the increases in violence that have been experienced over the last 10 years. This duty originates in the Police, Crime, Sentencing and Courts Act 2022 (the 'PCSC Act'). Local partners need to work together to create a strategy to prevent and tackle serious violence within their area. Educational, custody and youth custody authorities will also need to be consulted within this workstream.		
Risk rationale	This strategy will need to include a longer term perspective and take into account inequalities. Serious violence will include domestic abuse, sexual offences, violence against property and threats of violence. There may be issues around information sharing agreements.		
Existing Controls	VCCU partnerships Leics Police represented at the multi-agency SV Duty Implementation Group		

	Phoenix programme Gap analysis undertaken Hotspot policing Multi-agency assessments of suitability
Additional Control	None
Update	The Police have engaged throughout 2023 in the local partnership's Serious Violence Duty Implementation Group and play an active role in the SPB. All four mandatory requirements have been achieved including the Strategic Needs Assessment and the Strategy. Internally, the Police continue to invest in Serious Violence prevention and reduction. A new silver plan is in place and a new Prevention Directorate is being established which will have responsibility for Grip spend. Compliance with the Duty will now be business as usual and the internal and external infrastructure is in place to support this. **Current status: Consider for archive**

Appendix C: Changes in risk score

None

Appendix D: New Risks

None

Appendix E: High Priority Risks (Red)

STR0081	Capacity within IT		
Responsible Officer	David Craig	Impact: 4	Likelihood: 4
Date Recorded	28/06/19	Current Rating	16
Category	Information systems/technology	Previous Rating	16
Information	IT Department may not have capacity to support the delivery of digital transformation for the Force.		
Risk rationale	There are also increasing security incidents that impact on the capacity within IT. This could hinder progressive initiatives, impact strategic objectives and affect the reputation of the Force.		
Risk consequence	Potential failure to meet our pledge by not being able to fully invest in technology Possible impacts on our strategic priorities by affecting our service, delaying efficiency, increasing demand and not being able to maximise technology Increased likelihood of delays to all Level 5a Strategic Performance Indicators		
Existing Controls	IT Department work programme Digital Futures Board Force Programme Management Review of job descriptions Project Management Market Supplements External resource		

	Scheduling and prioritisation process
	Developing requirements for additional resource
	Restructuring of Comms and Support Section
	Creation of Digital Optimisation and Innovation team
Additional Control	Review of IT, Digital and Data Delivery
Update	This remains an ongoing focus on the DFB in terms of tracking delivery of all key digital works irrespective of whether these are classified as Business as Usual or Transformation Change and discussions regarding resourcing and scheduling will continue to be escalated to DFB where conflicts occur. There is continued IT programme management. The 21H2 upgrade is ongoing to make sure the laptop and desktop estate is supported and secure. The movement of Skype to Teams and the mailbox migration is ongoing. IT are looking at processes where new ideas are created and ensuring these are aligned to force priorities to control the work that comes in to IT. There will be queues showing where we are with various workstreams. There are some roles currently being evaluated in preparation to advertise and a contractor will be recruited to support the backlog of work, but issues with resources remain in place until review is in place. **Current status: Risk score unchanged**

STR0278	The Financial Challenge – 2022/23 – 2025/26		
Responsible Officer	Paul Dawkins	Impact: 4	Likelihood: 4
Date Recorded	22/06/21	Current Rating	16
Category	Finance	Previous Rating	16
Information	The overall MTFP position has deteriorated further. The police officer and staff pay awards for September 2022 and 2023 have significantly increased pay inflation cost pressures across the MTFP period 2023/27, as the awards are only part funded by the		

	Home Office. The Force is also experiencing higher than forecast non-pay inflation and considerable unbudgeted costs in relation to Op Sycamore. Despite the PCC raising Band D precept by £15 for 2023/24 only, current assumptions indicate the MTFP will not balance through to 2027. The 2023/24 cashable efficiency savings requirement of £3.9m will be achieved. The MTFP will be continually reviewed by the Investments, Demand, Efficiency & Productivity Board (IDEP Board), chaired by the DCC.
Risk rationale	The Force faces a number of challenges relating to its financial position for the MTFP period 2023/27. These originate from unfunded pay and non-pay inflationary cost pressures. In recent months the overall MTFP position has markedly deteriorated. The MTFP will continue to be reviewed each quarter.
Risk consequence	This risk has the potential to impact on the financial resources necessary to meet both the level 5a Finance Strategic Performance Indicators, as well as our strategic priorities; and ultimately to deliver the police pledge.
Existing Controls	Strategy and oversight Budget review IDEP Board (chaired by the DCC)
Additional Control	Ongoing review Considering funding implications for pay awards
Update	No changes to the risk score at this time. A formal update is due in February 2024. **Current status: Risk score unchanged. Given the further deterioration of the overall MTFP position, the score has remained high.**

STR449	CMD Demand and performance challenges		
Responsible Officer	Supt Bunn	Impact: 4	Likelihood: 4
Date Recorded	12/07/23	Current Rating	16
Category	Operational	Previous Rating	16

Information	CMD has seen a significant demand rise in relation to 999 call volumes. This has increased by approx. 70K over the past 2 full reporting years 21/22 & 22/23. This year 23/24 has seen continued rises on the 9's with May 23 seeing a record 20k 999 calls in one month and June looking likely to surpass this number. A highlight paper was prepared for the Executive group and presented on 20/6/23. As a result the demand rise into CMD has been declared a critical incident. A large proportionate of the rise is believed to be linked to an Android operating system update issue. The increase in 999 calls is a national issue and not unique to Leicestershire. Improvements have been taking place during July, however, not all of the staff requested are fully aligned to CMD shifts and there have been continued challenges around IT and demand.
Risk rationale	Demand rise into CMD is unsustainable on current staffing levels this has resulted in increased wait times for 999 and 101 calls to be answered. It has also had an impact on 999 calls failing over to Northants as a buddy Force. This leads to increased risk to callers on 999 and confidence and satisfaction reduction on all call types.
Risk consequence	Failing to manage the risk could result in not meeting the Layer 1 Strategic Performance Indicators which would then prevent the ability to meet the strategic priorities and force pledge.
Existing Controls	Gold group established in March. Chief officer scrutiny over vacancies. Double staffing intake in CMD January 2023 Audit team carrying out a forensic review of demand. Gold group action generation and monitoring. 59 new starers since June 23 Changes to routing of 101 calls. Suspension of call back offer. PCs seconded to CMD Internal and external click before you call campaign

	New designed calling card along with inputs to relevant staff re use launched 20 LSTOs trained to handle emails and switchboard calls New sickness line process created removing approx. 5,500 contacts a year with a vast majority of those occurring between 0600-0800hrs 2024/2025 recruitment and planning schedule agreed
Additional Control	Additional controls overseen by Gold Group Plans to train remaining 9 LSTOs
Update	Verbal update to executive in Sept 23 where discussion around growth to FTE took place and paper to be submitted for Oct exec. Paper submitted to Oct exec with growth bid of 44 CH +7 TLs. This was not agreed and additional work required to rationalise in light of budget pressures and OP Forefront/ layered approach. Agreement to recruit at pace to current FTE +24 remains and cohort on track. Performance in Nov 23 – 92% 999 and 62.7% 101 showing significant improvement. FTE has been reached and sits approx. +8 over. The 16 PC's in addition so +24 on numbers. December 23 - Revised growth bid with COT and presented at executive +26 FTE requested (but made up of full and part time patterns so +31 people). This has been agreed and temp funded for approx. 1yr. Full paper to be submitted for final sign off and audit trail on detail /spend in New Year. The seconded PCs will still be released in Jan 24 as planned. A cohort of 35 new starters is in place. The FTE +26 will be realised in Jan 24 and plans to maintain over the year. A review of the 101 answering time is also being commissioned. December performance as of 22/12/23 – 93.5% 999 and 71.6% 101 Critical incident status remains and formal review to be requested in Jan 24 in line with growth bid and performance review.

	Current status: No change to risk score

STR0459	**Capacity within the Safety, Sustainability and Risk Unit**		
Responsible Officer	Emma Maxwell	Impact: 4	Likelihood:4
Date Recorded	28/09/2023	Current Rating	16
Category	People	Previous Rating	16
Information	The SSR unit provides training, advice and inspections covering sustainability, business continuity, risk management, and health and safety. In 2022 one member of staff was seconded to another department. In April 2023 a member of staff went on long time leave and will not be returning. In September 2023 the head of the unit left the organisation. This leaves just 2 members of staff, one of which is new to the team and is not yet qualified in the role.		
Risk rationale	Risk rationale: Unable to provide any proactive advice and support on BC and Sustainability. Unable to deliver proactive and transformational work. Delays possible in advice, auditing and support.		
Risk consequence	Without sufficient oversight of organisational risk, the force may be less prepared for a crisis even and may be more likely to see litigation and enforcement action. There is also a possibility that sickness and injuries at work will increase. This may impact on Level 5 Strategic Performance Indicators and consequently impact on all other layers leading to a potential inability to deliver the force strategic priorities and the overall force pledge.		
Existing Controls	BC Plan in place Temporary Head of SSR undertaking Deputy, Head and x2 assistant roles Restricted officer has joined the team		
Additional Control	SSR review as part of wider SSD review 2 Sustainability Officers have been successful at interview and currently going through the vetting process		

Update	The team has recruited a restricted officer. This has provided some support on the administrative requirements of the team, as well as an additional person to help with accident investigations, but limited to what work they can be given as not qualified in H&S, Risk, BC or Sustainability. The Health and Safety Assistant in post needs to complete the NEBOSH Certificate in Health and Safety before being able to take on competent work on their own. Time is being given to train this person in specialist areas, such as lighting assessments, but this does remove the Head of Dept from other work. Whilst interviewing for the role of Sustainability Officer, 3 excellent candidates presented themselves. The top two were of such high calibre that the force agreed to recruit them both. This will mean two new staff members in the team in the New Year. The Head of Unit will need to spend time to train and induct these individuals, but it offers new opportunities for the future of the unit. **Current status: No change to risk score and staff not in post, and when they are, a significant training and mentoring programme will be needed.**

STR0411	Loss of all IT functionality due to overheating at Euston Street		
Responsible Officer	Andrew Wroe	Impact: 4	Likelihood: 3
Date Recorded	27/10/2022	Current Rating	12
Category	Estates and Assets	Previous Rating	12
Information	The air conditioning system at Euston Street is working at 100% capacity. This system should be n+1 as a minimum meaning it should continue to function fully with the failure of half of the plant. This is how it was designed. So much additional IT equipment has been added, n+1 has been lost. If either half of the plant should fail or is taken down for servicing the temperature in the room rises rapidly. If it is not reinstated quickly this could lead to failure of the IT equipment held in the room. The plant is relatively old at about 8 years. If a major part is required and is not "off the shelf" this could take the system down for days.		
Risk rationale	Overheating could lead to complete failure in IT functionality across the force		
Risk consequence	Failure to manage the risk could prevent achieving the layer 5 Estates Strategic Performance Indicators and may also impact on delivering performance across other layers. This may lead to being unable to deliver on strategic priorities and the force pledge.		

Existing Controls	Regular maintenance. A/C engineers on call. Funding approved within 23/24 Capital Programme Briefing paper created with Contingency Planning detailing the planned work
Additional Control	Proposed more to Cloud system £670K investment proposed to restore n+1 functionality.
Update	We are still awaiting vetting which has been delayed by Warwickshire Police. This will be delayed until at least the end of January. Warwickshire Police do our external vetting but they have significant backlogs. At the last Business Development Board in December 2023 consideration was suggested for someone in our internal vetting team to be trained to do vetting for Estates contractors. This is being reviewed, but will require approx. 3 months training. At other sites the cooling is not a current issue. Keyham, has air conditioning and also has equipment onsite ready to be installed for the summer. At Oakham work is due to be completed December 2023. **Current status: Risk score unchanged until work has been completed.**

STR0350	Risk associated with a transition to an alternatively fuelled fleet		
Responsible Officer	C/Insp Parkes	Impact: 4	Likelihood: 3
Date Recorded	22/09/22	Current Rating	12
Category	Operational	Previous Rating	12
Information	Leicestershire Police is seeking to transition to a fleet which does not use conventionally fuelled vehicles. This is being planned for sustainability reasons (to reduce our carbon footprint and to reduce our contribution to local air pollution) and to ensure business continuity (given the gradual phasing out of conventionally fuelled vehicles). The benefits to sustainability will be maximised if the electricity supplied is from renewable sources.		

	There have been safety concerns raised in relation to electric vehicles both in their usage, especially when specific operational tactics are used and also during charging. There will need to be significant (10s of millions) of infrastructure investment but there are also potential opportunity costs in bringing extensive electrical inputs onto our sites, especially as the force will need to transition to electric sources of heating rather than gas and these heating systems will reduce the amount of electricity that may need to be brought on site. We are aware that new conventionally fuelled vehicles will probably only be produced up until circa 2028. The cost of fuelling EVs is not necessarily that much cheaper than traditional fuels.
Risk rationale	There are potentially very high impacts to our strategic direction if busines continuity challenges are experienced as our service delivery and ability to respond will be undermined. There is also a high impact on the environment if the transition is not made. There are potentially high impacts to health and safety due to the fire risks associated with operational vehicle use plus the learning provided by the fire service regarding response to fires involving thermal runaway.
Existing Controls	Liaison with LFRS, Blue Light Commercial, Leicester Climate Change Emergency Partnership, driving school, Emergency Services Environmental and Sustainability Group Oversight of sponsored vehicles Trials of electric cars Vehicle replacement strategy Market research on vehicle charging technology Ongoing opportunities to increase the amount of renewable electricity for force premises Revised Fire Protection Association guidance around charging electric vehicles released Officer awareness of safety issues released
Additional Control	Charging infrastructure to be sited away from buildings

	Pricing for 10% renewable electricity being explored
	Vehicle tracking project to monitor vehicle usage
	Trials of demo vehicles in driving school
	Planning of future charging infrastructure included in future changes to car parks
	Service contracts will be included with installation of charging infrastructure
	Section 106 funding for 5 electric vehicles
	Bid for specific training courses for driving electric vehicles
Update	Going through procurement for the infrastructure to move towards electrical fleet, ready for a trial of enquiry vehicles and A1 electric van.
	We have 4 electric cars deployed. We have ordered self-charging GRVs (10 of them), with the first one due in Aug. This will help to reduce our carbon footprint.
	With ARVs, nothing yet meets 24/7 high performance, rapid change so we are writing a business case to project over the next 5 years and beyond to incrementally replace enquiry car fleet, but these are 2-3 ties more expensive, plus the infrastructure that goes around it.
	Forces will need to consider the ongoing funding mechanism for this.
	Current status: Risk score unchanged

STR0307	Risk to network storage		
Responsible Officer	Steve Morris	Impact: 4	Likelihood: 3
Date Recorded	14/01/22	Current Rating	12
Category	Information systems/technology	Previous Rating	12

Information	As part of the Force's Digital Futures Program the infrastructure of our network is changing and will eventually migrate to a predominantly cloud based storage solution. Once delivered this will put Leicestershire Police at the forefront of digital policing and innovation. In the interim, Leicestershire Police are still required to support our current network infrastructure which has been placed under significant pressure from a number of national and local issues. These issues culminated in our Network approaching 98% capacity which triggered a chain reaction of performance related issues, although our operational capabilities were maintained throughout. Currently there is excessive retention of data with infrequent deletion of material. Volume of data stored and acquired from mobile devices constantly increasing, and has become a National Issue. Legacy data is stored in various formats, both hardware storage (significant amount of historical data) and on premises digital storage. This is putting a significant burden on, and exposes the Force to, compliance risks. Current concerns regarding the amount, understanding and requirement of data currently held by the Force. Requirement to triage data stored and remove data that is no longer required, and implement a robust audit regime, with potential to incorporate a level of automation.
Risk rationale	Effective records management is a legal requirement for all public authorities under the terms of the Data Protection Act 2018. Accordingly, we are obliged to have processes and procedures in place that govern our collection, retention and deletion of data that is held within our Force network. Current digital information storage systems are affecting compliance with CPIA and MoPI requirements
Risk consequence	Failure to manage this risk will potentially prevent achievement of the Layer 5 Strategic Performance Indicator for the volume of data storage which could then impact on the force strategic priorities and pledge.
Existing Controls	RRD Gold group governance Current network capacity Long term digital growth strategy and road map Financial investment Data deletion and reclaim of storage space

	DFU deletion of legacy Z-Drive data no longer required, and restructuring data for retention to facilitate effective future review
	Advice received from records manager
	DPIA
	Force Data Storage Board
	Use of Evidence and Property Archive Centre (EPAC)
	Published 'Management of Physical and Digital Evidence' guidance
	Published 'Retention, Storage and Destruction of Materials and Records relating to Forensic Examinations' document
Additional Control	IT updating unsupported nodes
	Transition to 'on-premise' network storage solution
	Hybrid cloud storage environment
	Discussing new Digital and Data Team
	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.
	Digital Forensic Transformation Project
Update	Due to the work undertaken since January 2023 to cleanse data and provide additional storage, the date at which the force is expected to reach maximum storage capacity is April 2024.
	The risk continues to be monitored via the RRD Gold which will now be chaired by Ch Supt Maxwell and the main substantive update is that we have now tested the proposed software we will be purchasing to migrate data to the cloud.
	Current status: No changes to risk score

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STR0339	Risk of a successful cyber-attack on Leicestershire Police		
Responsible Officer	Steve Morris	Impact: 4	Likelihood: 3
Date Recorded	26/07/22	Current Rating	12
Category	Intelligence, Information Management and Security	Previous Rating	12
Information	A successful cyber-attack on Leicestershire Police may result in the serious compromise of the confidentiality, integrity and availability of the information systems, services and assets of the force, potentially hindering operational effectiveness. Attacks can vary in nature and extent such as, malicious software or may include phishing, advanced persistent threats, social engineering and hacking. Attacks may or may not be targeted on the force and may be perpetrated by foreign national governments, terrorists, organised crime groups, hackers or employees. Depending upon the sophistication and scale of attack, there will be varying impacts that may include denial of service, loss or disclosure of information/data and the loss of ability to share information and potentially threatening operational effectiveness leading to harm and reputational damage. There can also be system or application downtime and potential legal consequences. The force has recently fallen victim to a number of phishing emails. The Force has also been contacted by partner agencies who have had their systems compromised which have held Police data. Blocking email addresses is one of our main defences, however, these emails will originate from email addresses that we regularly use and would have little reason to regard as suspicious. Many of these partner organisations correspond with senior members of staff.		
Risk rationale	Impact scored at a 4 because there would be major impact on ability to fulfil strategic objectives, major stakeholder concerns and major disruption to service delivery. Likelihood scored at a 3 because there is 51-75% chance of a cyber-attack. It is more likely to occur than not.		
Risk consequence	Due to the reliance on information systems, failure to manage this risk could result in not being able to meet strategic performance indicators across business layers, preventing force priorities and the pledge to be met.		
Existing Controls	Staff guidance, training and awareness Assistance from the NMC with cyber related incidents		

POLWARP reporting system

Annual Accreditation processes for PSN, PSNP and Airwave

Mail marshall and firewalls for email correspondence and browsing

Technical internal control procedures such as hardening, patching, control of malicious software and passwords

Annual IT health checks

Recruitment procedures including vetting, authorization, access management and leavers

Management of contractors and volunteers

Physical security of buildings and assets

Liaison Between I.T and Information Security

PSD Protective monitoring including monitoring, auditing and reporting capability

GDPR compliance

Security Incident Management Procedure

Cyber Incident Response Training

Partnered working with Cyber Crime

Engagement with the local LRF

Engagement with National Cyber Working Group

Technical internal controls

Oversight from NMC

Cyber Incident Response Training

	On call rota Migration to Sentinel
Additional Control	Planning an audit on how department heads manage cyber security within BC Plans Detailed list of all valuable assets Define a strategy for IT infrastructure enhancements Improved procedures around cyber incidents Playbooks in development stage New force policy and procedure – sent through for review Comms plan to all staff
Update	The Force is in the process of ensuring that all users are onboarded to O365. With regards to Win 10 1809 migration, this will depend on if the update from 1809 to 21H2 can be automated. If it cannot be automated then there is a schedule which replaces or upgrades them all by the end of March 2024. The Force needs to upgrade all devices to ensure that they remain in support and vulnerabilities can be mitigated. We remain on track to have this work completed by March 2024, in terms of the roll out. 2 of our staff have now undergone bespoke cyber risk training with the SANS institute (market leader) and Head of IM has also completed his. This, combined with the newly launched on-call rota has meant that that we are upskilling our existing staff and our ability to respond to an attack should one occur. **Current status: Risk score unchanged at this stage, as work is ongoing. Risk score should fall when all additional controls are in place.**

STR0292	Violence, Abuse and Intimidation Against Women and Girls		
Responsible Officer	Supt Baker	Impact: 4	Likelihood: 3
Date Recorded	12/09/2021	Current Rating	12
Category	Community Engagement and Partnership	Previous Rating	12
Information	Leicestershire Police is committed to tackling violence against women and girls – and is continuing to engage with partner agencies and the wider public in order to do so. We are also keen to improve women's perceptions of safety across Leicester, Leicestershire and Rutland and to ensure that women have the highest level of confidence in our ability and commitment to assist them.		
Risk rationale	In addition to National media attention on the risk to women and girls from violence, Leicestershire Police has seen an increase in the number of reports regarding domestic abuse and controlling and coercive behaviour		
Risk consequence	Failure to manage this risk could result in an inability to meet Layer 3 strategic performance indicators and impact on our ability to deliver the force pledge.		
Existing Controls	Identified strategic lead for VAWG (Det Supt) Force Statement of Intent on VAWG agreed by Force Exec – comms to follow with revised and streamlined Action Plan for 2023-2024. Robust Force Governance structure NPCC oversight through VAWG Taskforce – introduction of VAWG STRA in 2023 National VAWG workforce Staff training programme Partnership structures- DA and Sexual Violence Requirement – SPB, Adult Vulnerability and Offending Boards – LLR Board to be reinstated Force VAWG Action Plan		

	LLR Safeguarding Adults and Safeguarding Children's Boards
	DHR Review Boards (Leicester City, Leicestershire and Rutland)
	MARAC
	NPCC Action Plan
	Dedicated Decision Makers (ensuring stalking, harassment and CCB are correctly recorded alongside other DA offences)
	Officer and staff training – rolling training for NPOs and additional specialist training given to DAIU, CAIU, Exploitation Team and Signal officers
	Gender Steering Group and associated action plan
	National strategy and work with key stakeholders and partners
	Safety of Women At Night (SWAN) funding
	Safer Streets
	Street pastors
	Ask for Angela scheme
	Partnership bus
	Welfare and Vulnerability Engagement (WAVE)
	Targeted social media e.g.You're Right / That's Wrong and NTE-specific messaging
	New service to make it easier to report sexual offences online
	Problem profile created by the analyst team
	Outcome 15 and 16 audit is being managed through CDI

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	Design and implementation of an internal governance and delivery structure
	VAWG lead now a member of the Adult Vulnerability and Offending Board
	The VAWG lead and operational officers linked into a multi-agency partnership project led by University of Leicester and funded by the Economic and Social research Council, EMPOWER, to develop best practice
	Lived experience group for sexual violence has been established – VOICES – advising the Response to Sexual Violence (R2SV) Board.
	The Domestic Abuse Response Team is now embedded which has reduced a backlog in unattended demand. Feedback from victims is very positive.
	The Threat Assessment Unit has been embedded to identify escalating risk cases in need of local intervention at NPA level by the creation of DA Problem Profiles
	Courageous Conversations events to promote a culture in which VAWG internally will not be tolerated – rolling programme with EDI Team
	Force review and creation of "layers" – VAWG investigations in Layers 2 and 3. Creation of Layer 3 Crime Board and alignment to the Vulnerability Board chaired by ACC Kerr.
	Enhanced focus upon performance through governance boards and reporting to SPDB.
	DA Standard Risk performance monitored in Local Policing Directorate performance meeting with a DA Performance Pack for LPD
	Deep dive Rape Audit developed for early 2024 and will be carried out by the Audit Team.
	Op Soteria self-assessment and progress monitoring of implementation of the RASSO National Operating Model
	National VAWG Action Plan – new 4P plans drafted for 2024-2027
	Refreshed VAWG, RASSO and DA and Stalking Delivery Plans for 2024 (using 4P approach)
	Daily DMM focus on unattended DA incidents

Additional Control	Outcome 16 scrutiny now applied through new NICHE template – newly established, PowerBI tool developed to ensure compliance Monitoring the ability to collect all protected characteristic data on Power BI. Work and engagement with Minerva underway within the NICHE team. Oversight of VAWG related HMIC action plan remains with the Inspectorate Team with appropriate updates provided. Seeking to introduce training, provided by Active Bystanders –funding (just under £20k) identified in PSD underspend. Currently awaiting agreement by the People Board to roll out. Development of guidance on the use of language and cultural impact in respect of VAWG is nearing completion. In discussion also with IOPC on their similar work (first draft circulated to partners). VAWG partnerships and commissioning being mapped by the OPCC Violence Reduction Network has secured Home Office Safer Streets funding for preventative interventions with young people to promote healthy relationships, tackle misogyny and develop active bystander programmes for young people in communities across LLR most affected by VAWG.
Update	Work carried out has highlighted areas for development to improve performance and develop productive attitudes towards VAWG. There is a focus on supporting frontline officers and supervisors to ensure that they achieve positive outcomes for victims wherever possible. Attendance at DA incidents is actively monitored through the force daily management meeting (DMM) to ensure that attendance is swift and effective. Work is under way to use an innovative tool which will facilitate video interface with victims. Work is underway to improve victim's confidence and to understand why there are high levels of disengagement from investigations by victims which then directly impacts our ability to achieve a positive outcome. Delays in Police attendance at DA incidents is a risk, however this is recognised across all departments and work is underway to improve attendance times and avoid delays in order to provide the best possible service to the victim. The 365-day rolling positive outcome rate for Standard risk DA is close to 10% (December 2022 to December 2023) and remains an area of focus for improved performance. This has been incorporated into the monthly LPD performance

meeting and quarterly force vulnerability board to track, monitor and scrutinise performance for this Key Performance Indicator.

Work is also underway to ensure that attendance times for DA incidents are reduced, in order to provide victims with the best possible service and afford Officers the greatest opportunity to achieve a positive outcome.

The arrest rate for Standard Risk domestic abuse incidents is currently 19.4% (November 2023) and remains and area of focus in order to increase the number of arrests made which will then provide greater protection for victims more opportunities to achieve a positive outcome.

In order to educate Officers and Staff on the correct use of, the DA Language Matters guidance has been completed and is now awaiting design by our Corporate Communications Team along with a communications and guidance package to include input / film by survivors of DA to explain their lived experience of encounters with police and good / poor practice.

Op Soteria change programme for RASSO investigations was approved by Executive Board in July 2023, coinciding with launch of the RASSO National Operating Model by the NPCC and College of Policing. Implementation of this key national work is planned between September 2023 and January 2024.

This will include an uplift of 12 x PCs, 2x DSs and 1 x DI.

Overall rape positive outcomes continue to improve and have risen to 5.8% in January 2024.

Current status: ORB to consider increase in risk score

STR1679	Complying with Home Office Counting Rules		
Responsible Officer	Darren Goddard	Impact: 3	Likelihood: 3
Date Recorded	12/06/13	Current Rating	9
Category	Operational	Previous Rating	9
Information	In 2018 HMICFRS revisited the Force to complete a detailed crime data integrity (CDI) inspection. The subsequent report released in Feb 2019 assessed the Force's overall crime recording processes as 'Inadequate'. There was significant improvement from the previous inspection completed in 2017. Due to this assessment CDI and Home Office Counting Rules Compliance remains a key Strategic risk for the Force.		
Risk rationale	The force is required to comply with Home Office counting rules. PEEL assessment graded the force as outstanding for crime recording within the victim service assessment. However, our local audits and DDM reviews show that performance is on a downward trend.		
Risk consequence	Failure to manage this risk could impact on layer 5 and layer 3 strategic performance indicators and could make it difficult to meet the force priorities and pledge.		
Existing Controls	CDI Board, training and delivery plan Audit regime NPCC Lead Increase in DDM staff LPD Bite Size Videos LPD and CMD improvement plans		
Additional Control	Business Insight Model National review of Home Office Counting Rules		

	Recruitment into DMM team
Update	As part of HMICFRS PEEL 2021/22 inspection they graded the force as outstanding in respect of crime recording, they estimate our overall crime recording compliance was 95.5% for all crime, 91.3 % for violent crime and 98% for sexual offences. However, the reviews undertaken by the DDMs show performance is on a downward trend in the areas they review. The force's crime recording compliance continues to decline and therefore the risk remains. The DMM team are carrying a number of vacancies at this time. The Strategic Vacancy Control Board has authorised the police staff vacancies to be temporarily filled with police officers and we are nearly up to full establishment. There are a number of workstreams ongoing to improve the force's crime recording compliance rate and this is reported to and monitored by the CDI meeting chaired by the DCC. **Current status: No change to risk**

STR0383	Lack of PIP 2 Detectives due to lack of staff and training affecting capability		
Responsible Officer	DS Amanda Thwaites	Impact: 3	Likelihood: 3
Date Recorded	15/06/2020	Current Rating	9
Category	Operational	Previous Rating	9
Information	The lack of PIP2 qualified detectives has been identified as a national issue, and it is having a significant impact within the CAID departments. In 2019 the number of PIP 2 qualified detectives within CAID sat at only 55% of the allocated establishment.		
Risk rationale	CAID should have 423 detectives in place - but currently only has 264		
Risk consequence	Failure to manage this risk could prevent the achievement of layer 3 and layer 5 strategic performance indicators, impacting on the force priorities and pledge.		

Existing Controls	Process in place for CID Aides (PC to DC Process). Process takes 14-18 months. The pool of officers being recruited from are increasingly young in service. Initial findings are positive, very few officers within their initial 6 months that have returned back to area. However CID Aides volunteering have reduced. DHEP Program is underway for direct entry detectives, first cohort started Nov 21, and joining CID and CAID depts in Sept 22. Two further DHEP cohorts have been agreed by SERB and will take start in April/ May 2022 and Nov 2022. PC to DC recruitment process restarted June 2022 CID attachments (PIP 1) part of Resource Cell Plan - eliminate 4 week attachments. D/Supt Baker has asked resource planners not to book in individuals with leave/ courses etc. Expected to go to 4 month attachment on 2nd year in CID, 3rd year in Serious Crime. Structured attachments are due for sign off at Force Exec. SERB - seeking to identify and implement force support around placements of officers in the DCs gaps in the period it takes to train DCs. PIP 1 investigators have been deployed into other CAID depts to assist with vacancies - mitigating the skills drain from CID. Review of work allocation in CAIU has been completed - some investigations will be allocated to PC attachments A third cohort of Dc DHEP started in November 2022 – 33 in number. The structured attachments have now been signed off for 2023 assisting with development of staff and showcasing the work of investigators to the wider force to attract new detectives.
Additional Control	Adopt a more agile approach to backfilling existing staff on area to allow them to attend courses. Identification of the requirement to futureproof the interest shown, and ongoing requirement to promote detective process. An improved approach to seek direct approach to teams and individuals, with personalised inputs and engagements to enhance and motivate interest in individuals becoming, and remaining Detectives. Force looking to recruit temporary capacity for 2 years to support inexperienced staff. This is being managed by the Resource Board
Update	The projection remains be at 423 full establishment is January 2026. We have 279 qualified detectives across the force, including regional units. This, however, includes 11 Detectives on career breaks and 33 detectives regging as Sgt's. At present there are 243.63 officers qualified as Detectives actually

performing the detective role. This has resulted in most departments holding a number of vacancies which in turn places further demand on those working within them.

99 officers are going through the process of becoming a Detective, with 16 in their 6 month trial period, 32 being inducted to do the NIE, and 51 exam passed and either awaiting a CID course or working their way through the PIP2 portfolio. The interest in becoming a detective is currently waning with the HOC working with corporate comms to increase interest.

49 DC DHEP officers at various stages of their development.

The CID's remain a largely inexperienced workforce with a large proportion of DHEP and TDC's within the department.

Attachments in Year 3 to specialist departments will stop in the New Year but continue to take place within CID and DAIU.

Current status: No change in risk

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Appendix F - Risk Scoring Matrix

Impact						
	Score	Performance/ Service Delivery	Finance /Efficiency £	Confidence/Reputation	Health and Safety	Environment	Strategic Direction

	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.

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