


Northumbria Police and PCC Joint Strategic Risk Register

Strategic Risk		Consequence	Summary of Controls	RAG		Owner	
				Likelihood (1-5)	Impact (1-5)	COT/ Directors	OPCC
1	Failure to recognise and adapt to the national Transforming Rehabilitation agenda. <i>(Risk deleted)</i>	Loss of public confidence in the Criminal Justice System (CJS). Increased re-offending rates. More complex and difficult to deal with issues in respect of re-offending being more difficult for providers to find sustainable solutions e.g. Mental health, drug and alcohol dependency. Challenges with working in a new partnership arena.	Ongoing engagement with LCJB. Effective engagement and partnership working with prospective providers. Future developments in the Transforming Rehabilitation agenda are monitored. National lobbying and contributing towards the debate. Regular meetings between the ACC and Probation Service to progress integrated offender management. The Integrated Offender Management (IOM) model has been reviewed. A new approach was introduced on Monday 9 May 2016, which saw CRC liaison officers introduced in each area command.	2	3	ACC Protective Services	Police and Crime Commissioner and Chief Executive
2	 Failure to produce an acceptable Police and Crime Plan.	Government intervention. Loss of public confidence. Increased crime rates.	Strategic Assessment planning processes Public consultation. Dedicated resources in Corporate Development and OPCC. Strategic Management Board. Monthly Department/ Area Command Performance meetings with Chief Officer Team (COT).	2	4	Deputy Chief Constable	Police and Crime Commissioner and Chief Executive
3	Failure to deliver against targets set out in the Police and Crime Plan.	Failure to target resources towards changing performance and crime trends.	Annual review of the Chief Constable's Delivery Plan. Quarterly Chief Officer Performance review meetings.	2	4	Deputy Chief Constable	Police and Crime Commissioner and Chief Executive


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4	Prolonged industrial action by key members of staff.	Reduced staffing and service provision across some or all business areas.	Business Continuity Plans. Contingency planning and testing of plans in partnership with key agencies. Estates Strategies.	1	2	Director of Human Resources	Police and Crime Commissioner and Chief Executive
5	Prolonged industrial action by key external organisations (transport, teachers, and fire service).		ICT Strategy. Capital Programme. Control Room staffing mix (officers/staff).	2	2	ACC Protective Services	Police and Crime Commissioner and Chief Executive
6	Prolonged fuel shortages		Comprehensive Flood Plans. Ongoing support with Local Resilience Forum (LRF). Force fuel reserves are maintained.	2	2	ACC Protective Services	Police and Crime Commissioner and Chief Executive
7	Power failure at key sites	Reduced services across some or all business areas.	BT review of 999 services. 'Uninterrupted Power Supply' is fitted at key sites to protect ICT equipment from damage. Volunteer flu vaccination (Communications).	2	3	ACC Protective Services and Director of Asset Management	Police and Crime Commissioner and Chief Executive
8	Major disruption to use of key buildings / facilities.		Health & Well-being Programme. Availability of remote access devices. New information management platform. Most ICT services can now be undertaken remotely. The Force has three machine rooms, two of which can be used to deliver critical ICT services.	2	3	ACC Protective Services and Director of Asset Management	Police and Crime Commissioner and Chief Executive
9	Pandemic outbreak.		Reduced staffing and service provision across some or all business areas.	All operational orders and business continuity plans are assessed and allocated a RAG status. This is an on-going process to ensure all plans are up-to-date.	2	4	ACC Protective Services

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10	Death in custody / within police premises or outside, following police contact.	<p>Litigation, legal action and/ or prosecution against the force and/or individual officers.</p> <p>Negative impact on employees.</p>	<p>H&S Management system.</p> <p>Risk Assessments.</p> <p>Safety checks.</p> <p>Role specific training.</p> <p>Critical Incident Review Process ensures lessons learned are identified and embedded. Healthcare provision.</p> <p>Lessons learned are shared, along with the dissemination of updates by functional leads, and awareness development sessions. Inspectors have also carried out attachments to PSD on a rolling basis.</p> <p>Electronic Custody records are now in place.</p> <p>The introduction of digital wipe boards in custody suites.</p> <p>A Custody Strategy Group has been introduced with the first meeting held in February 2016.</p> <p>Ongoing implementation of HIMIC Custody Inspection recommendations.</p>	2	5	ACC Protective Services	Police and Crime Commissioner
11	Failure to maximise the potential impact of LCJB	<p>Uncoordinated criminal justice programmes.</p>	<p>LCJB meetings with a formalised agenda are held with criminal justice partners.</p> <p>Formal Terms of Reference have been agreed by all members.</p> <p>A formal performance management framework has been developed.</p> <p>A national report entitled 'Working in Step' was published on 22 October 2015, regarding LCJBs. This found the same vulnerabilities as suspected locally, and there is a national drive to review and reinvigorate - including a performance framework. A steer is awaited from the national criminal justice board.</p>	2	3	ACC Protective Services	Police and Crime Commissioner

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				(1-5)	(1-5)		
12	 <p>Litigation, legal action and/or prosecution against the Force and/or individuals following assault or injury to Police Officer/ Staff.</p>	<p>Negative impact on employees.</p> <p>Litigation, legal action and/or prosecution against the Force and/ or individual officers.</p> <p>Effect upon officer and employee morale.</p> <p>Costs of damages and legal costs.</p> <p>Internal costs of dealing with litigation e.g. man hours.</p> <p>Reputational consequences.</p>	<p>Effective training (self-defence, first aid, Dynamic Risk Assessment National Decision Model (NDM).</p> <p>Protective Clothing and Equipment.</p> <p>Safe Patrolling Policy.</p> <p>Health and Safety investigations and the review of critical incidents, including lessons learned cascaded to staff.</p> <p>There is now improved data sharing with Officer Safety Training (OST) to better understand and manage risk in the training environment. This has led to a reduction in OST related injuries.</p> <p>Information on those officers who are repeatedly assaulted will help instigate appropriate development/ training.</p> <p>The Health, Safety and Welfare Group which meets quarterly, and is attended by operational officers, HR, Legal, the Service Managers, Federation and Union Representative.</p> <p>Critical Incident Board (recently re-named the Organisational Learning Board) which has strategic oversight of risk issues.</p> <p>Risk management issues are now considered whenever a civil claim is dealt with, and these issues are raised with the DCC and PCC, who see every report. Any Adverse trends are raised by Legal at the OLB.</p>	3	2	ACC Protective Services	N/A


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13	Failure to maintain ongoing recruitment of police officers.	Failure to keep front line policing up to policy commitments.	Executive Board. PCC Business Meeting. CC/PCC Monitoring Meetings. A recruitment plan has been agreed as part of the MTFS. Additional controls: MTFS proposes an annual requirement to recruit further from 2016. Police Officer recruitment opened in July 2016, with the intention to recruit up to 690 new officers over a four year period. Marketing campaign targeting a diverse range of communities. Activity to raise awareness of the Force as an employer of choice. Initial recruit training course reviewed to support future service delivery.	1	3	Director of Human Resources	Police and Crime Commissioner

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14	Negative impact on staff morale from further significant government cuts to funding.	<p>Loss of key staff.</p> <p>Increased sickness absence.</p> <p>Drop in service quality.</p>	<p>Commitment to an annual staff survey.</p> <p>The Chief Constable is leading a series of 'Proud' briefings following on from last year's events.</p> <p>Leadership expectations have been developed to provide clear guiding principles to encourage, develop, and support excellent leadership at all levels.</p> <p>Development programme implemented to increase self-awareness to improve individual, team and organisational wellbeing and performance. The programme will provide empowerment, confidence and promote an open and transparent learning culture.</p> <p>The introduction of a suite of leadership and core skill development programmes including mentoring, coaching, induction programmes, a talent scheme and an intranet based Learning Zone.</p> <p>A programme for first and middle leaders is in development, which will be ready for delivery from autumn 2016. Development at this level will include accreditation by providing the opportunity to convert work into formal management qualifications.</p>	3	3	Director of Human Resources	N/A

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15	 <p>Further cuts to Home Office Police Grant Funding.</p>	<p>Significant reduction in available finances impacting on the ability to provide frontline services.</p> <p>Impact on service provision, with less flexibility to innovate.</p>	<p>MTFS review and revision to match spending plans with available resources.</p> <p>Flexibilities to increase precept could, if utilised by the PCC, reduce impacts.</p> <p>Reserves will be optimised to help with the phasing of the delivery of savings.</p>	5	5	Director of Finance	Chief Executive and Chief Finance Officer
16	<p>A reduction in grant resources arising from a change to the Home Office grant allocation model.</p>	<p>Significant reduction in available finances impacting on the ability to provide front-line services.</p>	<p>2015/16 consultation was suspended when errors were found in data utilised. The intention for a further review was stated at the time but there has been no activity to date.</p> <p>The Force will be fully engaged and will assign suitable resources to work with the Home Office to determine a preferred model that provides the most positive outcome for us. Controls as listed at 15 above also apply.</p>	3	5	Director of Finance	Chief Executive and Chief Finance Officer
17	<p>Failure to deliver planned cost reductions.</p>	<p>Impact on service provision, with less flexibility to innovate and provide front-line services.</p>	<p>Financial strategies, including Medium Term Financial Strategy (MTFS), Value for Money profiles and Police Objective Analysis Profiles.</p> <p>Regular financial monitoring through Executive Board, OPCC Business Meeting and Joint Business Meeting.</p> <p>Internal Audit and OPCC scrutiny.</p>	2	4	Director of Finance	Chief Executive and Chief Finance Officer

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18	Short term negative cash flow.	Delayed payments or unplanned overdraft costs.	<p>A treasury management policy is maintained and a four year strategy agreed annually in March.</p> <p>A comprehensive range of treasury management activities are completed including cash flow forecasting, monitoring, temporary and long term borrowing and investing to ensure that sufficient working capital is available for our cash needs.</p> <p>Treasury management performance is reviewed by the JIAC.</p> <p>CFO monitors the treasury management function monthly.</p>	2	4	Director of Finance	Chief Executive and Chief Finance Officer

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19	Major ICT or telecommunications systems failure.	Potential for temporary loss of key services (PND, 999, Operational Systems).	<p>Business Continuity Plans.</p> <p>Contingency planning and testing of plans in partnership with key agencies.</p> <p>Estates Strategies.</p> <p>ICT Strategy.</p> <p>Capital Programme.</p> <p>Control Room staffing mix (officers/staff).</p> <p>Comprehensive Flood Plans.</p> <p>Ongoing support with Local Resilience Forum (LRF).</p> <p>Force fuel reserves are maintained.</p> <p>BT review of 999 services.</p> <p>'Uninterrupted Power Supply' is fitted at key sites to protect ICT equipment from damage.</p> <p>Volunteer flu vaccination (Communications).</p> <p>Health & Well-being Programme.</p> <p>Maintenance of a resilient critical ICT Services.</p> <p>New information management platform.</p> <p>Technology Refresh programme funded appropriately.</p> <p>Most ICT services can now be undertaken remotely. The Force has three machine rooms, two of which can be used to deliver critical ICT services.</p> <p>All operational orders and business continuity plans are assessed and allocated a RAG status. This is an on-going process to ensure all plans are up-to-date.</p>	2	3	Director of Finance	Chief Executive and OPCC


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20	Reduction in partnership services due to financial constraints and a lack of integrated planning.	<p>Gaps in the Forces ability to reduce and prevent crime and anti-social behaviour (ASB).</p> <p>Reduced ability to identify and respond to local priorities.</p> <p>Fewer crime prevention schemes.</p>	<p>Effective partnership governance arrangements and joint partnership plans, which include clear roles, responsibilities and exit strategies.</p> <p>PCC and Force funding bids (Innovation and Competed fund etc.)</p>	3	3	ACC Protective Services	Chief Executive and OPCC
21	Collaboration leads to an increase in exposure to associated risks of partners/ collaborators.	<p>Reputational damage by association with partner.</p> <p>Financial risk where investment by the force has been made in conjunction with partner.</p> <p>Reduced operational efficiency and effectiveness due partner non-delivery.</p>	<p>Potential partners should be considered with these risks in mind.</p> <p>Effective partnership agreements including robust governance, financial controls and exit strategies.</p> <p>Inter-force collaboration agreements (Section 22A).</p>	2	4	Deputy Chief Constable	Chief Executive and OPCC
22	Significant cyber-attack on Force systems.	<p>Corruption or loss of Force systems.</p> <p>Disclosure of sensitive information.</p>	<p>A number of technologies are in place to protect data from external attack (e.g. fire walls).</p> <p>Intrusion Detection Systems and Intrusion Protection Systems allow unusual activity directed towards the force to be identified and logged for analysis.</p> <p>Penetration tests, undertaken each year, demonstrate the force's capability to withstand attacks and safeguard its data and systems, with potential vulnerabilities identified and appropriate patches and fixes put in place to remove the threat.</p> <p>Technology refresh programme in place to replace older and less secure equipment.§ Identification of key roles within the Force and the introduction of appropriate vetting processes.</p>	2	4	Director of Finance	N/A

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23	Failure to dispose of HQ site and other estate assets as valued within the MTFS.	<p>Unnecessary maintenance, security or loss, or damage to property / physical assets leading to increased costs'.</p> <p>Loss of capital receipt.</p> <p>Potential significant impact on the MTFS and 2015/16 capital and revenue budgets that could result in:</p> <p>A shortfall of funding and overspend beyond the MTFS period.</p> <p>Requirement to borrow to fund the capital programme.</p> <p>Requirement to borrow to meet funding shortfall.</p> <p>Possible breach of agreed borrowing limits.</p>	<p>Estates Strategies regularly refreshed.</p> <p>OPCC and Joint Business Meetings updated.</p> <p>Monthly monitoring of the sale process and review of valuations.</p> <p>Regular forecasting and monitoring of the Prudential Code authorised borrowing limits.</p> <p>Section 106 agreed.</p> <p>A preferred developer was appointed in November 2015. A completion plan is now in place, with exchange estimated for August 2016 and completion end of March 2017.</p>	2	4	Director of Asset Management	Chief Executive and OPCC
24	Missed opportunity to share buildings/ facilities with local authority partners.	<p>Lost opportunity to reduce costs and/ or improve service access for the public.</p>	<p>Estates Strategies.</p> <p>On-going developments with partners.</p> <p>Collaboration strategy.</p> <p>10 Fire and Rescue Service co-locations.</p> <p>6 local authority sites.</p> <p>4 Community Association/Trust sites.</p> <p>Collaboration is a key work stream within the Programme of Change.</p> <p>Introduction of ICT services accessed via secure/remote access devices.</p>	2	3	Director of Asset Management	Chief Executive

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25	 <p>The Force/ OPCC fail to follow relevant laws, regulations, business rules and ethical codes.</p>	Litigation, legal action against the organisation or an individual leading to prosecution.	<p>An established and suitably resourced Legal Services Department.</p> <p>Corporate governance documents.</p> <p>PCC Schedule of delegations.</p> <p>Organisational scanning.</p> <p>Internal audit.</p> <p>External inspection (HMIC).</p> <p>The Police Code of Ethics has been delivered across the force.</p>	2	4	Chief Constable	Chief Executive and OPCC
26	Employment of corrupt Officers/Staff.	Resulting in an abuse of power, fraud or theft etc.	<p>Counter Corruption Strategy. § Vetting process.</p> <p>CC/PCC Oversight arrangements.</p> <p>Weekly DCC/ PSD/ HR/ Legal meetings.</p> <p>Monthly analysis of complaints, addressing any emerging issues with Area Commands/Departments.</p>	1	4	Deputy Chief Constable	Police and Crime Commissioner and Chief Executive
27	Ineffective complaints processes.	Resulting in poor levels of service and increased public dissatisfaction.	<p>Complaints Triage, ensuring all complaints are administered, monitored and managed by the appropriate staff and in a timely manner.</p> <p>Implementation of the Code of Ethics for all police officers.</p> <p>A comprehensive review has been carried out on the management of complaints from receipt through to quality assurance.</p>	2	3	Deputy Chief Constable	Police and Crime Commissioner and Chief Executive

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28	Serious accident/ death/ road traffic accident due to a breach of Health and Safety (H&S).	Litigation, legal action and/ or prosecution against the force and/or individual officers. Negative impact on employees.	H&S Management system. Risk Assessments. Safety checks. Role specific training. Critical Incident Review Process ensures lessons learned are identified and embedded. Healthcare provision. Lessons learned are shared, along with the dissemination of updates by functional leads, and awareness development sessions. Inspectors have also carried out attachments to PSD on a rolling basis. Publication and dissemination of appropriate policy and procedure.	2	5	Director of Human Resources	Chief Executive and OPCC

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29	The force, OPCC or an associated individual acts in a discriminatory way.	<p>Litigation, legal action against the force/OPCC leading to prosecution.</p> <p>Inequality of service delivery across discriminated groups.</p>	<p>Delivery of Joint Equality Objectives.</p> <p>The monitoring and analysis of protected characteristic data.</p> <p>Equality Impact Assessments (EIA).</p> <p>Force Equality Board.</p> <p>OPCC Advisory Group Meetings.</p> <p>EIA refresher training has been delivered.</p> <p>Force-wide Diversity and Equality awareness raising/ publicity.</p> <p>Conduct an assessment against the College of Policing Equality Improvement Model, once established.</p> <p>A review of high risk policies and procedures and associated EIAs (Custody, PVP, etc.).</p> <p>External organisational staff surveys (Stonewall Workplace Equality Index).</p> <p>IPCC Discrimination Guidance is in place, and has been rolled out to PSD staff, area command officers/staff and external partners. This will assist in the effective handling of allegations of discrimination (including discrimination based on race, sexual orientation, religious belief, age, or disability).</p>	1	3	Director of Human Resources	Police and Crime Commissioner and Chief Executive and OPCC



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30	The loss or inappropriate disclosure of sensitive data.	Breach of the Data Protection Act.	Compliance with National Policing Code of Connection. Implementation of the Information Security Review recommendations.	1	3	Deputy Chief Constable	Chief Executive and OPCC
31	Security breach.	Litigation, legal action against the force/OPCC leading to prosecution. Places individuals at risk, making them more vulnerable. Corruption or loss of Force systems. Negative public perception. External intervention. Drop in performance.	Staff training. Information Management Board. Post incident SIRO review and response. Internal Audit programme. Internal Training programme for all supervisors. Implementation of Operation Verify. Creation of new Information Management Unit and Information Management action plan.	1	4	Deputy Chief Constable	N/A
32	Data quality and integrity.	Failure to identify risk of vulnerability, officer, public safety. Skewed data returns.	Vetting process. Information Management Working Group. Maintenance of an effective ICT Audit capability.	2	3	Deputy Chief Constable	Police and Crime Commissioner and Chief Executive

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33	Loss of Public confidence and/or reputational damage. <i>(Risk deleted)</i>	Negative public perception. External intervention. Drop in performance.	Serious Case Review procedure. Effective communication strategies. Effective critical Incident policies and procedures. Pro-active press and media strategy. Critical Incident Review process ensures lessons learned are identified and embedded. Service Satisfaction and System and service recovery processes. Complaints Triage, ensuring all complaints are administered, monitored and managed by the appropriate staff and in a timely manner. Maintenance of effective Business Continuity Plans. Maintenance of effective disaster recovery plans. Effective data backup process. Implementation of an effective technology refresh programme. Capital investment in modern technology.	2	5	Deputy Chief Constable	Police and Crime Commissioner
34	Significant and sustained breakdown in the working relationship between PCC and Chief Constable. <i>(Risk deleted)</i>	Conflict of interests. Disagreement on priorities. Negative public perception. External intervention. Drop in performance.	Regular dialogue between PCC and Chief Constable. PCC attendance at SMB meetings. Police & Crime Panel.	1	3	Chief Constable	Police and Crime Commissioner

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35	 <p>NEW - Financial Risks arising as a result of exit from European Union.</p>	<p>Investments and Borrowing – Fewer counterparties to invest with if creditworthiness falls below standards, lower interest rates and lower return on deposits. Offset by potentially lower borrowing costs for refinanced debt.</p> <p>Pension Fund – Lower bonds rates could impact on pension deficit and increase contribution requirements.</p> <p>Demand Pressures – arising from cut backs by other local authorities or partners impacted by reduced income e.g. business rates.</p> <p>Inflation – The weaker Pound could create inflationary pressures on goods, services and wages.</p> <p>Sale of Assets – Delays to the sale or reduction in valuations.</p> <p>Government Grant Funding reduced if UK economy underperforms.</p>	<p>Establish our exposure to the different financial risks identified and any others that are locally relevant.</p> <p>Engage with partners and/or contractors to understand how Brexit affects their risks and any shared risks.</p> <p>Update and review the strategic risk register.</p> <p>Review significant policies relevant to the management of these risks (e.g. investment policy) to ensure they are fit for purpose in the new environment.</p> <p>Assess any impact of the risk assessment on the assumptions used to generate the medium term financial plan.</p> <p>Report the emerging picture from this work to the Joint Independent Audit Committee and Joint Business Meeting on a regular basis.</p> <p>Update strategic and operational plans as decisions are made.</p>	3	3	Director of Finance	Chief Executive and Chief Finance Officer
36	 <p>NEW - Failure to have sufficient appropriate adults to support those detainees in custody. This is not a statutory function of local authorities.</p>	<p>The lack of support and availability impacts upon investigations and victim care.</p> <p>Interviews and custody processes cannot be progressed without dis-regarding the codes of practice. Adults, some of which are highly vulnerable, are detained longer than necessary and without the independent support they need and deserve.</p> <p>The level of care such detainees require is often more intensive than those who do not require an appropriate adult. This causes additional stress upon our custody provision and increases the risk the organisation has to manage.</p> <p>The lack of appropriate adults and the ability to progress investigations can impact on victims and the service we can deliver effecting confidence and satisfaction.</p>	<p>On-going engagement with all 6 local authorities to support a service.</p> <p>On-going engagement with local universities to develop a trained volunteer service.</p>	4	4	ACC Protective Services	N/A