

No.	Theme	Governance and Oversight	Strategic Risk	Rationale	Potential Consequence	Summary of Controls	RAG	Likelihood (1-5) Impact (1-5)	Owner COT/Director	Owner OPCC
1	Strategy	Strategic Management Board	Failure to deliver against objectives set out in the Police and Crime Plan.	Ongoing Risk	Government intervention. Loss of public confidence. Failure to target resources towards changing performance and crime trends.	Force Performance Management Framework. Force Governance and Decision-making Structure. (Strategic Management Board, Operational Delivery Groups and other boards, such as Confidence and Standards Board). Joint Business Meeting and OPCC Scrutiny Meeting.	8	Likelihood 2 Impact 4	Chief Constable	Police and Crime Commissioner
2	Operational	Major Events - Operational Delivery Group	Inability to deliver continuity of service.	Prolonged industrial action by key members of staff. Pandemic outbreak. Prolonged fuel shortages. Adverse weather. Ongoing Risk	Reduced staffing and service provision across some or all business areas.	Uninterrupted Power Supply' is fitted at key sites to protect ICT equipment from damage. Health & Well-Being Programme. Force fuel reserves are maintained. Availability of remote access devices. Remote access to IT systems. The Force has three machine rooms, two of which can be used to deliver critical ICT services. Business Continuity Plans.	2	Likelihood 1 Impact 2	ACC Protective Services	Police and Crime Commissioner and Interim Chief of Staff
3	Operational	Major Events - Operational Delivery Group	Critical incident or other external incident that has a sustained and significant demand on policing resources.	Terrorist incident. Prolonged industrial action by key external organisations. Ongoing Risk	Inability to deliver services as a result of reduced staffing and service provision across some or all business areas.	Contingency planning and testing of plans in partnership with key agencies. Ongoing support with Local Resilience Forum (LRF). BT review of 999 services.	6	Likelihood 2 Impact 3	ACC Protective Services	
4	Operational	Investigation - Operational Delivery Group	An ineffective Criminal Justice System within the region.	Significant impact on the delivery of the Police and Crime Plan and public confidence. Ongoing Risk	Uncoordinated criminal justice activity. Inability to work effectively in partnership with other criminal justice agencies to provide services to victims and witnesses.	Alignment with the national protocol for LCJB. Terms of reference and appropriate membership. LCJB business plan. Effective sub group and reporting process. Performance management framework.	6	Likelihood 2 Impact 3	ACC Citizen Focus	Police and Crime Commissioner
5	Operational	Prevention and Deterrence - Operational Delivery Group	Reduction in partnership services due to financial constraints and a lack of integrated planning.	Ongoing Risk	Gaps in the Force's ability to reduce and prevent crime and anti-social behaviour (ASB). Reduced ability to identify and respond to local priorities. Fewer crime prevention schemes.	Effective partnership governance arrangements and joint partnership plans through Community Safety Partnerships (CSPs), Children & Adult Safeguarding Boards & Local Multi Agency Problem Solving (LMAPS) groups are in place, which include clear roles and responsibilities. A revised Neighbourhood Policing model has been agreed following a review by Force Improvement Team which will be introduced in conjunction with changes to the Force Operating Model following completion of the Force Management Statement. Strategic understanding of the current position in respect of relationships and interdependencies.	6	Likelihood 2 Impact 3	ACC Citizen Focus / ACC Local Policing	Police and Crime Commissioner and Interim Chief of Staff

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6	Operational	Responding to the Public - Operational Delivery Group	Failure to deliver the National Emergency Services Network (ESN) to Northumbria Police on time and to budget.	National delays anticipated with delivery of Emergency Services Network.  December 2016	Late delivery of ESN radio system to support operational policing.  Increase in forecast revenue budget as predicted savings will not be made as planned.  ESN solution fails to supply adequate coverage or capacity to support operational policing in Northumbria Police.  No formal confirmation of future years funding has been provided by Home Office as some payment and funding decisions are still to be finalised. Often will only be made on an annual basis just ahead of the financial year in question and subject to final confirmation as part of the normal funding allocation / notification processes.	The Home Office will negotiate with Airwave Solutions Limited about the extension of the National Airwave contract.  Northumbria has a contingency plan for the support of user and vehicle Airwave terminals.  Worst case forecast to be reflected in the Force MTFS.  Ensure close liaison with Home Office to receive early indication of programme slippage.  Undertake early review of predicted coverage and test actual coverage as soon as devices and coverage are available.  Investigate alternative solutions to provide additional coverage or capacity.  Liaise with Home Office regarding allocation of funding for future years.	10	Likelihood 5 Impact 2	ACC Citizen Focus	Police and Crime Commissioner and Interim Chief of Staff
7	Workforce	Strategic Resourcing Board	Insufficient resources, in terms of capacity and capability (skills), to meet current or future policing demands.	Ongoing Risk	Reduction in service quality/ delivery leading to reduced public trust and confidence.	A comprehensive recruitment plan has been put in place to meet forecast resourcing and talent requirements whilst ensuring affordability against the Medium Term Financial Strategy (MTFS).  Alternative routes into policing being explored to enrich the workforce mix and maximise benefit of national schemes (e.g. apprenticeships, Police Now, use of volunteers / students).  Periodic review of Training Profiles, monitoring and ensuring compliance with training programmes (SRB).  Workforce wellbeing programme / Health and Safety Management System in place to maximise use of available resource, and reduce loss through accident, injury and ill-health.  Equality Board Action Plan.	8	Likelihood 2 Impact 4	Director of People and Development	Police and Crime Commissioner
8	Workforce	Strategic Resourcing Board	Insufficient resources, in terms of capacity and capability (health and wellbeing), to meet current or future policing demands.	Ongoing Risk	Reduction in service quality/ delivery leading to reduced public trust and confidence.	Workforce wellbeing programme / Health and Safety Management System in place to maximise use of available resource, and reduce loss through accident, injury and ill-health.  Attendance management and monitoring of adverse sickness absence trends.  Monitoring of ill-health dismissals (Force Health Management Group / SRB).	8	Likelihood 2 Impact 4	Director of People and Development	Police and Crime Commissioner

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9	Public Confidence	Confidence and Standards Board	Litigation, legal action and/or prosecution of the Force and/ or individuals by former officers or staff members.	Ongoing Risk	Litigation, legal action and/ or prosecution of the Force and / or individual staff.  Reputational consequences, in addition to associated costs of dealing with litigation.  Negative impact on workforce.	Health and Safety Management system utilising 'Plan, Do, Check, Act' model to ensure compliance with legislation.  Access to competent Health and Safety advice.  Health and Safety training profile applied in place to support supervision in effectively managing risk.  Health and Safety investigations and the review of critical incidents ensures lessons learned are identified and embedded (Confidence and Standards Board).  7 point plan in place for investigative approach (assaults against staff) agreed by Chief Constable and Northumbria Police Federation.  Clear reporting mechanism is now in place for use of force.  Risk management approach in place whereby review of all civil claims received (DCC and PCC). Adverse trends reported (Confidence and Standards Board).  Effective media management.	8	Likelihood 2 Impact 4	Deputy Chief Constable	Police and Crime Commissioner and Interim Chief of Staff
10	Public Confidence	Confidence and Standards Board	Death in custody/death or serious injury following police contact.	Ongoing Risk	Litigation, legal action and/or prosecution against the Force and/or individual officers.  Negative impact on employees.  Reputational impact on confidence in Northumbria Police.	Health and Safety 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 Professional Standards Department (PSD )on a rolling basis. Electronic Custody records are in place. Digital wipe boards utilised in custody suites. The Investigation - Operational Delivery Group provides oversight for Custody related matters. Ongoing implementation of HMIC Custody Inspection recommendations. Adoption of the 'National Strategy for Police Custody' into all on-going Continuous Professional Development (CPD) training and within the Custody Action Plan. Effective media management. Family liaison support.	8	Likelihood 2 Impact 4	Deputy Chief Constable	Police and Crime Commissioner
11	Public Confidence	Confidence and Standards Board	Other adverse or critical incident, as a result of police action or omission.	Ongoing Risk	Litigation, legal action and/or prosecution against the Force and/or individual officers.  Negative impact on employees.	Health and Safety Management system. Risk Assessments.  National Decision Making model.  Role specific training.  Critical Incident Review Process ensures lessons learned are identified and embedded.  Lessons learned are shared at the relevant Operational Delivery Group.	9	Likelihood 3 Impact 3	Deputy Chief Constable	Police and Crime Commissioner and Interim Chief of Staff

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12	Public Confidence	Confidence and Standards Board	Corrupt behaviour by an officer or police staff member.	Ongoing Risk	Abuse of authority for financial or sexual purpose, fraud or theft.	Counter Corruption Strategy.  Training in relation to Professional Standards of Behaviour and Code of Ethics.  Vetting procedures at point of entry and in accordance with National Code of Practice.  Integrity Health Check in place as part of the Professional Development System (PDS) process.  Effective media and communication management.	8	Likelihood 2 Impact 4	Deputy Chief Constable	Police and Crime Commissioner and Interim Chief of Staff
13	Public Confidence	Confidence and Standards Board	Ineffective response to complaints or service recovery.	Ongoing Risk	- Resulting in poor levels of service and increased public dissatisfaction	Complaints and service recovery monitored at the Confidence and Standards Board.  OPCC Scrutiny Meeting.  DCC/ HR/ PSD/ Legal monthly meeting .  Monthly analysis of complaints, addressing any emerging issues with Area Commands/ Departments.  Complaints Triage, based at the OPCC, ensuring all complaints are administered, monitored and managed by the appropriate staff and in a timely manner.  Monitoring of the Code of Ethics for all police officers.	4	Likelihood 1 Impact 4	Deputy Chief Constable	Police and Crime Commissioner and Interim Chief of Staff
14	Regulation and Standards	Investigations - Operational Delivery Group	Failure to achieve ISO/IEC 17025 accreditation for digital device examination and impact on digital forensic examinations.	Requirement to achieve ISO/IEM accreditation.  February 2017	Lack of reputation and credibility.  Negative impact on criminal justice system.  Internal inefficiency.  Provision of evidence is undermined.  Forensic Regulator intervention and consequences including the possible cessation of E-Forensics.  Risks associated with devices currently awaiting examination are not assessed or understood.  Negative impact on investigations, victim care and safeguarding.  Negative impact on criminal justice system.  Public confidence.	Information Security Officer (ISO) manager appointed.  ISO work plan being devised.  Pre-assessment and ISO timeline and delivery plan in place.  Monthly governance and scrutiny oversight has been implemented.  The DFU infrastructure is in place. Work continues towards the first stage of ISO 17025 accreditation for digital forensics and UKAS are booked to come into Force early March 2018 for inspection. The Force is fully connected with the NPCC lead and are making satisfactory progress / mitigating risk.'- Ongoing Digital Forensics Unit (DFU) re-structure.  Improved DFU operating model including equipment, triage, and submission policy. DFU network (storage facility) installed August 2017.  Temporary increase of staff to eliminate backlog.  LIMA case management system.  There are no severe delays for digital forensics. The improvements made in the DFU have brought waiting times down significantly and the current estimated time of arrival for devices is circa 10-12 weeks. It is still anticipated this will reduce to circa 8 weeks by Spring 2018.	9	Likelihood 3 Impact 3	ACC Protective Services	N/A

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15	Regulation and Standards	Confidence and Standards	Force/ OPCC or an associated individual acts in a discriminatory way	Ongoing Risk	Litigation, legal action against the Force/ OPCC. Inequality of service delivery across discriminated groups. Loss of trust and confidence.	Agreement and delivery of Joint Equality Objectives (OPCC and Force). Governance Structure - Gold and Silver Boards. Monitoring and analysis of protected characteristic data (employee lifecycle). Equality Impact Assessments (EIA) in place. OPCC Advisory Group Meetings. Forcewide Training in diversity and inclusion. External organisational staff surveys (Stonewall Workplace Equality Index) Annual Staff Survey (Durham University model). IOPC Discrimination Guidance in place, and has been rolled out to PSD staff, area command officers / staff and external partners (to assist in the effective handling of allegations of discrimination (based on race, sexual orientation, religious belief, age, or disability). Equality action plan.	10	Likelihood 2 Impact 5	ACC Citizen Focus	Police and Crime Commissioner and Interim Chief of Staff
16	Regulation and Standards	Information Management Board	Failure to comply with the requirements of the General Data Protection Regulation	OPCC and Force preparedness for the General Data Protection Regulation. February 2018	Failure to comply with all aspects of the regulations may result in regulatory action being taken by the Information Commissioner's Office (ICO) which could result in a substantial monetary penalty. Findings made by the ICO are publicised and so the Force would be subject to reputational damage if members of the community believed that they were not handling personal and sensitive personal data in accordance with the Regulations.	A GDPR Working Group has been established to ensure readiness and compliance with regards to the regulations. A Project Plan emulating the ICO's "12 Steps to Readiness" has been implemented and is being followed with key timescales identified. Actions include: 1. Appointment of a Force Data Protection Officer (DPO). 2. Identification of data held across the organisation in order to formulate a centralised data asset register. 3. Privacy Impact Notices are to be formalised with a governance process implemented to ensure on-going compliance. 4. Processes that require consent are being identified, reviewed and where necessary data amended or deleted. 5. Individual rights in terms of consent and right to prevent processing are being reviewed with formal governance being implemented. 6. Existing procedures in respect of Data Breaches is being reviewed to ensure required actions set out in the Regulations are met. 7. The working group is working with the NPCC to ensure that formal training is made available to all staff and officers. 8. Oversight provided at Information Management Board. 8. Governance in respect of logging data, international transfers and the processing of extremely sensitive data is being implemented.	12	Likelihood 3 Impact 4	Director of Finance and IT	Interim Chief of Staff
17	Financial	Joint Business Meeting	Further cuts to Home Office Police Grant Funding	Ongoing Risk	Reduction in available finances impacting on the ability to provide frontline services. Impact on service provision, with less flexibility to innovate. Public confidence.	Annual MTFs process to review and revise spending plans to match available resources. Flexibilities to increase precept are considered annually. The Home Office have indicated this flexibility will continue for a further 12 months into 2019/20 subject to meeting transparency and efficiency targets Reserves will be optimised to help with the phasing of the delivery of savings. Effective media plan.	10	Likelihood 2 Impact 5	Director of Finance and IT	Interim Chief of Staff and Chief Finance Officer

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18	Financial	Strategic Resourcing Board	Failure to manage annual budget	Ongoing Risk	Impact on service provision, with less flexibility to innovate and provide front-line services.	Financial strategies, including MTFS, Value for Money profiles and Police Objective Analysis Profiles.  Regular financial monitoring through Executive Board, OPCC Business Meeting and Joint Business Meeting.  Internal Audit and OPCC scrutiny, plus part of External Audit annual Value for Money assessment.	4	Likelihood 1 Impact 4	Director of Finance and IT	Interim Chief of Staff and Chief Finance Officer
19	Financial	OPCC Business Meeting	Reduced effectiveness of Treasury Management	Transfer of Treasury Management to the Northumbria Police.  December 2017	Non achievement of the Treasury Management Strategy, Investment Policy deliverables, and 2018/19 Treasury Management budget targets.	Establishment of robust monthly monitoring reports.  Tight controls and reporting of Prudential Indicators.  Quarterly meetings with Treasury Management external advisers.	3	Likelihood 1 Impact 3	Director of Finance and IT	Chief Finance Officer
20	Financial	Strategic Resourcing Board	Financial Risks arising as a result of exit from European Union	Continued Financial uncertainty as a result of exit from the European Union.  April 2018	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.  Pension Fund – Lower bonds rates could impact on pension deficit and increase contribution requirements.  Demand Pressures – arising from cut backs by other local authorities or partners impacted by reduced income e.g. business rates.  Inflation – the weaker Pound could create inflationary pressures on goods, services and wages.  Sale of Assets – Delays to the sale or reduction in valuations.  Government Grant Funding reduced if UK economy underperforms.	Engage with partners and/or contractors to understand how Brexit affects their risks and any shared risks.  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.  Assess any impact of the risk assessment on the assumptions used to generate the Medium Term Financial Strategy.  Report the economic picture to the Joint Independent Audit Committee and OPCC Business Meeting as part of Treasury Management reporting arrangements.  Update strategic and operational plans as decisions are made.	9	Likelihood 3 Impact 3	Director of Finance and IT	Interim Chief of Staff and Chief Finance Officer
21	Financial	OPCC Business Meeting	Failure to dispose of the former HQ site as valued within the MTFS.	Extending period to dispose of HQ site and other estate assets.  Ongoing Risk	Unnecessary maintenance, security or loss, or damage to property / physical assets leading to increased costs.  Loss of capital receipt.  Potential significant impact on the MTFS capital and revenue budgets that could result in:  1. A shortfall of funding and overspend beyond the MTFS period. 2. Requirement to borrow to fund the capital programme. 3. Requirement to borrow to meet funding shortfall. 4. Possible breach of agreed borrowing limits.	Estates Strategy regularly refreshed.  OPCC and Joint Business Meetings regularly updated.  Monthly monitoring of the sale process and review of valuations.  Regular forecasting and monitoring of the Prudential Code authorised borrowing limits and of the impact on timing of receipt of capital receipts.  With regard to disposal of the HQ site, a completion plan is now in place supported by a full financial appraisal which takes account of completion before or after 31 March 2018.	8	Likelihood 2 Impact 4	Director of Finance and IT	Police and Crime Commissioner and Interim Chief of Staff



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22	Infrastructure and Assets	Strategic Resourcing Board	Ineffective delivery of the Force Estates Strategy.	Ongoing Risk	<p>Unnecessary refurbishment of existing freehold properties where alternative options exist.</p> <p>Potential impact on MTFS capital and revenue budgets.</p> <p>Failure to deliver Estates improvement programme in a timely manner results in failure of building components and closure of buildings leading to major disruption and business continuity issues</p>	<p>Business Case to be prepared prior to refurbishment of each property to be agreed by OPCC.</p> <p>Estates delivery programme monitored by Strategic Resourcing Board.</p>	3	Likelihood 1 Impact 3	Director of Finance and IT	Police and Crime Commissioner and Interim Chief of Staff
23	Infrastructure and Assets	Strategic Resourcing Board	Major disruption to use of key buildings, facilities or other assets and resources.	Ongoing Risk	Reduced services across some or all business areas	<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>BT review of 999 services.</p> <p>Uninterrupted Power Supply' is fitted at key sites to protect ICT equipment from damage.</p> <p>Availability of remote access devices.</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>	6	Likelihood 2 Impact 3	ACC Protective Services and Director of Finance and IT	Police and Crime Commissioner and Interim Chief of Staff

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24	Infrastructure and Assets	Strategic Resourcing Board	Estate risks around electrical and gas safety, water hygiene, asbestos containing materials and fire safety.	Ongoing Risk	Injury to building users. Litigation and civil claims. Negative impact on employees. Closure of buildings leading to major disruption and business continuity issues.	<p>Policies and procedures in place.</p> <p>Fire risk assessments are in place for all properties occupied by OPCC.</p> <p>OPCC commissioned an in-depth independent survey of fire risk. The risk rating for all properties has been assessed as either 'trivial' or 'tolerable'. Implementation of Action Plan recommendations will ensure that the Chief Constable continues to meet obligations in respect of the Regulatory Reform Fire Safety Order 2005.</p> <p>Regular maintenance of fire alarms and emergency lighting is undertaken in accordance with BS5839 and BS5266. Regular evacuation tests and policing of 'housekeeping issues'.</p> <p>Periodic inspection and test in accordance with Electricity at Work Act 1980 and BS7671 with remediation of priority 1, 2 and 3 defects.</p> <p>Water Hygiene risk assessment in accordance with ACOP L8 with resultant hygiene maintenance.</p> <p>Asbestos management survey undertaken which is updated annually by re-inspection. A risk assessed asbestos management plan is updated annually and any remedial works required to reduce risks are undertaken.</p> <p>Regular maintenance of gas equipment in accordance with manufacturers instructions.</p> <p>Health and Safety management.</p>	8	Likelihood 2 Impact 4	Director of Finance and IT	Police and Crime Commissioner and Interim Chief of Staff
25	Infrastructure and Assets	Information Management Board	The loss or inappropriate disclosure of sensitive data or information.	Series of recent incidents of inappropriate disclosure or loss of sensitive information or data. Ongoing Risk	Breach of the Data Protection Act. Breach of GDPR. Litigation, legal action against the Force/OPCC leading to prosecution. Places individuals at risk, making them more vulnerable. Corruption or loss of Force systems. Public confidence. External intervention and/or financial penalties. Failure to identify risk of vulnerability, officer, public safety.	<p>Compliance with National Policing Code of Connection.</p> <p>Implementation of the Information Security Review recommendations.</p> <p>Information Management Board.</p> <p>Post incident Senior Information Risk Officer (SIRO) review and response.</p> <p>Internal Audit programme.</p> <p>Staff training including internal training programme for all supervisors.</p> <p>Creation of new Information Management Unit and Information Management action plan.</p> <p>Improved vetting processes and procedures.</p> <p>Information Management Working Group.</p> <p>Maintenance of an effective ICT Audit capability.</p> <p>A specific Information Security Risk Register is reviewed and maintained at monthly SIRO meetings and considered quarterly at Information Management Board.</p> <p>Effective media management.</p>	8	Likelihood 2 Impact 4	Deputy Chief Constable	Police and Crime Commissioner and Interim Chief of Staff



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26	Information Technology	Strategic Resourcing Board	Ageing IT infrastructure and implementation of future strategy.	Timescales for implementation of IT strategy and impact of existing systems on the force's efficiency and effectiveness.  March 2018	Potential for temporary loss of key services (Police National Database (PND), 999, operational systems).	Contingency planning and testing of plans in partnership with key agencies. All operational orders and business continuity plans are assessed and allocated a RAG status. This is an ongoing process to ensure all plans are up-to-date.  Estates Strategies includes the refresh of Infrastructure critical to the delivery of ICT services.  ICT Strategy includes a programme of technology refresh, updating and replacing older equipment.  Capital Programme - appropriate funding for ICT services.  Support and maintenance contracts are in place along with callout rotas to provide 24x7 support for systems. SLAs for support are generally 4-5 hours.  Effective media management and communication plan.	9	Likelihood 3 Impact 3	Director of Finance and IT	Police and Crime Commissioner and Interim Chief of Staff
27	Information Technology	Information Management Board	A malicious intent to compromise information systems or access information or data.	Ongoing Risk	Corruption or loss of Force systems.  Disclosure of sensitive information.  Public confidence in Northumbria Police.	A number of technologies are in place to protect data from external attack (e.g. fire walls).  Intrusion Detection Systems and Intrusion Protection Systems allow unusual activity directed towards the Force to be identified and logged for analysis.  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.  Patching processes have been updated to reflect the frequency of patches being issued by Microsoft and other critical system suppliers.  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.  Effective media management and communication plan.	8	Likelihood 2 Impact 4	Director of Finance and IT	N/A

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28	Collaboration and Partnership	Strategic Management Board	Inability to maximise the opportunities from collaboration.	Current collaboration is limited. March 2018	Reduced ability to deliver strategic objectives.  Reduction in opportunities to improve service quality and cost effectiveness. Failure to comply with legislation, namely; Police Reform and Social Responsibility Act 2011 & Policing and Crime Act 2017.	<p><b>Community Safety.</b> Northumbria Police, Tyne and Wear Fire &amp; Rescue Service &amp; Northumberland Fire &amp; Rescue Service have signed a Joint Strategic Intent document.</p> <p>Northumbria Police, Durham Constabulary, Cleveland Police &amp; North East Ambulance Service have an agreed Joint Standard Operating Procedure for response and attendance at ambulance related incidents.</p> <p>Joint Collaboration Strategic Board and Joint Collaboration Delivery Group with membership from Police, OPCC, Fire, NEAS, Fire Authority.</p> <p>Effective partnership agreements including robust governance, financial controls in place and monitored via Community Safety Partnerships and OPCC Scrutiny.</p> <p><b>Safeguarding</b> Safeguarding Department continue to develop multi-agency collaborative working with partners including the formation of Multi- Agency Safeguarding Hubs.</p> <p><b>Specialist Policing Services</b> Section 22A agreement in place to form the basis of collaborative working with the seven regional forces.(NETIC). Section 22A agreement in place with Durham Constabulary for collaborative working within Forensic arena. Collaborative work continues with Durham Constabulary and Cleveland Police in the form of North East Regional Specialist Operations Unit (NERSOU).</p>	8	Likelihood 2 Impact 4	ACC Local Policing	Police and Crime Commissioner and Interim Chief of Staff
29	Information and Evidence	Information Management Board	Data quality affecting business and operational decision making and compliance with national standards.	Data quality recorded within existing Information Systems is variable. June 2016	Reduced quality of information and intelligence available to officers and staff.  Limited operational and business intelligence to inform decision-making.  Inaccurate data returns to the Home Office and other bodies, such as HMICFRS.  Reduction in force performance and delivery.	<p>Information Management Board.</p> <p>Delivery of ICT Strategy.</p> <p>Crime validation and audit processes, as part of the Crime Data Integrity Audit Plan.</p>	6	Likelihood 2 Impact 3	Deputy Chief Constable	Police and Crime Commissioner and Interim Chief of Staff