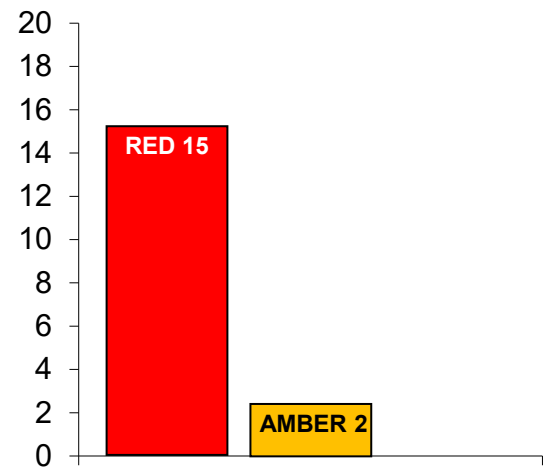
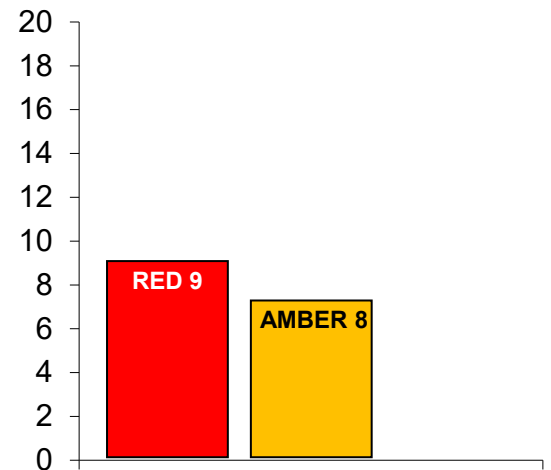


# POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE RISK REGISTER - EXECUTIVE SUMMARY

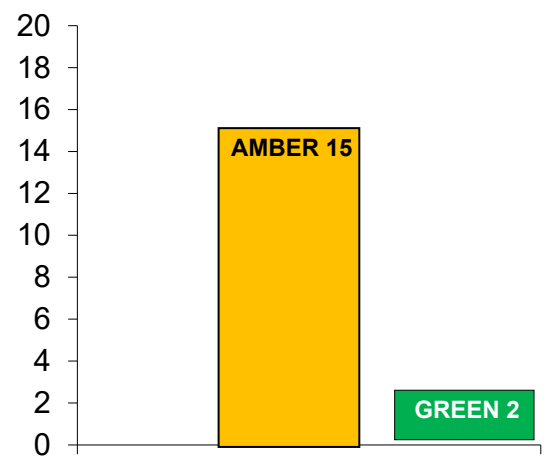
**INHERENT EXPOSURE (Number of Risks)**



**CURRENT EXPOSURE (Number of Risks)**



**TARGET EXPOSURE (Number of Risks)**



**INHERENT EXPOSURE (Risk Distribution)**

LIKELIHOOD	4	A	A	R1	R12
	3	G	A	A1	R2
	2	G	A	A	A1
	1	G	G	G	A
		1	2	3	4
		IMPACT			

**CURRENT EXPOSURE (Risk Distribution)**

LIKELIHOOD	4	A	A	R	R5
	3	G	A	A1	R4
	2	G	A	A2	A4
	1	G	G	G	A1
		1	2	3	4
		IMPACT			

**TARGET EXPOSURE (Risk Distribution)**

LIKELIHOOD	4	A	A	R	R
	3	G	A	A	R
	2	G	A	A6	A3
	1	G	G	G2	A6
		1	2	3	4
		IMPACT			

ID	RISK DESCRIPTIONS	SPONSOR	Current Rating
1	Failure to Ensure that G4S objectives are delivered (with available resources)	PCC (CFO)	Red
2	Lack of Capacity & Resilience in the Office of Police and Crime Commissioner	PCC (CE)	Amber
3	Failure to persuade Government of Lincolnshire's case for a fairer share of national funding, including lack of recognition of the rural costs in the formula; compounded by potential budget cuts presented by HM Treasury in next spending review period (2020– 2024)	PCC (CFO)	Red
4	Failure to achieve and demonstrate efficiencies, value for money (VfM) and optimum workforce productivity	PCC (CE)	Red
5	Failure to deliver objectives of Tri-service "Blue Light Programme".	PCC (CE)	Amber
6	Financial loss (default on investments, bad debt, major incident)	PCC (CFO)	Amber
7	"Resilience & Instability in Force Chief Officer team (Recent significant changes in Chief Officer team)	PCC (CE)	Amber
8	Ineffective relationships with Local Partners ( Inc LCC, District Councils, Health services, Fire/ Ambulance)	PCC (CE)	Amber
9	Failure to deliver an efficient transition from the current G4S contract to effective alternative solutions in a timely manner.	PCC (CE)	Red

ID	RISK DESCRIPTIONS	SPONSOR	Current Rating
10	Failure to maintain or develop beneficial regional collaborations. (Following significant changes in regional leadership landscape - PCCs and Chief Officers)	PCC (CE)	Red
11	Failure of the Force to deliver operational effectiveness	PCC (CE)	Red
12	Failure to obtain satisfactory VfM from the disposal of 'West Parade' Police Station (Lincoln City)	PCC (CE)	Amber
13	Failure of the Force: to prepare appropriate strategic & operational delivery plans for all key organisational functions.	PCC (CE)	Red
14	Failure to: Maintain a resilient and effective working relationship with the newly appointed Chief constable	PCC (CE)	Amber
15	Failure to: Maintain a strong working relationship with the Police and Crime Panel.	PCC (CE)	Red
16	Failure to Maintain appropriate access to vital business support functions following transition from the G4S Contract. (Eg ICT, Estates, Contract Management et al).	PCC (CE)	Red
17	Failure to adequately respond to the Home Office proposals regarding PCC's taking responsibility for Fire & Rescue Service Governance.	PCC (CE)	Amber

RISK REGISTER														OBJECTIVES				NOT PROTECTIVELY MARKED			
POLICE & CRIME COMISSIONER FOR LINCOLNSHIRE														A. INTERNAL				B. FORCE ORGANISATION/TRANSFORMATION			
														C. EXTERNAL DELIVERY				D. COLLABORATION			
ID	Unique Ref No.	Linked to Objective	Description of Risk		Risk Sponsor	Inherent Risk Score 1:Low 4:High		Overall Inherent Risk Score		Owner (the do-er)	Current Risk Score 1:Low 4:High		Current Risk Score		Owner (responsible for controls)	Target Risk Score 1:Low 4:High		Overall Target Risk Score	Review Date		
			Source (Lack of... Failure to...)	Consequences (Results in ... Leads to ...)		Likelihood	Impact				Likelihood	Impact				Likelihood	Impact				
1	C09	A B C	Failure to ensure that <b>G4S objectives</b> are delivered (with available resources).	<ul style="list-style-type: none"><li>• Policing and crime objectives not achieved</li><li>• Public confidence in PCC, force and criminal justice partners is undermined.</li><li>• Ineffective allocation of funding and issuing of crime and disorder reduction grants</li><li>• poor use of resources</li><li>• Negative media and reputational consequences regarding the public's trust and confidence in policing.</li></ul>	CFO	4	4	R 16	<ul style="list-style-type: none"><li>• Ongoing OPCC attendance at Performance and Delivery (P&amp;D) Board - oversight of risks.</li><li>• Governance framework, Commercial Partnership team (CPT) i to monitor performance and delivery of contract</li><li>• Risk management - CPT Risk register reviewed via P&amp;D Board - escalation process in place if any serious risks are identified</li><li>• Monthly Transactional Management board in place</li><li>• Performance management of contract/SKPIs/KPIs/PIs/MIIs</li><li>• Internal Audit Programme</li><li>• G4S Programme Director in place.</li><li>• Leadership relationships</li></ul>	CPT & CFO & CE	3	4	R 12	<ul style="list-style-type: none"><li>• Transition programme - supporting governance structure and leadership.</li></ul>	CE & CFO	2	3	A 6	OPCC Management Meeting		
2	C06	A B C D	<b>Lack of Capacity &amp; Resilience</b> in the Office of Police and Crime Commissioner	<ul style="list-style-type: none"><li>• Instability, lack of leadership in short term and need to invoke contingency plans (through Police and Crime Panel)</li><li>• Inability to achieve objectives stated i• Capacity and capability related performance issues. n Police and Crime Plan</li><li>• Individual and team is vulnerable</li><li>• Negative media coverage / reputational consequences (trust and confidence in PCC undermined)</li></ul>	PCC (CE)	3	4	R 12	<ul style="list-style-type: none"><li>• OPCC Policies and procedures Inc continuity plan.</li><li>• Scheme of arrangements (CE)</li><li>• Police and Crime Panel in place with procedures as required.</li><li>• Guidance on the occurrence of a vacancy/absence, incapacity or suspension in OPCC</li><li>• DCFO appointed April 2015</li><li>• Contract in place for Comms and Media support services to PCC - Dec 2016 onwards</li><li>• 2 Interns recruited annually in June - start date Sept / Oct (recurring) - Extension of Internship tenure from 12 to 18 months including 6 months overlap between incoming and outgoing interns. (October 2021).</li><li>• Collaborative work with Partners on Mental Health Strategy - (LPFT).</li><li>• Full time CFO appointed to the force releasing some DCFO capacity for OPCC.</li><li>• Use of external contractors eg creation of Victims Strategy by 'Inspiration' consultancy</li><li>• EM Regional PCC's secretariat established – (Jan 2018)</li><li>• Partnerships and Delivery Manager &amp; Officer roles established - Jan &amp; March 2018).</li><li>• Communications manager (Victims services) – commenced October 2018.</li><li>• Service Delivery Manager (Victims services) – commenced October 2018.</li><li>• OPCC Admin Apprentice recruited on 18 - month cycle (Jan 2020)</li><li>• Review of complaints (Appeals) outsourced to specialist agency (Dec 2019).</li><li>• Safer together team recruited (Jan 2020)</li></ul>	CE	2	4	A 8	<ul style="list-style-type: none"><li>• Partnership approach to help deliver a programme of work including HIN and Mental health strategy implementation - from April 2019.</li><li>• Recruitment of Communications officer (August 2021) to replace intern position.</li></ul>	CE	2	3	A 6	OPCC Management Meeting		

3	CO1	A B C D	<b>Failure to persuade Government of Lincolnshire's case for a fairer share of national funding</b> , including lack of recognition of the rural costs in the formula; compounded by potential budget cuts presented by HM Treasury in next spending review period (2020– 2024)	<ul style="list-style-type: none"> <li>increased pressure on local council tax precept</li> <li>And/or resulting in the PCC's inability to provide sufficient resources to deliver services.</li> </ul>	PCC (CFO)	4	4	R 16	<ul style="list-style-type: none"> <li>Policing Minister multiple visits, HO / Civil servant visits</li> <li>Representation at HO events</li> <li>Combined lobbying / engagement from National PCC portfolio representatives.</li> <li>Response to consultations (government reviews of formula).</li> <li>HMIC PEEL Efficiency reports</li> <li>HO Special grant £1.8 M awarded (2019)</li> <li>Covid expenditure reporting</li> <li>Police officers – Govt uplift programme.</li> </ul>	CC/ CFO CE	4	4	R 16 ↔	<ul style="list-style-type: none"> <li>OPCC / Force continue to lobby government / HO at all available opportunities.</li> </ul>	CFO	2	4	A 8	OPCC Management Meeting
4	CO2	A B C D	Failure to achieve and demonstrate <b>efficiencies, value for money</b> (VfM) and optimum workforce <b>productivity</b>	leading to: <ul style="list-style-type: none"> <li>PCC's inability to provide sufficient resources to deliver policing services</li> <li>Negative reputational consequences through media coverage.</li> <li>deterioration in performance</li> <li>poor use of resources</li> <li>Effectiveness and efficiency of policing in Lincolnshire is reduced or not improved.</li> </ul>	PCC (CE)	4	4	R 16	<ul style="list-style-type: none"> <li>Savings Tracker</li> <li>VfM Strategy</li> <li>HMIC - PEEL EFFICIENCY – recommendations tracker.</li> <li>Internal audit plan in place</li> <li>Robust procurement process / arrangements</li> <li>VfM / Efficiency plan in place from Feb 2017</li> <li>External Audit includes VfM opinion.</li> <li>Force Benefits realisation strategy from April 2017</li> <li>Force Change Board includes remit for benefits realisation &amp; management.</li> <li>Force engaged with CIPFA benchmarking programme.</li> <li>Introduction / development of Business Information tool (Feb 2021)</li> <li>CIPFA action plan in place (May 2021)</li> </ul>	CE & CFO	4	4	R 16 ↔	<ul style="list-style-type: none"> <li>Anticipated external auditor's opinion delayed (April 2020)</li> </ul>	CFO & DCC	2	4	A 8	OPCC Management Meeting
5	CO36	A B C D	Failure to deliver objectives of Tri-service <b>"Blue Light Programme"</b> .	Leading to <ul style="list-style-type: none"> <li>Negative reputational consequences</li> <li>Negative impact on Tri-service relationship</li> <li>Negative impact on delivery of Police, Fire &amp; Rescue and Ambulance services</li> </ul>	PCC (CE)	4	4	R 16	<ul style="list-style-type: none"> <li>Governance structure (monitoring &amp; oversight) Inc Finance / grant structure.</li> <li>Full Business Case</li> <li>Heads of terms agreement</li> <li>Collaboration agreement</li> <li>Organisational decision-making processes</li> <li>Programme risk register / management.</li> <li>Tri-service building completed and operational.</li> </ul>	CE/ CFO FCFO PCC	2	4	A 8 ↔	<ul style="list-style-type: none"> <li>Blue light Steering Committee - Discussions on wider collaboration re-commenced – focussing initially on estates opportunities (May 2021).</li> </ul>	CE / CFO & FCFO & COG	1	4	A 4	OPCC Management Meeting
6	CO33	A B C D	<b>Financial loss</b> (default on investments, bad debt.)	Leading to <ul style="list-style-type: none"> <li>Negative impact on service delivery</li> <li>Reduced spend and inability to respond to operational demands</li> <li>Negative reputational consequences</li> </ul>	PCC (CFO)	2	4	A 8	<ul style="list-style-type: none"> <li>Reserves policy (reduced facility to use reserves to mitigate any risk of financial loss 2018/19)</li> <li>Treasury Management strategy</li> <li>Scheduled Internal Audit / review 'Cash, Banking and Treasury Management'</li> <li>Financial governance reporting to JIAC inc TM</li> <li>Treasury management plan - part of Financial Strategy.</li> </ul>	CFO RPO	1	4	A 4 ↔		CC	1	4	A 4	OPCC Management Meeting
7	CO37	A B C D	<b>Resilience &amp; Instability in Force Chief Officer team</b> (Recent significant change in Chief Officer team).	<ul style="list-style-type: none"> <li>Ineffective leadership - in short term</li> <li>Inability to achieve operational &amp; strategic objectives</li> <li>Capacity and capability related performance issues.</li> <li>Trust and confidence is undermined - (internal &amp; external)</li> <li>Deterioration in relationship with strategic partners / stakeholders - ( Commercial partner (G4s) / statutory partners)</li> </ul>	CE	4	4	R 16	<ul style="list-style-type: none"> <li>Guidance on the occurrence of a vacancy/absence, incapacity or suspension of Chief Officers.</li> <li>CC Scheme of delegation</li> <li>Contingency planning / Business continuity plans.</li> <li>Governance structure</li> <li>Permanent ACC appointed June 2018</li> <li>New DCC appointed May 2019 (commencing June 2019)</li> <li>New Chief Constable appointed – Dec 2020</li> </ul>	CC	2	4	A 8		CC	2	4	A 8	OPCC Management Meeting

				<ul style="list-style-type: none"><li>Deterioration in strategic / governance relationship with OPCC.</li><li>Lack of clarity around strategic Objectives</li><li>Lack of force vision</li><li>Sub-optimal use of resources</li></ul>					<ul style="list-style-type: none"><li>Change to Chief officer Team (COT) - (Departure of ACO on 7 May 2021 and addition of new T/ ACC from 12 April 2021).</li></ul>												
8	C039	B C D	<b>Ineffective relationships with Local Partners</b> <i>(Inc LCC, District Councils, Health services, Fire/ Ambulance)</i>	<ul style="list-style-type: none"><li>Delayed or protracted decision making</li><li>Inability to progress community safety priorities</li><li>Disengagement and inability to deliver joint objectives and outcomes for the public</li><li>Trust and confidence is undermined - (internal &amp; external)</li><li>Lack of strategic alignment</li><li>inability to effectively manage interdependencies</li><li>Sub-optimal use of resources</li></ul>	CE	3	3	A 9	<ul style="list-style-type: none"><li>Existing Governance structure</li><li>Existing relationships.</li><li>Collaborative agreements in place (e.g. Blue light programme)</li><li>PCC Vice chair of SLP</li><li>Partnerships and Delivery Manager role in place from March 2018.).</li><li>Safer Lincolnshire Partnership (SLP) – (All CPGs attended).</li><li>Refreshed Victims Strategy in place 2020</li><li>Community Safety, Policing and Criminal Justice Plan 2017-2021 inc 2019 update</li><li>Police &amp; Crime Plan delivery - Monitoring report to P&amp; C Panel quarterly.</li><li>SLP reports to P&amp;C Panel quarterly (partnership activity / status).</li><li>OPCC Chief Exec to chair LRSP from March 2019</li><li>Shared setting of priorities for Assistant Director of Safer Communities (seconded officer role – Dec 2019)</li><li>Covid-19 response via LRF (March 2020 onwards)</li></ul>	PCC / CE		2	3	A 6	<ul style="list-style-type: none"><li>SLP reviewing priorities &amp; key partnership meetings structures (from April 2021)</li></ul>	PCC & CE		1	3	G 3	OPCC Management Meeting
9	C040	B C D	<b>Failure to:</b> Deliver an efficient transition from the current G4S commercial contract to effective alternative solutions, in a timely manner.	<ul style="list-style-type: none"><li>Deterioration of relationship with partners &amp; key stakeholders</li><li>Inability to achieve operational &amp; strategic objectives</li><li>ineffective and inefficient service delivery models</li><li>Trust and confidence is undermined - (internal &amp; external)</li><li>Deterioration in strategic / governance relationship between OPCC / force / partners.</li><li>Reputational damage</li><li>Lack of clarity around strategic Objectives</li><li>Negative financial impact (increased and consequential costs)</li><li>Sub-optimal use of resources</li></ul>	CE	4	4	R 16	<ul style="list-style-type: none"><li>Existing Governance structure / contract processes / controls / performance measures &amp; indicators.</li><li>Relationship with commercial partner</li><li>Existing contract</li><li>Transition programme &amp; projects from (Dec 2020) inc<ul style="list-style-type: none"><li>Appointment of Future services Delivery Programme director &amp; Manager.</li><li>Chief Constable identified as SRO.</li><li>Horizons Uplift project included under FSP management</li></ul></li></ul>	CE / CC		3	4	R 12	<ul style="list-style-type: none"><li>Future Services programme (FSP) / alternative solutions in development (from Dec 2020 Delivery by April 2022)</li></ul>	CE CFO		2	3	A 6	OPCC Management Meeting
10	C041	A B C D	<b>Failure to:</b> <b>maintain or develop beneficial regional collaborations.</b> (Following significant changes in regional leadership landscape - PCCs and Chief Officers)	<ul style="list-style-type: none"><li>Ineffective relationships with regional forces</li><li>Inability to maintain resilience of operational services including Strategic Policing Requirement (SPR)</li><li>Negative financial implications - reduced savings / increased costs.</li><li>Trust and confidence is undermined - (internal &amp; external)</li><li>Diminished capability to meet operational demand.</li><li>Negative media coverage - reputational damage.</li><li>Lack of clarity around strategic Objectives</li><li>Lack of force vision</li><li>Sub-optimal use of resources</li></ul>	CC	4	4	R 16	<ul style="list-style-type: none"><li>Regional governance structure.</li><li>Section 22 Agreements</li><li>Internal Audit reporting to include regional audits (reporting to JIAC from July 27, 2017</li><li>Creation of Regional Secretariat (for PCCs) 3 roles including Regional Collaboration Manager, Analyst, and Meetings administrator – established January to March 2018.</li><li>New - replacement regional collaboration manager appointed May 2019.</li><li>Regional collaborative budgets agreed 2021/22.</li><li>Marc Jones is chair of regional collaboration board (CCs &amp; PCCs) for 2021/22.</li><li>New Regional DCC appointed (May 2021)</li></ul>	PCC / CE		4	4	R 16	<ul style="list-style-type: none"><li>Developing national context may overtake regional discussions – watching brief (from Dec 2019).</li></ul>	CE PCC CFO		2	3	A 6	OPCC Management Meeting



11	C044	ABCD	<b>Failure of: The force to deliver operational effectiveness.</b>	<ul style="list-style-type: none"> <li>Rising trend of recorded crime in Lincolnshire.</li> <li>Declining trend of “positive outcomes”</li> <li>Declining trend in public satisfaction with the Force</li> <li>Lack of confidence in Lincolnshire police</li> <li>Reputational damage – linked to public perception of “high level of crime / poor outcomes / responsiveness of the force”.</li> </ul>	CE	4	4	R 16	<ul style="list-style-type: none"> <li>Governance Framework (Force and OPCC / Police and Crime Panel)</li> <li>Force Performance management processes (tactical tasking)</li> <li>Performance specific monitoring / analysis &amp; reporting processes (Force / OPCC)</li> <li>Current Police and Crime Plan</li> <li>Partnership working</li> <li>Regional Collaborative service delivery</li> <li>Government uplift in police officer numbers – Lincs initial apportionment 50 officers (20K officers nationally).</li> <li>Violence ‘Gold Group’ established by force Dec 2019 – OPCC to attend from Jan 2020.</li> <li>New force strategies for Violence / roads policing / place-based approach (Feb 2020)</li> <li>Revised strategic plan (from April 2021)</li> <li>Revised force board structure and COT portfolio responsibilities (from April 2021)</li> <li>BI Tool initial dashboards in operation (Oct 2021)</li> </ul>	CC/ PCC/ CE	3	4	R 12 ↔	<ul style="list-style-type: none"> <li>Mapping of Police and crime plan objectives to force operational delivery plan - awaiting finalised force delivery plans.</li> <li>New Business Information software tool under development – (from April 2021)</li> <li>New Force performance framework and governance structure in development (Aug 2021).</li> <li>Refreshed ‘Holding to account’ processes under development with OPCC – aligned to new Police and Crime Plan (August 2021)</li> </ul>	CC / PCC / CE	2	3	A 6	OPCC Management Meeting
12	C045	ABCD	<b>Failure to: Obtain satisfactory VfM from disposal of ‘West Parade’ Police Station (Lincoln City)</b>	<ul style="list-style-type: none"> <li>Reputational Damage</li> <li>Negative media coverage</li> <li>Negative financial implications - Organisation left with “White elephant”</li> <li>Stakeholder scrutiny / investigation</li> <li>Community concerns</li> </ul>	CE	3	4	R 12	<ul style="list-style-type: none"> <li>Governance structure</li> <li>Decision making process</li> <li>Specific Project group in place</li> <li>Engagement with key stakeholders</li> <li>Tendering process</li> </ul>	PCC/ CE	3	3	A 9 ↑	<ul style="list-style-type: none"> <li>Process commenced for the sale of West Parade (Oct 2021).</li> </ul>	PCC	2	3	A 6	OPCC Management Meeting
13	C052	ABCD	<b>Failure of the Force: to prepare appropriate strategic &amp; operational delivery plans for all key organisational functions including: ICT, Fleet and Estates.</b>	<ul style="list-style-type: none"> <li>Lack of strategic focus / clear corporate priorities</li> <li>Inability to accurately measure corporate progress</li> <li>Sub optimal setting of priorities &amp; delivery of objectives</li> <li>Inefficient use of resources</li> <li>Ineffective forward planning</li> <li>Ineffective organisational development</li> <li>Sub optimal delivery of service</li> </ul>	CE	4	4	R 16	<ul style="list-style-type: none"> <li>Existing governance structures</li> <li>FMS (and development process)</li> <li>Budget setting process</li> <li>Financial Plan &amp; controls</li> <li>MTFP</li> <li>Decision making processes</li> <li>Revised COT and portfolios (April 2021)</li> <li>Appointment of new Chief Constable (Dec 2021 Chris Haward)</li> <li>New corporate planning process / cycle - (Jan 2021 ongoing).</li> </ul>		4	4	R 16 ↔	<ul style="list-style-type: none"> <li>New Force strategy &amp; priorities (April 2021 onwards)</li> </ul>		1	4	A 4	OPCC management Meeting
14	C053	ABCD	<b>Failure to: Maintain a resilient and effective working relationship with the newly appointed chief constable (December 2020)</b>	<ul style="list-style-type: none"> <li>Reduced effectiveness</li> <li>Sub optimal setting of shared priorities &amp; delivery of objectives (Inc associated financial implications)</li> <li>Inefficient use of resources</li> <li>Ineffective forward planning</li> <li>Ineffective organisational development</li> <li>Reputational damage</li> <li>Sub optimal delivery of service</li> <li>Sub optimal communications and public engagement</li> </ul>	CE	4	4	R 16	<ul style="list-style-type: none"> <li>Recruitment process</li> <li>Governance structure</li> <li>Holding to account process</li> <li>Schedule of existing meetings</li> </ul>	PCC/ CE	1	4	A 4 ↓	<ul style="list-style-type: none"> <li>Proactive development of shared objectives</li> <li>PCC / OPCC desire for joint endeavour</li> <li>Focus on solutions and outcomes</li> <li>Refreshed Corporate planning (from Jan 2021)</li> </ul>		1	4	A 4	OPCC management Meeting
15	C054	ABCD	<b>Failure to: Maintain a strong working relationship with the Police and Crime Panel.</b>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Sub optimal communications and public engagement</li> <li>Delayed or protracted decision making</li> <li>Inefficient use of resources</li> <li>Reduced effectiveness</li> </ul>	CE	4	4	R 16	<ul style="list-style-type: none"> <li>Existing Governance structure</li> <li>Existing relationships</li> <li>Existing MOU and agreed protocols</li> <li>Statutory responsibilities</li> <li>Existing reporting processes</li> </ul>	CE	4	4	R 16	<ul style="list-style-type: none"> <li>OPCC considering re-drafting of MOU with P&amp;CP (May 2021).</li> <li>Ongoing Discussions regarding PCC reporting protocols (June 2021)</li> <li>‘Discussions on-going between the OPCC and P&amp;CP to resolve issues relating to transparency of decision-making and</li> </ul>		1	4	A 4	

				<ul style="list-style-type: none"><li>Breach of statutory responsibilities</li><li>Negative media coverage</li><li>Trust and confidence is undermined - (internal &amp; external)</li></ul>									<ul style="list-style-type: none"><li>expectations around information sharing (October 2021)'.<ul style="list-style-type: none"><li></li></ul></li></ul>						
16	C055	ABCD	Failure to: Maintain appropriate access to vital business support functions following transition from the G4S Contract. (Eg ICT, Estates, Contract Management et al).	<ul style="list-style-type: none"><li>Inefficient use of resources</li><li>Delayed or protracted decision making</li><li>Reduced effectiveness</li><li>Reputational damage</li><li>Sub optimal delivery of service</li><li>Sub optimal delivery of objectives (Inc associated financial implications)</li><li>Ineffective forward planning</li><li>Ineffective organisational development</li></ul>	CE	4	4	R 16	<ul style="list-style-type: none"><li>Future Services Programme (FSP)</li><li>FSP governance structure</li><li>OPCC workstream within FSP</li><li>OPCC 'ownership' of current contract with G4S</li><li>OPCC SMT oversight of transition process.</li></ul>		3	4	R 12	<ul style="list-style-type: none"><li>OPCC investigating how best to interface with support services (June 2021)</li><li>Working towards integration of business planning processes (Sept 2021)</li></ul>		1	4	A 4	
17	C056	ABCD	Failure to: Adequately respond to the Home Office proposals regarding PCC's taking responsibility for Fire & Rescue Service Governance.	<ul style="list-style-type: none"><li>Inefficient use of resources</li><li>Delayed or protracted decision making</li><li>Reduced effectiveness</li><li>Reputational damage</li><li>Sub optimal delivery of service</li><li>Sub optimal communications and public engagement</li><li>Sub optimal delivery of objectives (Inc associated financial implications)</li><li>Ineffective forward planning</li><li>Ineffective organisational development</li></ul>	CE	4	3	R 12	<ul style="list-style-type: none"><li>Governance structures</li><li>Monitoring of legislative developments</li><li>Ministerial communications</li><li>Horizon scanning</li><li>Membership of national representative bodies</li></ul>		2	3	A 6	<ul style="list-style-type: none"><li>Completion &amp; Publication of Home office review of PCC's Role – watching brief (May 2021).</li><li>Consideration of implications of proposals – 'liabilities transfer' (June 2021)</li></ul>		1	3	G 3	

## SCORING MATRIX & DIRECTION OF TRAVEL

		Impact			
Likelihood		Low 1	Medium 2	High 3	Very High 4
Very High	4	AMBER 4	AMBER 8	RED 12	RED 16
High	3	GREEN 3	AMBER 6	AMBER 9	RED 12
Medium	2	GREEN 2	AMBER 4	AMBER 6	AMBER 8
Low	1	GREEN 1	GREEN 2	GREEN 3	AMBER 4

Risk Appetite is defined by thick black line between Amber and Red risk scores

## LIKELIHOOD




	Score	Description
Very High	4	More than a 75% chance of occurrence.
High	3	More than a 50% chance of occurrence.
Medium	2	More than a 25% chance of occurrence.
Low	1	Less than a 25% chance of occurrence.

## IMPACT

	Score	Performance/ Service Delivery	Finance /Efficiency £	Confidence/ Reputation	Health & Safety	Environment	Strategic Direction
Very High	4	Major disruption to service delivery  Major impact on performance indicators noticeable by stakeholders	Overall >1,000,000  Business Area >150,000	Major stakeholder/investigations /longer lasting community concerns Major reputational damage adverse national media coverage	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
High	3	Serious disruption to service delivery  Serious impact on performance indicators noticeable by stakeholders	Overall 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	An injury requiring over 24-hours hospitalisation and /or more than 3 days off work or a major injury as defined by the RIDDOR <sup>10</sup> Regs	High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected)	Serious impact on the ability to fulfil strategic objective
Medium	2	Significant disruption to service delivery  Noticeable impact on performance indicators	Overall 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
Low	1	Minor disruption to service delivery  Minor impact on performance indicators	Overall <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

## Direction of Travel

(Overall judgement based on the controls in place/planned)

 Risk reducing
  No change/stable
  Risk increasing

# POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE

## RISK REGISTER: CHANGE LOG (Only Displays changes made since 14 April 2021)

No	Date	Author	Risk URN	Item	Changes	Comments
7.53	14 <sup>th</sup> April 2021	RPO	C044	<ul style="list-style-type: none"> <li>Force's Operational effectiveness</li> </ul>	Refresh controls to include changes in COT and their portfolios / strategy and priorities. (link to C037)	Routine update April 2021
7.53	15 <sup>th</sup> April 2021	RPO	C037	<ul style="list-style-type: none"> <li>Chief officer team resilience / stability</li> </ul>	Refresh controls to reflect changes in COT and their portfolios (new ACC and departure of ACO).	Routine update April 2021
7.54	21 May 2021	RPO	C06	<ul style="list-style-type: none"> <li>OPCC resilience</li> </ul>	Refresh existing controls to include comms intern post and amend partnership approach entry in developing controls.	Routine update May 2021
7.54	21 May 2021	RPO	C02	<ul style="list-style-type: none"> <li>efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Add Business information tool to existing controls</li> </ul>	Routine update May 2021
7.54	21 May 2021	RPO	C041	<ul style="list-style-type: none"> <li>Regional relationships</li> </ul>	<ul style="list-style-type: none"> <li>Add Marc's role of chair of regional CC&amp;PCC board to existing controls.</li> </ul>	Routine update May 2021
7.54	21 May 2021	RPO	C049	<ul style="list-style-type: none"> <li>PCC Election</li> </ul>	<ul style="list-style-type: none"> <li><b>REMOVE RISK – (PCC election preparation)</b> – election successfully completed</li> </ul>	Routine update May 2021
7.54	21 May 2021	RPO	N/A	<ul style="list-style-type: none"> <li>Dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Update dashboard and risk distribution graphics</li> </ul>	Routine update May 2021
7.54	11 June 2021	RPO	C054	<ul style="list-style-type: none"> <li>Relationship with Police &amp; Crime Panel</li> </ul>	<ul style="list-style-type: none"> <li><b>ADD NEW RISK</b> - failure to maintain a strong working relationship with the Police &amp; Crime Panel.</li> </ul>	Following IMM May 2021
7.54	11 June 2021	RPO	C055	<ul style="list-style-type: none"> <li>OPCC Access to business support functions</li> </ul>	<ul style="list-style-type: none"> <li><b>ADD NEW RISK</b> - Failure to Maintain appropriate access to vital business support functions following transition from the G4S Contract. (Eg ICT, Estates, Contract Management et al).</li> </ul>	Following IMM May 2021
7.54	11 June 2021	RPO	C056	<ul style="list-style-type: none"> <li>HO proposals for Fire Governance</li> </ul>	<ul style="list-style-type: none"> <li><b>ADD NEW RISK</b> - Failure to: Adequately respond to the Home Office proposals regarding PCC's taking responsibility for Fire &amp; Rescue Service Governance.</li> </ul>	Following IMM May 2021
7.54	14 June 2021	RPO	C02	<ul style="list-style-type: none"> <li>VFM</li> </ul>	<ul style="list-style-type: none"> <li>Update existing controls with CIPFA action plan in place</li> </ul>	Following IMM May 2021
7.54	14 June 2021	RPO	C036	<ul style="list-style-type: none"> <li>Blue light objectives</li> </ul>	<ul style="list-style-type: none"> <li>Update developing controls and include re-commencing of steering group to review opportunities for collaboration.</li> </ul>	Following IMM May 2021
7.55	14 June 2021	RPO	C037	<ul style="list-style-type: none"> <li>Chief officer team</li> </ul>	<ul style="list-style-type: none"> <li>Update controls to reflect changes in COT in May 2021</li> </ul>	Following IMM June 2021
7.55	14 June 2021	RPO	C041	<ul style="list-style-type: none"> <li>Regional Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Update controls to reflect appointment of new regional DCC.</li> <li>PCC is now chair of regional board</li> </ul>	Following IMM June 2021
7.55	14 June 2021	RPO	C045	<ul style="list-style-type: none"> <li>West Parade (disposal / use)</li> </ul>	<ul style="list-style-type: none"> <li>Update controls to reflect "town Deal" business case creation.</li> </ul>	Following IMM June 2021
7.55	14 June 2021	RPO	C053	<ul style="list-style-type: none"> <li>Relationship with Chief Constable</li> </ul>	<ul style="list-style-type: none"> <li>Reduce current score, from 3 x4 = Red 12, to 2x4 = 8 Amber.</li> <li>Change risk wording to 'maintain' from 'develop'.</li> </ul>	Following IMM June 2021



# POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE

## RISK REGISTER: CHANGE LOG (Only Displays changes made since 14 April 2021)

No	Date	Author	Risk URN	Item	Changes	Comments
7.55	14 June 2021	RPO	C06	• OPCC capacity	• Extension of 'policing Intern' contracts to 18 months with a 6 month overlap between incoming and outgoing interns.	Following IMM June 2021
7.55	14 June 2021	RPO	NA	• Exec Summary	• Update dashboard and risk distribution graphics.	Following IMM June 2021
7.56	15 July 2021	RPO	C045	• disposal of West Parade	• Increased likelihood risk score from 2x3 to 3x3 = Amber 9	Following IMM July 2021
7.56	15 July 2021	RPO	NA	• Exec Summary	• Update dashboard and risk distribution graphics.	Following IMM July 2021
7.57	27 Aug 2021	RPO	C06	• OPCC Resilience	• Recruitment of OPCC Communications officer	Routine update 2021
7.57	27 Aug 2021	RPO	C040	• FS Programme	• Note movement of Horizons uplift project into FSP programme management.	Routine update 2021
7.57	27 Aug 2021	RPO	C044	• Force effectiveness	• Note development of refreshed 'holding to account' processes – aligned with new PC Plan 2021-25.	Routine update 2021
7.58	12 <sup>th</sup> Oct 2021	RPO	C06	• OPCC Capacity	• Note change in internship tenure, moved to existing controls from developing controls.	Routine update 2021
7.58	12 <sup>th</sup> Oct 2021	RPO	C044	• Force operational effectiveness	• Remove reference to 'New' chief constable from developing controls.	Routine update 2021
7.58	12 <sup>th</sup> Oct 2021	RPO	C045	• Disposal of West Parade	• Add new developing control regarding disposal of west parade. • Add 'tendering process' to existing controls	Routine update 2021
7.58	14 <sup>th</sup> Oct 2021	RPO	C037	• Resilience & instability of chief officer team	• Reduce score from 3x4 Red 12 down to 2x4 Amber 8 = at Target score	Following October IMM
7.58	14 <sup>th</sup> Oct 2021	RPO	C053	• Relationship with Chief Constable	• Reduce score from 2x4 Amber 8 - to 1x4 = Amber 4 = at Target score.	Following October IMM
7.58	14 <sup>th</sup> Oct 2021	RPO	NA	• Exec summary	• Adjust Exec summary to match current risk distribution & scores.	Following October IMM
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POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE

RISK REGISTER: CHANGE LOG (Only Displays changes made since 14 April 2021)

No	Date	Author	Risk URN	Item	Changes	Comments
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