LINCOLNSHIRE POLICE & CRIME COMMISSIONER RISK REGISTER

EXECUTIVE SUMMARY – (Pages 1-3)

INHERENT EXPOSURE (Number of Risks)

CURRENT EXPOSURE (Number of Risks)

TARGET EXPOSURE (Number of Risks)

INHERENT EXPOSURE (Risk Distribution)

LIKELIHOOD				
4	A	A	R1	R8
3	G	A	A1	R3
2	G	A	A	A1
1	G	G	G	A
	1	2	3	4
	IMPACT			

CURRENT EXPOSURE (Risk Distribution)

LIKELIHOOD				
4	A	A	R	R2
3	G	A1	A2	R2
2	G	A	A1	A5
1	G	G	G	A1
	1	2	3	4
	IMPACT			

TARGET EXPOSURE (Risk Distribution)

LIKELIHOOD				
4	A	A	R	R
3	G	A	A1	R
2	G	A	A4	A3
1	G	G	G3	A3
	1	2	3	4
	IMPACT			

RISK DESCRIPTIONS & CURRENT SCORE

ID	URN	RISK DESCRIPTION	Current Rating	COMMENT
1	C 06	Failure to attract, retain & develop members of the OPCC team to ensure their Wellbeing, resilience, capacity & capability including succession planning.	**Amber 9**	
2	C 01	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 spending review period)	**Red 16**	**Outside of risk appetite**
3	C 02	Failure to achieve and demonstrate efficiencies, value for money (VfM) and optimum workforce productivity.	**Red 16**	**Outside of risk appetite**
4	C O33	Financial loss (default on investments, bad debt, major incident)	**Amber 4**	At target score
5	C 039	Ineffective relationships with Local Partners (Inc LCC, District Councils, Health services, Fire / Ambulance)	**Amber 6**	At target score
6	C 041	Failure to maintain or develop beneficial regional collaborations. (Following significant changes in regional leadership landscape - PCCs and Chief Officers)	**Red 12**	**Outside of risk appetite**
7	C 044	Failure of the force to provide sufficient evidence-based assurance of operational effectiveness.	**Amber 8**	
8	C 045	Failure to obtain satisfactory VfM from the disposal of 'West Parade' Police Station (Lincoln City)	**Amber 9**	
9	C 054	Failure to Maintain a strong working relationship with the Police and Crime Panel.	**Amber 8**	
10	C 055	Failure to Maintain appropriate access to vital business support functions following transition from the G4S Contract. (Eg ICT, Estates, Contract Management et al).	**Amber 8**	
11	C 057	Failure to prepare for the potential impact on the workforce, service delivery, and commissioned services. because of the sudden rise in the 'cost of living' & the 'cost of doing business.'	**Amber 6**	
12	C 058	Failure to deliver new ERP system concurrent with a supported outgoing system	**Red 12**	**Outside of risk appetite**
13	C 059	Force Failure to: Evidence and articulate solutions to the resource and capacity challenges they face in securing the maintenance of an effective and efficient police service at a local, regional, and national level, specifically including the SPR.	**Amber 8**	
14	C060	Failure to: adequately prepare for the PCC Election in May 2024.	**Amber 8**	

CURRENT RISK - HEAT MAP

HEAT MAP @ 22nd Feb 2024

Likelihood		Impact: Low 1	Medium 2	High 3	Very High 4
Very High	4				Risks 2 & 3
High	3			Risks 1, 8,	Risks 6 & 12
Medium	2			Risk 5 & 11	Risks 7, 9, 10, 13,**14**
Low	1				Risk 4

KEY	
Total Risks	14
Thick Black Line	Risk Appetite

Current Risk - Distribution	%
RED	28%
AMBER	72%
GREEN	0%

Risk ID	URN	Heat Map Summary
Risk 1	C 06	Remains stable with recent recruitment completed and some ongoing
Risk 2	C 01	Remains unchanged & outside of risk appetite
Risk 3	C 02	Remains unchanged & outside of risk appetite
Risk 4	C O33	Remains stable at target score (Amber 4)
Risk 5	C 039	Remains stable at its Target of Amber 6 although may soon reduce due to implementation of new developing controls.
Risk 6	C 041	Remains unchanged & outside of risk appetite
Risk 7	C 044	Amber 8, following introduction of new developing controls.
Risk 8	C 045	Remains stable at Amber 9 – West Parade property sale progressing
Risk 9	C 054	Remains stable at Amber 8
Risk 10	C 055	Remains stable at Amber 8
Risk 11	C 057	Reduced from Amber 9 to 2x3 Amber 6 –MOJ uplift to commissioned service funding.
Risk 12	C 058	Remains unchanged & outside of risk appetite
Risk 13	C 059	Amber 8, stable
Risk 14	C060	Stable and Likely to reduce as mitigation plan has been implemented

POLICE & CRIME COMISSIONER FOR LINCOLNSHIRE
RISK REGISTER

OBJECTIVES
A. INTERNAL
B. FORCE ORGANISATION/TRANSFORMATION
C. EXTERNAL DELIVERY
D COLLABORATION

NOT PROTECTIVELY MARKED

ID	Unique Ref No.	Linked to Objective	Description of Risk: Source (Lack of… Failure to…)	Description of Risk: Consequences (Results in … Leads to …)	Risk Sponsor	Inherent Risk Score 1:Low 4:High: Likelihood	Inherent Risk Score 1:Low 4:High: Impact	Overall Inherent Risk Score	Existing Controls	Owner (the do-er)	Current Risk Score 1:Low 4:High: Likelihood	Current Risk Score 1:Low 4:High: Impact	Current Risk Score	New/Developing Controls (Inc any Dates)	Owner (responsible for controls)	Target Risk Score 1:Low 4:High: Likelihood	Target Risk Score 1:Low 4:High: Impact	Overall Target Risk Score	Review Date
1	C06	A B C D	**Failure to attract, retain & develop members of the OPCC team to ensure their Wellbeing resilience, capacity & capability including succession planning.**	• Inability to achieve the objectives of the Police and Crime Plan. • Inability to effectively deliver direct services • Capacity and capability related performance issues. • Negative media coverage / reputational consequences (trust and confidence in PCC undermined). • Inability to meet statutory responsibilities • Sub-optimal performance • Adverse Wellbeing issues	PCC (CE)	3	4	R 12	• Membership of professional bodies (Eg APACE / APCC). • Use of flexible / scalable support via external contractors. • Commissioning & procurement of services • Use of short-term / bespoke employment contracts eg apprenticeship. • Partnership and collaborative working. (At national, regional, and local levels). • Planned recruitment to improve OPCC resilience, capacity & capability. • Refreshed PDR Process (April 2023). • Recruitment cycle for Graduate Support Officers x 2 (June annually). • Links with university 'Graduate Employability' scheme (June 2023). • OPCC Training matrix refreshed (July 2023). •	CE	3	3	A 9 ⇧	• ST Team members departures- Transition plan in development to cover gap in resources / recruitment (Jan 2024). • Minimum standards guidance created for ST Team plus detailed delivery plan. (Jan 2024)	CE	2	3	A 6	OPCC Management Meeting
2	CO1	A B C D	**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.	• increased pressure on local council tax precept • And/or resulting in the PCC's inability to provide sufficient resources to deliver services.	PCC (CFO)	4	4	R 16	• Multiple ministerial visits • HO / Civil servant visits regarding funding / VfM / efficiency • Direct Representation at HO events • Combined lobbying / engagement from National PCC portfolio representatives. • Response to consultations (government reviews of formula). • HMIC PEEL Efficiency reports • HO Special grant claims • Police officers – Govt uplift programme. • HMICFRS VFM Profiles – published annually • PCC is member of national police funding formula review steering group. •	CC/ CFO CE	4	4	R 16 ⟷	• OPCC / Force continue to lobby government / HO at all available opportunities. • PCC in ongoing direct dialogue with HO regarding central funding (Jan 2024).	CFO	2	4	A 8	OPCC Management Meeting
3	CO2	A B C D	**Failure to achieve and demonstrate efficiencies, value for money (VfM) and optimum workforce productivity**	leading to: • PCC's inability to provide sufficient resources to deliver policing services • Negative reputational consequences through media coverage. • deterioration in performance • poor use of resources • Effectiveness and efficiency of policing in Lincolnshire is reduced or not improved.	PCC (CE)	4	4	R 16	• Savings Tracker • VfM Strategy • HMIC - PEEL EFFICIENCY – recommendations tracker. • Internal audit plan in place • Robust procurement process / arrangements • External Audit includes VfM opinion. • Force Benefits realisation strategy • Force Change Board includes remit tor benefits realisation & management. • Force engaged with CIPFA benchmarking programme.	CE & CFO	4	4	R 16 ⟷	• VfM plan - to be reviewed (Jan 2024) • HO productivity review published Nov 2023, to be scrutinised for lessons learned (Jan 2024).	CFO & DCC	2	4	A 8	OPCC Management Meeting

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4	CO33	A B C D	**Financial loss** (default on investments, bad debt,)	Leading to • Negative impact on service delivery • Reduced spend and inability to respond to operational demands • Negative reputational consequences	PCC (CFO)	2	4	A 8	• Reserves policy • Treasury Management strategy • Scheduled Internal Audit / review 'Cash, Banking and Treasury Management' • Financial governance reporting to JIAC inc TM • Treasury management plan - part of Financial Strategy. • Annual Audit • JIAC review of Treasury management report.	CFO RPO	1	4	A 4		CC	1	4	A 4	OPCC Management Meeting
5	C039	B C D	**Ineffective relationships with Local Partners** *(Inc LCC, District Councils, Health services, Fire/ Ambulance)*	• Delayed or protracted decision making • Inability to progress community safety priorities • Disengagement and inability to deliver joint objectives and outcomes for the public • Trust and confidence is undermined - (internal & external) • Lack of strategic alignment • inability to effectively manage interdependencies • Sub-optimal use of resources	CE	3	3	A 9	• Existing Governance structure • Collaborative agreements • PCC Vice chair of SLP • Safer Lincolnshire Partnership (SLP) – (All CPGs attended by OPCC representatives). • Victims Strategy in place • Community Safety, Policing and Criminal Justice Plan 2021-2025 • Police & Crime Plan delivery - Monitoring report to P&C Panel quarterly. • SLP reports to P&C Panel quarterly (partnership activity / status). • DPCC chair of LRSP • Shared setting of priorities with key partners • Violence CPG Chaired by DPCC • DPCC member of Integrated Care Board (ICB) Jan 2023) • Joint PCC / CC presentations to District Councils & Leadership • Force /OPCC joint programme of Parish council meetings • Bespoke PCC updates to local MPs • LRSP /Force & OPCC joint meetings with Parish councils on roads safety issues. (Feb 2024). •	PCC / CE	2	3	A 6	• New substance misuse strategy (Drugs & Alcohol) under development via CPG (Jan 2024) • 'Right care right person' programme of work underway (Sept 2023). • New Force Partnerships lead – regular meetings with OPCC planned (Jan 2024). • Home Office CSP Review Part 2 published – requirement for joint priority setting & sharing of analysis.	PCC & CE	2	3	A 6	OPCC Management Meeting
6	C041	A B C D	**Failure to:** **maintain or develop beneficial regional collaborations.** **(**Following significant changes in regional leadership landscape - PCCs and Chief Officers)	• Ineffective relationships with regional forces • Inability to maintain resilience of operational services including Strategic Policing Requirement (SPR) • Negative financial implications - reduced savings / increased costs. • Trust and confidence is undermined - (internal & external)	CC	4	4	R 16	• Regional governance structure. • Section 22 Agreements in place • Internal Audit reporting to include regional audits (reporting to JIAC) • Regional Secretariat (for PCCs) 3 roles including Regional Collaboration Manager, Analyst, and Meeting administrator. • Regional Chief Constables responses to EMSOU Inspection results (HMICFRS May 2023).	PCC / CE	3	4	R 12	• New Chief appointed in Lincs (Feb 2024 confirmation hearing with P&C Panel). • EMSOU , new Target Operating Model to be finalised by July 2024.	CE PCC CFO	2	3	A 6	OPCC Management Meeting

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				• Diminished capability to meet operational demand. • Negative media coverage - reputational damage. • Lack of clarity around strategic objectives • Sub-optimal use of resources																
7	C044	ABCD	**Failure of:** **The force to provide sufficient evidence-based assurance of operational effectiveness.**	• Rising trend of recorded crime in Lincolnshire. • Declining trend of "positive outcomes" • Declining trend in public satisfaction with the Force • Lack of confidence in Lincolnshire police • Reputational damage – linked to public perception of "high level of crime / poor outcomes / responsiveness of the force".	**CE**	**4**	**4**	**R 16**	• Governance Framework • Force Performance management reporting & analysis • Government uplift in police officer numbers • Force control strategy • Force board structure and COT portfolio responsibilities • Analytical systems / software • Public Assurance Meeting - PAM reporting • Mapping of force deliverables from Police and crime plan objectives (June 2022) • Public Health approach to violence reduction • Holding to account processes & meetings – Inc Performance review meeting. • HMICFRS – PEEL& Inspection reporting • JIAC review of HMICFRS remedial actions by the force. • Force owned Assurance Map (May 2023) • Independent VAWG Panel – report & recommendations (Dec 2023) • Force annual Plan (from May 2023)	**CC/ PCC/ CE**	**2**	**4**	**A 8** ⇩	• HMICFRS Remedial actions – New force strategic working group created (DCC Chair – May 2023) • Development of 'progress against Plan' reporting mechanisms (July 2023) • 'Right care right person' – programme of work (Dec 2023). • PCC commissioned independent Review of NH Policing model by CoP – ToR agreed (Jan 2024). • PCC secured NHSE funding for bespoke end-to-end review of Rape case processes – victims focus (Dec 2023).	CC / PCC / CE	**2**	**3**	**A 6**	OPCC Management Meeting
8	C045	ABCD	**Failure to:** **Obtain satisfactory VfM from disposal of 'West Parade' Police Station** (Lincoln City)	• Reputational Damage • Negative media coverage • Negative financial implications - Organisation left with "White elephant" • Stakeholder scrutiny / investigation • Community concerns	**CE**	**3**	**4**	**R 12**	• Governance structure • Formal decision making process. • Specific Project group in place • Engagement with key stakeholders • Tendering process	**PCC/ CE**	**3**	**3**	**A 9** ⇔	• Sale progressing in accordance with planned timeline (Jan 2024)	PCC	**2**	**3**	**A 6**	OPCC Management Meeting

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9	C054	ABCD	Failure to: **Maintain a strong working relationship with the Police and Crime Panel.**	• Reputational damage • Sub optimal communications and public engagement • Delayed or protracted decision making • Inefficient use of resources • Reduced effectiveness • Breach of statutory responsibilities • Negative media coverage • Trust and confidence is undermined - (internal & external)	CE	4	4	R 16	• Existing Governance structure • Existing relationships • Existing MOU and agreed protocols. • Statutory responsibilities • Existing reporting processes • PCP meeting to discuss Publication of IOPC report on cancelled CC recruitment process - completed. (Dec 2023).	CE	2	4	A 8 ⟷	• Confirmation hearing for preferred candidate for Chief Constable (Feb 2024)		1	4	A 4	OPCC Management Meeting
10	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).	• Inefficient use of resources • Delayed or protracted decision making • Reduced effectiveness. • Reputational damage • Sub optimal delivery of service. • Sub optimal delivery of objectives (Inc associated financial implications) • Ineffective forward planning • Ineffective organisational development	CE	4	4	R 16	• Existing Governance structures • "Account Management" meetings Re ICT related issues (From May 2023).	CE	2	4	A 8 ⟷	• CC& PCC MOU – awaiting final approval. Pending confirmation of new Chief Constable (Jan 2024)		1	4	A 4	OPCC Management Meeting
11	C057	ABCD	Failure to: **prepare for the potential impact on the workforce, service delivery, and commissioned services. because of the sudden rise in the 'cost of living' & the 'cost of doing-business'.**	• Negative impact on workforce wellbeing • Sub optimal service delivery. • Reduced effectiveness. • Reputational damage • Sub optimal delivery of objectives (Inc associated financial implications) • Ineffective forward planning • Loss of or reduction in commissioned services.	CE	4	3	R 12	• Government 'cost of living' support schemes • Financial governance structures • Ministerial communications • Horizon scanning – Govt support plans • Membership of national representative bodies • Employee support schemes (EG Octopus Money Advice). • Priority Based Budgeting exercise • OPCC Supporting service providers in maximising funding opportunities	DSO	2	3	A 6 ⇧	• MOJ provided a non-recurrent uplift to PCCs victims grant 23/24. A non- recurrent 5% uplift has been provided to appropriate contract funds. (Sept 2023) • Funding for Safer Living Foundation under review (Jan 2024).		1	3	G 3	OPCC Management Meeting

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12	C058	ABCD	**Failure to:** **Deliver new ERP system concurrent with a supported outgoing system.**	• Potential ERP system failure • Unsupported existing ERP system (support ends Dec 2023 – new implementation by April 2024) • System failure (Ie no functioning ERP system for OPCC & Force) = Inability to: ○ Monitor budgets. ○ Raise POs ○ Pay suppliers. ○ Invoice & collect debts. ○ Complete grant claims ○ Produce accounts. • HR records	CFO	4	4	16	• Force Programme & Project management processes • Existing Governance structures		3	4	R 12	• Extended support package for outgoing system agreed – agreement being finalised (Jan 2024). • ERP Procurement process ongoing & in - accordance with planned timeline (Jan 2024).		1	3	G3	
13	C059	ABCD	**Force Failure to:** Evidence and articulate solutions to the resource and capacity challenges they face in securing the maintenance of an effective and efficient police service at a local, regional, and national level, specifically including the SPR.	• Failure to meet legislative requirements. • Sub optimal service delivery. • Reduced effectiveness. • Inefficient use of resources • Reputational damage • Sub optimal delivery of objectives (Inc associated financial implications) • Ineffective forward planning • Negative impact on workforce wellbeing.	CE	4	4	16	• Existing governance structures • Detailed & Prescriptive SPR document • PBB exercise conducted - will help to inform options (April 2023) • Introduction of 'Force Annual Plan, '"Making Lincolnshire Safe" (May 2023) • Force assessment of SPR compliance (May 2023) • Force Corporate Planning event – Gap analysis (Inc SPR - July 2023)		2	4	A 8	• PCC Awaiting force 'people plan' (Sept 2023) • PCC Awaiting force Fleet plan (Sept 2023) • PCC commissioned independent Review of NH Policing model by CoP – ToR agreed (Jan 2024). • PCC secured NHSE funding for bespoke end-to-end review of Rape case processes – victims focus (Dec 2023).		2	3	A 6	
14	C060	ABCD	**Failure to**: adequately prepare for PCC Elections in May 2024. ***Note:*** *The Pre-election ('purdah') period will commence on 22 March 2024 (PCC Election date 2nd May).*	• Reputational damage • Negative media coverage • Negative financial implications inc Inappropriate use of public funds (electioneering) • Breach of legislation • Undermine public confidence in the election process. • Increased external scrutiny. • Public trust and confidence in policing undermined. • Legal challenge regarding proper election process / outcome.	CE	3	4	R 12	• Role of chief executive as Monitoring Officer • Outline administrative plan and preparation process existing from previous PCC elections. • Electoral Commission –PCCs inclusion into the 'candidate code' – specifically expenses. • National Purdah Guidance. • PCC Election Co-ordinating Group (ECG) established locally (Comprising CEX, DCC, HoPSD, CAO) • Specific project Risk Register drafted for the election and will be routinely reviewed/updated. • The Pre-election ('purdah') period will commence on 22 March 2024 (PCC Election date 2 May).	CAO	2	4	A 8	• post-election '100-day plan' being prepared in the event of a new PCC being elected, including updating reference material within the PCC handbook.		1	3	G 3	OPCC management Meeting

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			Source (Lack of… Failure to…)	Consequences (Results in … Leads to …)		Likelihood	Impact				Likelihood	Impact				Likelihood	Impact		
									• The Electoral Commission - published combined timetable for PCC elections & local government elections. • A dedicated web page for the PCC election is 'live' and provides relevant information for the public and prospective candidates/campaign teams. • The Police Area Returning Officer (PARO) for Lincolnshire, has been appointed / named. (City of Lincoln Council) • OPCC and Force SPOCs appointed to liaise with prospective candidates/campaign teams. • Information and guidance about the forthcoming PCC elections has been circulated internally within Lincolnshire Police and the OPCC.										

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 – Confirmed Jan 2024

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[10] 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 indictors	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 m edical 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 indictors	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 09/01/2023)

No	Date	Author	Risk URN	Item	Changes	Comments
7.70	9th Jan 2023	RPO	C045	• West Parade	• Dev controls - Reflect request for update on progress 9th Jan • Reduce target score from 2x3 to 1x3	MM meeting 9th Jan 2023
7.71	31st Jan 2023	RPO	C06	• OPCC resilience & Capacity	• Change wording to better reflect key risk for OPCC staff – ie attract, retain & develop.	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C02	• Value for Money	• Developing controls updated – to include review of force VFM plan to try and impact on current risk score which remains outside of appetite.	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C033	• Financial Loss	• Update existing controls to include annual audit and JIAC review of TM report.	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C039	• Partnerships	• Adjust target score from 1x3 green to more realistic 2x3 Amber	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C041	• Regional collaboration	• Adjust current score to 2x4 Amber 8 from 3x4 Red 12 (moves risk to within risk appetite) • Reduce target score to 2x3 amber 6 from 3x3 amber 9 to better reflect prevailing circumstances / realistic target.	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C044	• Operational effectiveness	• Change wording of risk to failure of force to provide sufficient assurance on operational effectiveness	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C052	• Force strategic / delivery plans	• **REMOVE RISK –** this is now recognised to be an issue rather than a risk.	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C054	• Police & Crime Panel relationship	• Reduce risk score from 3x4 Red 12, to 2x4 Amber 8 a more accurate reflection of current situation.	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C055	• OPCC Access to support functions	• Reduce current score from 3x4 to 2x4 to reflect current circumstances (MOU discussions with the CC).	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C057	• Impact of - Cost of living rises	• Amend existing risk wording to include impact on 'commissioned services' (CS) • Update developing controls to include review of CSs to determine potential / actual impact. •	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	C058	• ERP System	• Raise current score to Red 12 - 3x4 - due to uncertainty over schedule for implementation plan of new ERP system (Project plan).	Specific Risk Management Review Meeting
7.71	31st Jan 2023	RPO	NA	• ALL	• Update developing and existing controls across the register. • Update the Exec summary and risk distribution charts to reflect recent changes.	Specific Risk Management Review Meeting
7.72	8th March	RPO	C041	• Regional collaborations	• Raise current score from Amber 8 to Red 12 – Poor EMSOU inspection results (HMICFRS) and remedial action required including resourcing implications.	Following MM meeting 8th March

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RISK REGISTER: CHANGE LOG (Only Displays changes made since 09/01/2023)

No	Date	Author	Risk URN	Item	Changes	Comments
7.72	8th March	RPO	C047	• 'cost' increases - Service providers	• Update developing controls – to review in 6 months for signs of 'stress on services'	Following MM meeting 8th March
7.72	8th March	RPO	NA	• ALL	• Update exec summary	Following MM meeting 8th March
7.73	20th April	RPO	NA	• ALL	• Update developing controls across the register following Management meeting on 19th April.	Following MM meeting 19th April
7.73	20th April	RPO	C059	• Force capacity & resource challenges (Inc SPR)	• **ADD NEW RISK** Evidence and articulate solutions to the resource and capacity challenges they face in securing the maintenance of an effective and efficient police service at a local, regional, and national level, specifically including the SPR.	Following MM meeting 19th April
7.74	17th May	RPO	C059	• ''	• Adjust score down as a result of new developing controls – amber 8 from red 12	Following MM meeting 16th May
7.74	17th May	RPO		• Operational effectiveness	• Adjust score down as a result of new developing controls – amber 8 from red 12	Following MM meeting 16th May
7.74	26th May 2023	RPO	NA	• Exec summary	• Include new heat map and re design of exec summary section of register. • Check status of risk direction arrows within the risk register.	Routine update 26th May.
7.75	5th June 2023	RPO	NA	• Exec summary	• Update heat map information before JIAC Risk workshop	Routine update 5th June
7.75	9th June 2023	RPO	NA	• Exec summary	• Update heat map information & prep for MM on 13th June	Routine update 9th June
7.75	28th June 2023	RPO	NA	• Exec summary	• Refresh pages 1-3 to provide accurate summary.	Routine update – 28 June 2023
7.76	20th July 2023	RPO	NA	• All Developing controls	• Update developing controls across register following IMM on 14th June.	Routine update – 20 July 2023
7.76	20th July 2023	RPO	NA	• Exec Summary	• Refresh pages 1-3 to provide accurate summary ahead of August JIAC report.	Routine update – 20 July 2023
7.77	4th Sept 2023	RPO	C060	• PCC election	**Add NEW RISK** – failure to prepare for PCC elections in May 2024.	Routine update 4th Sept 2023
7.77	4th Sept 2023	RPO	C060	• NA	Update heat map and exec summary pages 1-3.	Routine update 6th Sept 2023
7.78	15th Sept 2023	RPO	C06	• OPCC Resilience	Add specific reference to wellbeing to risk description	Update following 7th sept MM
7.78	15th Sept 2023	RPO	C02	• VfM	Add to developing controls re business plan & timescale	Update following 7th sept MM
7.78	15th Sept 2023	RPO	C057	• Contracted Services / cost of living	• Add to developing controls – MOJ uplift in funds. • Risk Score likelihood reduced – from 3x3 Amber 9 to 2x3 Amber 6	Update following 7th sept MM
7.78	29th Sept 2023	RPO	NA	• Exec summary	• Update Pages 1-3	Routine update 29th Sept 2023

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No	Date	Author	Risk URN	Item	Changes	Comments
7.79	22nd Jan 2024	RPO	NA	• Developing controls updated	• Refresh developing controls ahead of IMM on 24th Jan.	Routine update 22nd Jan 2024
7.80	24th Jan 2024	RPO	• C06 • C057	• OPCC team • Rising Costs – Impact	• Revise direction of travel for both risks - from stable to increasing (no change in scores)	Update following 24th Jan MM
7.80	25th Jan 2024	RPO	NA	• Developing controls updated & exec summary • Adjust change log timeframe	• Refresh developing controls & exec summary following IMM on 24th Jan. • Reduce change log entries visible, to cover from 9th Jan 2023 onwards.	Update following 24th Jan MM
7.81	21 Feb 2024	RPO	• C044 • C059	• Developing controls updated	• To include the independent reviews commissioned by the PCC relating to Rape cases and the neighbourhood policing model.	Update following 20th Feb IMM
7.81	23 Feb 2024	RPO	• C060	• Existing controls	• Refreshing developing controls and existing controls based on progress reported by CAO against election project delivery plan.	Routine update
7.81	23 Feb 2024	RPO	• NA	• Exec Summary	• Update exec summary & Version control in preparation for JIAC on 6th March	Routine update