



Agenda Item: 7

Meeting	Police and Crime Panel
Date	10 June 2021
Report Title	PCC Risk Register
Presented by:	Kieran Kilgallen, Chief Executive
Author:	Naji Darwish, Deputy Chief Executive

1.0 Purpose of Report

1.1 To update the Police and Crime Panel (PCP) on the PCC Risk Register.

2.0 Introduction and Background Information

2.1 The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed in May 2021. The format for the PCC risk register has been updated with a review of all risk events, mitigation and scoring. This includes new risks post the PCC election of May 2021.

2.2 All risks are split into two categories – they are either inherent risks and will remain on the register regardless of score, or topical risks which will be removed when they have a score of 10 or under. This will assist in ensuring focus remains on current risks and what additional mitigations or plans are needed to reduce the score and thus remove the risk from the register.

2.3 The register is a dynamic document and is intended to capture live management of risk and mitigation, rather than being a record of all possible risks.

2.4 The register is reviewed on a monthly basis with a summary report on all major and moderate risks reported to meetings of CMB. A full report is submitted to CMB and the OPCC ELT prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The full risk register is considered at monthly meetings of the OPCC ELT. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.

2.5 Owners for each risk are identified and they are responsible for providing updates on mitigation and score.

2.6 The risk appetite remains at 30.

2.7 The PCC Risk Register is attached at Appendix A.

2.8 Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets for identifying risks as high, moderate, acceptable or minor.

3.0 Summary of Risks

3.1 Table 1 below shows where each risk sits on the scoring matrix and which risks are considered to be a major risk (red) or a moderate risk (orange).

3.2 Table 2 provides further information on the risk, listing the risk event and the strategic owner for that risk.

3.3 Table 1 and Table 2 are reported to CMB on a monthly basis.

3.4 Paragraph 4 looks at those risks considered major or moderate in more detail.

		IMPACT				
LIKELIHOOD AND CONTROL	25	50	75	100	125	
	20	40	60	80	100	
	16	32	48	64	80	
	15	30	45	60	75	
	12	T2 24 I9	T7 36	48	60	
	10	20	30	40	50	
	9	I10 18	T6 27 I8	36	45	
	8	16	T1 24	T3 32	40	
	6	12 I2	T4 18	24 T5	30	
	5	10	15	20	25	
	4	8	I11 12 I8 I7	I1 16 I12 I4	20	
	3	6	9	I5 12 I6	15	
	2	4	6	8	10	
1	2	3	4	5		

Table 1: Risk Number and Scoring Matrix – May 2021

Risk No	Risk Description	Risk Score
---------	------------------	------------

T7	Elected PCC unable to take office	36
T3	Impact of Covid-19 on criminal justice capacity, opportunities for transformation and improving performance	32
T6	Support services do not have the capacity or are not meeting the organisational needs	27
I8	PCC estate fails to enable effective and efficient policing	27
T1	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	24
T2	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	24
T5	Impact on MTFS and capital strategy of not disposing of estate identified for disposal or not achieving anticipated capital	24
I10	Police collaborative arrangements do not deliver anticipated benefits due to ineffective governance and accountability and / or the impacts outweigh business benefits	18
T4	Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered	18

Table 2: Summary of red and amber risks

4.0 Key Risks to Consider and notable changes

4.1 *Risk T7: Elected PCC unable to take office*

Following announcement of conservative PCC candidate being disbarred and subsequently winning the election, there is no PCC in office. Electoral process led by the WC appropriate officer has determined that a two-month period is required until the office can be declared vacant and a new election held. This has been announced as August 19th, 2021. As Police and Crime Plan runs until the end of 2022 and 2021/22 budget has been set there is limited short term impact. Mitigations include temporary amendments under the OPCC scheme of delegation and discussions with the Police and Crime Panel on appointing an Acting PCC.

4.2 *Risk T3: Impact of Covid-19 on criminal justice capacity and backlog*

The Criminal Justice Board, which is chaired by the OPCC, leads on the coordination of the criminal justice system. A Wessex CJS Recovery Group meets bi-weekly and all CJS partners at senior levels are represented. The magistrate backlog has been cleared however timeliness in the system across the CJS is a challenge. This impacts all organisations where demand is retained for longer, impacts on victim and witness retention and impacts on defendants. Significant work at national, regional and local level is underway to continue CJS transformation and improve outcomes of the CJS.

4.3 *Risk T6: Support services do not have the capacity or are not meeting the organisational needs*

Across the OPCC and Force shared services are in operation following the first year of operating under SLAs. Review of this and understanding of resource allocation needs to be undertaken to ensure services are meeting the organisations' needs or not suitable for operating as shared services. This is in line with joint planning cycle.

4.4 *Risk I8: PCC estate fails to enable effective and efficient policing*

Following a review of this risk in April, the likelihood and consequence has increased from 2 to 3, resulting in an overall score of 27. The increased score is to recognise that proposals for Covid secure accommodation post March 2021 are still

being progressed and there is impact on long term decision making with no PCC. Mitigation has been included within the scheme of delegation to enable short term arrangements to be made if required.

4.5 *Risk T4: Impact of Covid19 on health and wellbeing of OPCC and Force workforce means P&C Plan is not delivered*

This risk was first recorded on the risk register in November 2020 during the second lockdown (overall score of 12). The overall score increased in January (to 18) and again in February (to 27) to recognise the impact of the third lockdown and the pressures of home-schooling. This risk has been reduced to 18 during April following the easing of lockdown and reduction of risk with increased social contact.

Risks I1, I3, I4, I6, I7, I10, I11 and I12 have all increased likelihood by 1 due to the impact of not having a PCC in office. These will be amended once an acting/permanent PCC is appointed.

5.0 Future Reviews of Risk Register

5.1 Any amendments required following this meeting will be made at the monthly informal review with the Deputy Chief Executive.

6.0 Staffing Implications

6.1 Any staffing implications are set out in the associated risk(s).

7.0 Financial Implications

7.1 Any financial implications are set out in the associated risk(s).

8.0 Legal Implications

8.1 Any legal implications are set out in the associated risk(s).

9.0 Sustainability

9.1 Any sustainability issues are set out in the associated risk(s).

10.0 Diversity Issues

10.1 Equality and diversity issues are reflected in the respective elements of the risk register.

11.0 Contribution to the Police and Crime Plan 2017-2021

11.1 The risk register is aligned to the Police and Crime Plan and identifies risks associated with not delivering the Plan and the priorities set out within it.

12.0 Recommendations

12.1 The Police and Crime Panel are invited to note the content of the report and the risk register.

Appendices:

Appendix A – PCC Risk Register

Appendix B – Glossary

ACRONYM	MEANING
APAC ² E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BAU	Business As Usual
CC	Chief Constable
CFO	Chief Finance Officer
CJ	Criminal Justice
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSR	Comprehensive Spending Review
DPCC	Deputy Police and Crime Commissioner
ESN	Emergency Services Network
GDPR	General Data Protection Regulations
HMCTS	Her Majesty's Courts and Tribunals Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HQ	Headquarters
ICT	Information Communication Technology
LA / LAs	Local Authority / Local Authority's
LRF	Local Resilience Forum
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NEP	National Enabling Programme
NPCC	National Police Chiefs Council
NPS	National Probation Service
OHU	Occupational Health Unit
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
RASSO	Rape and Serious Sexual Offences
SSOs	Strategic Support Officers
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

RISK KEY

risk score 30+ (Major)
risk score 18-29 (Moderate)
risk score 8-17 (Acceptable)
risk score 1-7 Minor