

POLICE AND CRIME COMMISSIONER RISK REGISTER

Risk Appetite is: 30 (NB: inherent risks will always remain on the register, topical risks with a score under 10 will be removed)

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Risk Score				Date Reviewed	Summary	RISK OWNER
						L	C	I	Score			
Topical Risks												
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Not able to provide enough funds to Chief Constable to provide an efficient and effective police service Unable to commission required services due to reduced funding Unable to deliver P&C Plan priorities Further savings would need to be identified Reduction in reserves Reduced satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review Additional resources for policing will mitigate risk, but not resolve disparity in funding Review expected Autumn 2020 but now anticipated to be delayed One year CSR announced Nov 2020 	2	4	3	24	13-May-21	Risk retained	CFO
T2	02-Mar-17	Cost implication of delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown Negative reaction from the public / media Damage to reputation of PCC, OPCC, and Force Limited control due to national programme 	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> Central Gov acceptance that project has not been run well with an overhaul of the project occurring - new staff and a new SRO put in place in 2021 PCCs represented on HO Oversight Group National meetings taking place at which police forces are represented Situation reviewed by the Public Accounts Committee and has national profile Potential for significant cost increases Funding allocated in capital plan Wiltshire CC appointed NPCC National Lead National decision taken to change covert radios due to delays in delivering via ESN programme Wiltshire has agreed to take on assurance role (approx April 2021) New costing model produced but number of unknowns remain (including what costs to PCCs will be) APCC Deep Dive for new Business Case scheduled for June 	4	3	2	24	13-May-21	Event amended from previous risk register and mitigation and controls updated	CFO

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T3	16-Mar-20	Impact of Covid-19 on criminal justice capacity, opportunities for transformation and improving performance	<ul style="list-style-type: none"> Significant impact on BAU Staff absences due to illness, self-isolating, or caring responsibilities Impact on partner BAU and resources Decline in Force performance Failure to deliver statutory responsibilities Delays for victims, defendants and system Increased demand in system as holding capacity is required Reduced service provided by those services commissioned by the PCC Public loss of confidence in CJS Impact on CJS partners in uneven recovery 	Financial Reputational Operational Delivery Performance Legal	<ul style="list-style-type: none"> Criminal Justice Board lead on recovery of CJS system and into LRF & recovery groups Wessex CJS Recovery Group meets weekly to manage CJS performance (co-chaired by Wilts OPCC and Hants police) CJS partners across Wessex at senior level are represented (PCC, Police, CPS, Courts, Probation, Prison, YOT and Legal Aid Agency) Regular communications from PCC to CJ partners and stakeholders Fortnightly calls are held with all PCCs and Home Office and Ministry of Justice ministers Plans in place responding to issues of court capacity, criminal justice backlog, local recovery plans, ensuring victims and witnesses are supported through Covid19 recovery Resource increase negotiated to manage backlog in Wiltshire Magistrates (moved from elsewhere in South West to Wiltshire) - five additional court days a week now in place and looking to increase to six in December, anticipated Magistrate court backlog would return to pre-Covid19 levels by mid-February. Significant progress and on track to remove mag backlog in Swindon and Salisbury continuing to reduce Courts continue to operate during January 2020 lockdown, with increased use of video courts. Crown Court backlog is at pre-Covid19 levels Monitoring impact of wider staffing risks and ability to enable justice (HMCTS, police, NPS, witnesses and victims. Anticipated challenges if impact increases and impacts ability to delivery justice Wiltshire magistrates backlog has been cleared but underlying performance challenges across CJS - however Wessex is performing well nationally 	2	4	4	32	13-May-21	Risk retained	CEO/DCEO
T4	26-Nov-20	Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered	<ul style="list-style-type: none"> Low staff morale Increase in levels of sickness / absences through long-term sickness Reduced staff levels to delivery plans on page, ultimately leading to P&C Plan priorities not being delivered 	Operational Delivery Performance	<ul style="list-style-type: none"> Regular communication to staff highlighting importance on good mental health Promoting services offered by OHU and how to access these Where possible staff offered flexibility on hours worked to assist homeschooling / shielding scenarios OPCC and Force working collaboratively to conduct regular engagement with staff (including staff survey) Jan 2021 lockdown is significantly challenging for support staff and wider indications of increases in sickness of support staff across force and OPCC staff Significant awareness raising of support services on offer, however mitigations linked to wider lockdown and stresses such as caring responsibilities Health and wellbeing conversation incorporated into annual appraisal conversations 	2	3	3	18	13-May-21	Risk retained	CEO/DCEO
T5	01-Apr-21	Impact on MTFs and capital strategy of not disposing of estate identified for disposal or not achieving anticipated capital	<ul style="list-style-type: none"> Impact on capital plan and MTFs Continued revenue costs on sites no longer used or fit for purpose Missed opportunity in enhancing other estate / ICT 	Financial	<ul style="list-style-type: none"> Estates strategy set out early sites for disposal Extensive stakeholder engagement with local communities on sites identified Touchdown points in all locations were sites are being disposed All sites are being marketed but unlikely to be sold ahead of May 2021 Disposals has been a PCC election issue - all candidates have been briefed on CC and OPCC advice post election will remain consistent on the sites themselves New estates strategy in 2022 will provide opportunity to check and test operational requirements 	2	3	4	24	13-May-21	Risk retained	CFO
T6	13-May-21	Support services do not have the capacity or are not meeting the organisational needs	<ul style="list-style-type: none"> OPCC not receiving adequate support from Force hosted services and vice versa Support services are sub-optimal or have the capacity to provide requested level of support 	Legal Performance Reputational	<ul style="list-style-type: none"> SLA process aligned to FMS and planning cycle SLAs being reviewed to ensure services meet OPCC requirements Review of delivery of services in line with demand and organisational needs during 2021-22 	3	3	3	27		New Risk	CEO/DCEO
T7	11-May-21	Elected Police and Crime Commissioner unable to take office	<ul style="list-style-type: none"> PCP 2021-22 not yet formed - unable to appoint acting PCC Unable to make significant decisions without a PCC in place Potential impact on delivering commissioning plans until acting PCC appointed / PCC elected Additional PCC election required Reduced access to APCC meetings/events/consultation on government policy Potential for all risk scores to increase Negative impact on integrated planning cycle and decision making 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> CEO/DCEO engaging with Local Authorities CEO/DCEO keeping CC/Force informed of developments P&C Plan of outgoing PCC effective until 31 March 2022 OPCC and Force still working towards delivery of P&C Plan Use of Financial Regulations and delegated authority to CEO/CFO for contract signing Election set for 19 August 2021 	4	3	3	36		New Risk	CEO/DCEO
Inherent Risks												

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
I1	13-May-21	Unable to deliver the priorities set out in the Police and Crime Plan	<ul style="list-style-type: none"> • Failure to discharge role of PCC • Reduced confidence in PCC/OPCC • Reduced public and partner satisfaction • Damage to partnership relationships • Criticism from Government/HMICFRS/Panel/adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> • P&C Plan integral part of planning cycle • Quarterly reporting to the Panel on performance against plan • Publication of annual report summarising progress made against priorities and P&C Plan • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • OPCC Delivery Plan overseen by CEO and updates PCC on progress • WCJB (chaired by PCC) - strategy and delivery plans to be aligned to P&C Plan with performance managed at WCJB • OPCC staff working alongside force and partner colleagues to identify and resolve performance issues • Integrated OPCC and Force planning cycle ensures changing demand and financial pressures are considered as part of strategic planning 	2	2	4	16		Event amended from previous risk register and mitigation and controls updated	CEO/DCEO

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I2	13-May-21	Unable to produce a balanced MTFS that enables the PCC to deliver his P&C Plan priorities	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Negative impact on future budgets and reserves Unable to commission required services Unable to provide sufficient funds to CC to provide efficient and effective police service Unable to deliver P&C Plan priorities Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government/HMICFRS/Panel/adverse media attention 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> CFO to be involved in development of P&C Plan Fortnightly finance meetings between PCC and CFO CFO to provide advice on budget and proposed P&C Plan priorities Member of APCCs / APAC2E / PACCTS Horizon scanning conducted Continual review and update working closely with CC Collaborations / projects require financial sign-off at CMB Integrated OPCC and Force planning cycle ensures changing demand and financial pressures are considered as part of strategic planning 	2	2	4	16		Event amended from previous risk register and mitigation and controls updated	CFO
I3	13-May-21	OPCC unable to deliver its part of the Police and Crime Plan	<ul style="list-style-type: none"> Insufficient resources available Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives Unable to maximise performance Value for money not secured/demonstrated 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> OPCC Delivery Plan to be developed for new P&C Plan Progress against OPCC Delivery Plan reported to OPCC ELT Commissioning Delivery Plan (linked to OPCC Delivery Plan) to be developed Progress against Commissioning Delivery Plan reported to quarterly meetings of CPB Commissioning Strategy to be revised Commissioning Risk Register in place Commissioning intentions and budget planning included in joint planning cycle 	2	2	3	12		New Risk	CEO/DCEO
I4	13-May-21	Failure of PCC and ineffective support from OPCC in holding the Chief Constable/Force to account for the delivery of an efficient and effective police service that delivers the Police and Crime Plan	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government/HMICFRS/Panel/adverse media 	Reputational	<ul style="list-style-type: none"> Fortnightly CMB meetings with CC and weekly briefings CC has clear plans to manage performance of Force CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan Regular review of force spend P&C Plan and objectives to be developed in consultation with the CEO/DCEO/CC 	2	2	4	16		Event amended from previous risk register and mitigation and controls updated	CEO/DCEO
I5	13-May-21	PCC/OPCC does not have the capability or capacity to engage with the public	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government/HMICFRS/Panel/adverse media Resources directed where they are not needed / away from where they are needed Unable to / Inadequately consult with the public on the P&C Plan and precept Do not meet legislative requirements 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> Separation of OPCC and Force Comms OPCC dedicated Comms Team Head of C&E attends OPCC ELT Comms and Engagement plan will be drafted 	2	2	3	12		New Risk	Head of C&E
I6	13-May-21	Failure to maintain effective Criminal Justice Board	<ul style="list-style-type: none"> Justice processes become inefficient and not joined up Justice outcomes, victim satisfaction, and care declines Reduced satisfaction and confidence in criminal justice process by victims of crime Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners 	Reputational Operational delivery Performance	<ul style="list-style-type: none"> WCJB Strategy, action plan and performance dashboard established and being delivered by sub-groups aligned to current P&C Plan Review of WCJB Strategy to be conducted following new P&C Plan RASSO areas of performance concern across Wessex - Dorset, Hampshire and Wiltshire forces and CPS requested support from OPCCs in improving services, OPCCs commissioning external support to hold CJS partners to account (Wiltshire leading) - is this still the case? Covid response has led to significant improvements in collaboration and joint management of CJS in Wiltshire, Wessex and nationally Links to Risk T12 	2	2	3	12		Event amended from previous risk register and mitigation and controls updated	CEO/DCEO

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I7	13-May-21	Unable to maintain effective relationships with Community Safety Partnerships and Health and Wellbeing Boards resulting in partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> Missed opportunities to collaborate / save money / provide a more efficient and effective service Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives Unexpected detrimental impact on policing affecting funding and police officer time Increase demand on PCC and OPCC staff Increased demand on policing services Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process Negative reaction from the public / media 	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> OPCC building relationships through regular engagement with LAs, public, private and third sector leaders and managers OPCC attendance at strategic boards with partners (incl Health and Wellbeing Boards) OPCC attendance at CSPs chaired by the two ACCs Revised and refreshed CSPs and WCJB provide focus for crime reduction and partner liaison across services Numerous forums for political and executives to discuss changes in service including Covid19 recovery, OPCC executive meetings and monthly meetings with MPs and LA Leaders Fortnightly meetings of CMB discuss emerging developments with partners Updating and monitoring of Horizon Scanning database OPCC working to co-ordinate commissioning of services across local government, health and CJS Additional grants awarded to local government due to Covid19, and joint recovery post COVID is providing forums for discussion 	2	3	2	12		Risk carried over from previous risk register	CEO/DCEO
I8	13-May-21	PCC estate does not meet operational policing requirements	<ul style="list-style-type: none"> Unnecessary maintenance of surplus buildings and associated utility costs Waste of resources maintaining surplus estate Damage to community relationships Negative impact on CPT and provision of local policing Negative comments from public / local media Underestimate estate requirement and dispose of too much estate Sub-optimal estate provision is ineffective use of resources Loss of opportunity to share properties and associated costs with local partners / communities Review of PCC's Estate Strategy is out of line with MTFS and may not be affordable 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> Estates strategy governance in place and appropriate Boards Covid19 has had positive impact on cultural benefits of remote working, these will be embraced by the OPCC / Force to ensure they remain Negative impact of Covid19 puts pressure on available space due to social distancing requirements Acquisitions and Disposal Board overseeing commercial aspects Wiltshire Police Estate Board overseeing Force estate programme operations Proposals to enable COVID secure accommodation post March are being progressed - due to requirement for investment in smaller unfit buildings planned for disposal in 2021 Force commissioned work to advise on next strategy - awaiting revised operational advice from CC, including impact of COVID secure on estates capacity All deliverables within strategy are completed with exception of disposal - see Risk T15 	3	3	3	27		Event amended from previous risk register and mitigation and controls updated	CEO/DCEO
I9	13-May-21	ICT services do not provide resilient services to policing	<ul style="list-style-type: none"> ICT vulnerable to cyber attack ICT is out of date, fails and is unsupported Missed opportunities of improvement technology Impacts upon delivering P&C Plan objectives Use of older / out of date equipment limits capability Criticism from Government / HMICFRS and adverse media Reduced public and partner satisfaction and confidence in PCC and OPCC 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> ICT project delivery overseen by the Digital Programme Board with risks central to discussions Introduction of the National Management Centre under NEP has bolstered security Frequent contact with national police ICT departments surrounding requirements and resilience Cloud technology is more secure and resilient than on premises solutions Resources identified to deliver improvements and efficiency - reviewed in line with national programme rollout Local risk registers in place for Tactical Transition and NEP projects - reviewed monthly at Digital Programme Board Weekly governance meetings taking place to oversee project, manage risk and decision making process 	3	2	4	24		Event amended from previous risk register and mitigation and controls updated	CFO
I10	13-May-21	Police collaborative arrangements do not deliver anticipated benefits due to ineffective governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> Collaborative partners do not wish to pursue collaborative opportunities Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public Reduced influence of PCC to provide local accountability Effective and efficient service not delivered Reduced public and partner confidence and satisfaction in PCC and police Negative reaction from the public/media Criticism from Government/HMICFRS Damage to partnership relationships 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> Governance arrangements outlined in all collaborative agreements Performance, finance, and strategic risks are managed at Strategic Board Collaborative arrangements standing agenda item on CMB Governance arrangements have been reviewed for all collaborative agreements Quarterly meetings taking place for all collaborations Composite funding agreement across all PCCs/Forces agreed Election of new PCC allows a fundamental re-evaluation of collaboration and potentially a new strategic steer Regional PCC planning sessions planned 	3	3	2	18		Mitigation and controls updated	CEO/DCEO
I11	13-May-21	OPCC fails to meet its legal requirements as set out in various legislation	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government/HMICFRS/Panel/adverse media attention Damaged relationship and reputation as an employer Current Scheme of Delegation does not meet PCC's expectations 	Reputational	<ul style="list-style-type: none"> Membership of APCC, APAC2E, and PACCTS All HMICFRS reports considered and responded to Appropriate staffing structure in place with clearly defined roles and responsibilities SSOs ensure PCC and Executive Team are briefed on policy changes PCC review published and no significant change as yet - OPCC monitoring work on revisions to the policing protocol and PCC review part 2 Scheme of Delegation and Code of Financial Practice to be reviewed with PCC in this financial year 	3	2	2	12		Event amended from previous risk register and mitigation and controls updated	CEO/DCEO

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I12	13-May-21	OPCC does not have enough resource to fulfil its statutory duties and deliver the Police and Crime Plan	<ul style="list-style-type: none"> • Failure to deliver statutory responsibilities • Failure to support the PCC to fulfil his role and responsibilities • All risks in every aspect will increase 	Legal Reputational	<ul style="list-style-type: none"> • Annual review of OPCC delivery demands • Policy and horizon scanning for changes in PCC statutory responsibilities • Discussions with PCC and partners on anticipated direction and requirement for officers • Comparison of resources with other OPCCs • Review national guidance (APCC/APACE) • OPCC benefits from sharing support services with Force (ie. ICT, performance, information governance) • OPCC resource requirements form part of joint planning with Force (PCC advised of requirement, benefits and risks enabling a decision to be made on resources required) • OPCC requirements part of joint planning cycle and reviewed annually • PCC review part 1 published (March 21) and indicates further expansion of PCC role - monitoring and horizon scan on further implications for OPCC resource requirement • Discussion with PCC during May to assess resources match PCC requirements 	2	2	3	12		Event amended from previous risk register and mitigation and controls updated	CEO/DCEO