

Appendix A - WILTSHIRE AND SWINDON POLICE AND CRIME COMMISSIONER DYNAMIC RISK REGISTER 2017-2021

Risk Appetite is: 30 (NB: inherent risks will always remain on the register, topical risks with a score under 10 will be removed)							Residual Risk Score					
ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	
Inherent Risks												
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> Failure to discharge role of PCC Reduced public and partner satisfaction and confidence in PCC and OPCC Damage to partnership relationships Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> P&C Plan integral part of planning cycle P&C Plan reviewed annually as part of annual report process P&C Plan agreed as key document for police community safety partnerships and WCJB Informed by CC's operational advice and partnership delivery plans Comprehensive engagement and consultation with the public in developing final P&C Plan Attendance at strategic boards with partners Attendance at Force SD&T where performance is reviewed PCC commissioning of services in addition to policing to support delivery of P&C Plan Quarterly reporting to the Panel on performance against plan Publication of annual report summarising progress made against priorities and P&C Plan Continue to receive 'good' grading in HMICFRS PEEL inspections Following public consultation, police precept for 2020-21 increased by £10 for Band D property Recruitment of police officers Integrated OPCC and Force Planning cycle introduced in 2019-20 Overall crime below usual levels due to impact of lockdown but this is balanced against increased demand on police to manage Covid-19 restrictions Impact of Covid-19 varies across the Plan, some priorities have continued with limited impact (eg. CPT improvement) whilst other priorities require further work to understand Covid-19 and economic impact - this work to be delivered as part of OPCC business recovery phase 	2	2	4	16	30-Jul-20	Maintain - business as usual	
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Unable to commission required services or provide enough 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 Look at borrowing money options – would no longer be debt free Negative impact on future budgets and reserves Impact on Wiltshire public through the services they receive and setting of the precept Reduced public and partner 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 Member of APCCs / APAC²E / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Collaborations / projects require financial sign-off at CMB Continual review and update working closely with CC Central government determined by Treasury Awaiting further details on national announcement of police officer and support staff uplift. Further details anticipated mid Sep / October from Home Office MTFS presented to January Panel meeting Positive central funding settlement from government has increased resources into policing PCCs able to increase precept up to maximum of £10 per year for 2020-21 PCC has proposed and Panel unanimously supported £10 increase (PCC has held public consultation on proposal) Significantly reduced financial risk to policing and enabled further investment to be made including contributions to capital Mindful of impact of Risk T13 	3	2	4	24	30-Jul-20	Increased (previously 16) - due to likelihood of reduced resources from 2021-22	

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
13	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<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 • Failure to maximise performance • Failure to secure value for money • Stifle innovation and creative / effective solutions • Failure to comply with legal requirements on procurement • Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act 	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> • Commissioning Strategy in place • Partnership agreements / grant letters issued for each commissioned service outside of the police • Commissioned services provided by Wiltshire Police reviewed • Regular / Final reports a prerequisite of all commissioned services • Quarterly meetings of the Commissioning Performance Board which keeps all commissioned services under review • Monthly Commissioning Team meetings take place • Constant future planning of allocation of Community Safety Fund and Victims Fund – 2020-21 commissioning intentions form part of business planning cycle, drafted and to be presented to Commissioner for approval • Planning underway for review of services to ensure timely and smooth transition to new provider where necessary • Ongoing / New commissioning with LAs meeting all legal and procurement requirements • Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings • 2019-20 first year of fully established commissioning structure - Commissioning Team now up to full strength • Clear processes in place and have been tested for full financial year • Commissioning process embedded • Engagement with commissioned services to identify impact on their 	2	1	3	6	30-Jul-20	Maintain - business as usual
14	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media 	Reputational	<ul style="list-style-type: none"> • Fortnightly CMB meetings with CC • Attendance at monthly performance and programme meetings - OPCC attendance and meetings more operationally focussed • Review of performance data • Regular review of force spend • Engagement with public and partners to understand requirement and needs • Development of P&C Plan and objectives in consultation with the CC • Continue to receive 'good' grading in HMICFRS PEEL inspections • Working with CC to review all accountable mechanisms to ensure they are fit for purpose • PCC/DPCC attending all Area Boards • Normal business meeting cycle has recommenced and working effectively in virtual world 	1	2	4	8	30-Jul-20	Maintain - business as usual
15	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	<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"> • PCC Chair of WCJB, additional support being provided by OPCC • PCC has coordination role across CJS system on behalf of victims • WCJB delivering substantial parts of the P&C Plan • WCJB Strategy, action plan and performance dashboard established and being delivered by sub-groups • RJ strategy agreed by WCJB • Partnership working to support delivery of specialist victim services for DA and SA • Victim services being redeveloped to further integrate support • Work to improve interface between force and CPS to improve efficiency with sexual offences • Improved links and coordination between local and national CJB through APCC, portfolio leads and WCJB Business Managers • Annual review completed by WCJB Manager with partners, identified areas of service improvement, but overall strategy is on course and targeting the right areas • Strong relationships with CSPs and YOTs • Commissioning manager (CJS & Reducing Reoffending) within OPCC • National changes around Probation Service ongoing and being monitored through WCJB • Local and national CJB protocols implemented by APCC, MoJ, and WCJB and being adhered to • Covid LCJB Wessex group established, attended by Hants, Dorset and Wilts and meets weekly • Group discuss, understand and find solutions for CJS operational issues as a result of Covid-19 • Minutes shared of group meetings and sub-groups shared with OPCC 	2	2	3	12	30-Jul-20	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
16	18-Aug-15	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 • OPCC engagement with partners and stakeholders and attendance at relevant tactical and operational boards • Fortnightly meetings of CMB discuss emerging developments with partners • Updating and monitoring of Horizon Scanning database • OPCC early engagement with LAs and partners to identify and reduce demand on policing services, CJS and wellbeing services • OPCC working to co-ordinate commissioning of services across local government, health and CJS • OPCC working with LAs, public, private and third sector services sharing strategies, commissioning plans and identifying areas of risk • Using range of communication methods to ensure public, private and third sector organisations are aware of PCC strategies and plans • Respective recovery groups established in LAs • Covid-19 impact is on changing structure / restructuring 	3	3	2	18	30-May-20	Reduced (previously 24) - likelihood decreased from 4 to 3 as partnerships are working well with everyone focussed on recovery
17	31-Jan-17	PCC estate fails to enable effective and efficient policing	<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 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> • PCC's Estate Strategy published and key stakeholders (including the public) notified • Estates strategy governance in place and appropriate Boards • PCC holding officers to account for delivery of strategy • CC has provided operational requirements to PCC • Operational requirements developed across all police departments and informed by current and future predicted demand • Programme plan delivering against Estate Strategy (Marlborough and Royal Wootton Bassett has been delivered, planning approved on Warminster) • Range of business cases, approved / being developed • Acquisitions and Disposal Board overseeing commercial aspects • Wiltshire Hub Board overseeing Force estate programme operations • Service requirements being identified for operational and learning and development requirements at HQ • Covid-19 has had positive impact on cultural benefits of remote working, these will be embraced by the OPCC / Force to ensure they remain 	3	3	2	18	30-Jul-20	Maintain - Estate Strategy is being delivered
18	15-May-17	ICT services are not resilient and transformational to support effective and efficient 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 • The independent accreditation review has seen a reduction in the risks open to the joint service • The introduction of the National Management Centre under NEP will bolster security • Frequent contact with national police ICT departments surrounding requirements and resilience • Service delivery reviewed and due to more 'police only' standards change in model agreed • 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 • New Head of ICT in post working on transformation programme - enhanced reporting of progress to strategic board • Tactical Transition Board established and meets fortnightly • Recruitment of ICT staff underway -35 of 38 posts have been recruited • Work being undertaken to finalise design of ICT operating model • Local risk registers in place for Tactical Transition and NEP projects - reviewed monthly at Digital Programme Board • Improved relationship with WC • Covid-19 has increased number of staff wanting to work with the Force • Transformational work taking place and mostly running to schedule 	2	2	4	16	30-Jul-20	Decreased (previously 24) - positive work taking place with regard to ICT transition programme

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I9	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak 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 • PCC strategic parameters for collaboration set and communicated December 2017 • Governance arrangements have been reviewed for all collaborative agreements • Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation • Quarterly meetings taking place for all collaborations • Composite funding agreement across all PCCs/Forces to be agreed 	3	3	2	18	30-Jul-20	Maintain - funding agreement to be agreed across all PCCs/Forces
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Damaged relationship and reputation as an employer 	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 • OPCC stable with new staffing structure and operating well • PCC staff conduct horizon scanning and provide regular briefings to the PCC • SSOs focal point for ensuring PCC Executive Team are briefed • Current PCC term extended for 12 months and reviewed arrangements to ensure continuation of governance for this period of time 	1	2	2	4	06-May-20	Maintain - business as usual
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<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) • Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle • Expansion of PCC role - increased devolution from central government (criminal justice / fire governance) • Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required • OPCC resourcing plan agreed at CMB to address identified gaps • HMICFRS Inspection Reports responded to and published on website • SSOs focal point for ensuring PCC Executive Team are briefed • Engaging in national networks through APCC • Management of staff sickness during Covid-19, line managers receiving daily reports • Working from home arrangements working well 	1	2	3	6	30-Jul-20	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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 D&C PCC is a member of the Technical Group and PCC able to channel his views through her 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 £750m allocated to policing in spending review but no details on allocations to be made to individual forces Anticipate review will be done as part of CSR in Autumn Review expected Autumn 2020 but now anticipated to be delayed CSR work taking place 	2	4	3	24	30-Jul-20	Maintain - review likely to be delayed as a result of Covid-19
T3	02-Mar-17	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) Commons Public Accounts Committee has been told that ESN will be running in September 2020 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"> PCCs represented by PCC Katy Bourne 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 Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January 2019 APCC General Meeting Concerns around devices provided and whether they can deliver the necessary technology Potential for significant cost increases Stop on project team recruitment to limit cost and no longer rolling funds forward Funding allocated in capital plan NAO report published May 2019 highlighting significant risks and seems unlikely ESN will be delivered by target date of 2022 Wiltshire CC appointed NPCC National Lead Full business case expected in the New Year National decision taken to change covert radios due to delays in delivering via ESN programme Wiltshire has agreed to take on assurance role as from 1 April 2021 	4	3	2	24	30-Jul-20	Maintain - new business case awaited

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T6	13-Feb-18	Unable to provide adequate frontline policing	<ul style="list-style-type: none"> Decline in force performance Decline in force morale Damage to reputation of PCC, OPCC, and Force Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention Service quality decreases and visibility falls 	Operational delivery Performance Reputational	<ul style="list-style-type: none"> Ongoing recruitment of police officers and PCSOs Ongoing review of assets / resources CPT resource and officer deployability scorecard developed and used by force, PCC and PCP Intake of new police officers progressing through training Reviewing HMIC inspection reports and PEEL assessments PCP scrutiny Force performance and resourcing reviewed as part of planning cycle in Autumn of each year Utilises evidence and demand planning produced in Force Management Statement - further work to fully understand demand and align to capacity and capability CC advice on resourcing, staff mix and policing threats Focus on CPT resources and availability - revised CPT model being rolled out National uplift has identified 49 additional officers for Wiltshire - the usual recruitment process will be followed so will not be immediately on patrol Increased focus on CPT model with expectation that changes made to enhance local policing Review linked to FMS structured plans and business planning timeframes - Force presented initial update and now in consultation with staff unions 16 additional police officers to be recruited following £10 increase in precept Remain on track to deliver uplift of police officer numbers Increased resources available to frontline due to Covid-19, crime and 	2	2	4	16	30-Jul-20	Maintain - Covid-19 has not impact on deployability
T12	16-Mar-20	Impact of Covid-19 on criminal justice capacity and backlog	<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 	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 replaced Co-ordinating Group (response phase) mid-June, meets weekly CJS partners across Wessex at senior level are represented (PCC, Police, CPS, Courts, Probation, Prison, YOT and Legal Aid Agency) Themes of work include: <ul style="list-style-type: none"> Agreed set of principles to which the Recovery Group will work to and accountable Court Capacity (operational group meets weekly) Capacity and backlog modelling is in early stages and will be used to develop specific local plans Data capture to understand demand, pressure points in system and backlog V&W focus, first meeting 5.8.20 to explore opportunities across Wessex Comms to stakeholders, sharing policy changes, bi-weekly court updates Mechanism for information sharing Recovery plans for magistrates and crown courts, all open in Wiltshire however capacity significantly reduced Close monitoring and local delivery of national Recovery Plan developments through Wessex Recovery and Criminal Justice Board Chief Constable risk register managing operational risks Daily update and review of impact on Wiltshire Police, performance and service continuity Regular communication from PCC and CC to whole force three times a week (was five) 	3	4	4	48	06-May-20	Maintain - mitigation and controls updated
T13	25-Jun-20	Reduced resources in 2020-21 impacting baseline and ability to deliver a policing service	<ul style="list-style-type: none"> PCC will have to reduce funding provided to the Chief Constable and for commissioning CC will have to consider what services he can deliver and make difficult recommendations to the PCC which may have political ramifications PCC will need to review these recommendations and decide on the strategic approach 	Financial Reputational Operational Delivery Performance	<ul style="list-style-type: none"> CFO is keeping a watching brief on the position Various financial updates planned to PCC however identification of what the funding gap will be is unlikely to be known until December 2020 There is a lot of uncertainty and this risk will be developed further as more information becomes available 	3	4	3	36		NEW