Meeting	Police and Crime Panel
Date	10 December 2020
Report Title	PCC Risk Register
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1.0 Purpose of Report
1.1 To update the Police and Crime Panel 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 and updated as at 26 November 2020.

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 removed 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 monthly on an informal basis by the Deputy Chief Executive and formally by the Commissioner's Monitoring Board on a quarterly basis, prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. It is also considered at OPCC Executive Leadership Team meetings on a monthly basis. 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 Paragraph 4 looks at those risks considered major or moderate in more detail.

IMPACT (columns, left to right) — **LIKELIHOOD AND CONTROL** (rows, top to bottom)

Likelihood	Impact 1	Impact 2	Impact 3	Impact 4	Impact 5
25	25	50	75	100	125
20	20	40	60	80	100
16	16	32	48	64	80
15	15	30	45	60	75
12	12 **[3]**	24	36 **[13]**	48 **[12]**	60
10	10	20	30	40	50
9	9 **[6] [9]**	18	27	36	45
8	8	16	24 **[1]**	32	40
6	6 **[7]**	12 **[14]**	18	24 **[8]**	30
5	5	10	15	20	25
4	4	8	12 **[5]**	16 **[1] [6]**	20 **[2]**
3	3	6	9	12	15
2	2 **[10]**	4	6 **[3] [11]**	8 **[4]**	10
1	1	2	3	4	5

Risk	Description	Owner
T12	Impact of Covid-19 on policing and criminal justice	PCC
T13	Reduced resources in 2020-21 impacting baseline and ability to deliver a policing service	CFO
T3	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	CC
T1	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	CFO
I8	ICT services are not resilient and transformational to support effective and efficient policing	CFO
I6	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	PCC/CC
I9	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	CX

4.0   Key Risks to Consider

4.1   *Risk T12: Impact of Covid-19 on criminal justice capacity and backlog*
The Criminal Justice Board, which is chaired by the Commissioner, leads on the recovery of the criminal justice system and is linked into the Local Resilience Forum and recovery groups. A Wessex CJS Recovery Group meets weekly and all CJS partners at senior levels are represented. Plans are in place to respond to key issues such as court capacity and the backlog of cases within the criminal justice system. Additional resources have been identified to assist with the Magistrates backlog and it is anticipated that, with this resource, the backlog will return to pre-Covid19 levels by mid-February 2021. Scoring is maintained at 48.

4.2   *Risk T13: Reduced resources in 2020-21 impacting baseline and ability to deliver a police service*
Details of the Comprehensive Spending Reviewed was announced by the Chancellor on 25 November 2020. Highlights included a public sector pay freeze for the majority of staff in 2021 and that PCCs would be given flexibility to increase the policing precept by up to £15 per year for a Band D property. The Chief Finance Officer is currently working through the detail and working on a draft Medium Term Financial Strategy in advance of the financial settlement which is currently expected mid-December. Scoring is maintained at 36.

4.3   *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*
The scoring of this risk is maintained at 24 as new national guidance and a full business case is still awaited. Wiltshire has agreed to take on the assurance role as from 1 April 2020 which will provide greater insight into emerging issues.

4.4   *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*
The score is maintained at 24. The review of the Funding Formula has been delayed as a result of Covid19 but there is no indication yet on when this will now take place.

4.5   *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing*
ICT services are due to transfer from Wiltshire Council by 31 March 2020. Progress on this huge piece of work is being made but it has been identified that not all services may be ready to be transferred by this date. Weekly governance meetings are taking place to oversee this, manage the risk and aid the decision making progress. As a result, the likelihood score has been increased from 2 to 3, increasing the overall score to 24 (from 16).

4.6   *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*
The Resilience cells which had been established by both Local Authorities worked well and have morphed into Recovery cells. Good and effective partnership working is still taking place.

4.7   *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*
Scoring is maintained at 18 and the risk continues to be monitored through the Tri-Force and regional collaborations operations and strategic boards.

5.0 New Risks

5.1 One new risk has been identified as follows:

Risk T14: Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered

Although this is low scoring and considered an 'acceptable' risk there is a need for this to be recognised. The OPCC and the Force are providing regular communications to staff highlighting the importance of good mental health and encouraging staff to make use of the tools available to them so they can support themselves (eg. support from Occupational Health, access to online mindfulness material, exercise programmes). Staff morale will be gauged through a staff survey and sickness is closely monitored.

6.0 Future Reviews of Risk Register

6.1 This report and version of the Risk Register will also be considered at the Joint Independent Audit Committee meeting on 14 December 2020.

7.0 Staffing Implications

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

8.0 Financial Implications

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

9.0 Legal Implications

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

10.0 Sustainability

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

11.0 Diversity Issues

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

12.0 Contribution to the Police and Crime Plan 2017-2021

12.1 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.

13.0 Recommendations

13.1 The OPCC ELT is invited to note the content of the report and the risk register.

Appendices:
Appendix A – PCC Risk Register
Appendix B – Glossary

ACRONYM	MEANING
ACCs	Assistant Chief Constables
APAC^{2}E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSPs	Community Safety Partnerships
D&C	Devon and Cornwall
DA	Domestic Abuse
DCC	Deputy Chief Constable
ESN	Emergency Services Network
FME	Forensic Medical Examiner
FMS	Force Management Statement
GCHQ	Government Communications Headquarters
GDPR	General Data Protection Regulations
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
JIAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MoJ	Ministry of Justice
MTFS	Medium Term Financial Strategy
NAO	National Audit Office
NPCC	National Police Chiefs Council
Op Fairline	First Salisbury incident
OP Fortis	Second Salisbury incident
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
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SARC	Sexual Assault Referral Centre
SD&T	Service, Delivery and Transformation

ACRONYM	MEANING
SW	South West
TOIL	Time Off In Lieu
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