



Strategic Risk Register

Business area	Corporate Services
Responsible officer	ACO Resources
Period	Quarter 3, 2014/15



Identifier	Category	Risk description	Owner	Proximity	Probability	Impact	Rating	Trend	Response plan	Risk rating confidence
INS 002	Operational efficiency & effectiveness	Current BEAT system is only compatible with Blackberry mobile devices, so when stocks of Blackberrys run out the Force is unable to provide replacements which removes the mobile data capability of operational officers	Commercial Director	Aug 2015	High (4)	High (4)	High (16)	↔	Avoid the risk: <ul style="list-style-type: none"> Upgrade existing BEAT system to be "device agnostic" Purchase alternative mobile devices 	Reasonable
COS 003	Finances	The Force's appeal against the employment tribunal ruling on use of Reg A19 fails, resulting in the award of compensation to c100 former officers	DCC	Summer 2015	Med (3)	Very high (5)	High (15)	↔	Avoid the risk: <ul style="list-style-type: none"> Appeal process Contingency plan: <ul style="list-style-type: none"> Contingent liability in accounts for 2014/15 	Reasonable
INS 001	Operational efficiency & effectiveness	Force telephony infrastructure is nearing the end of its operational life, increasing the probability of critical failure resulting in temporary loss of internal & external communications capability	Commercial Director	2016/17	Med (3)	Med (3)	Med (9)	↔	Reduce probability: <ul style="list-style-type: none"> Replace Force-wide & control room telephony Reduce impact: <ul style="list-style-type: none"> Contact Management business continuity plans to divert calls to other forces 	Reasonable



Closed risks

Identifier	Risk description	Reason for closure	Date closed	Closed by
B&F 001	The Force successfully bids for in excess of £1m from the Police Innovation Fund in 2015/16	The risk (opportunity) was exploited successfully	August 2014	ACO Resources



Appendix – explanatory note

The risk category should be drawn from the following list:

- Crime & community safety
- Operational efficiency & effectiveness
- Judicial process
- Finances
- Reputation
- Life & safety
- Compliance
- Environment

The following definitions and criteria have been used to describe and assess the risks recorded in this risk register:

Probability	Score	Definition
Very high	5	Extremely likely to occur (>90% chance)
High	4	More likely to occur than not (66-90% chance)
Medium	3	As likely to occur as not (36-65% chance); or unknown
Low	2	Unlikely to occur (11-35% chance)
Very low	1	Extremely unlikely to occur (1-10% chance)



Impact	Score	Definition
Very high	5	Significant, lasting or permanent impact on objectives
High	4	Significant, temporary or noticeable, lasting impact on objectives
Medium	3	Noticeable, temporary or minor, lasting impact on objectives; or unknown
Low	2	Minor, temporary or minimal, lasting impact on objectives
Very low	1	Minimal, temporary impact on objectives

When assessing financial impact the following criteria have been used:

Impact	Score	Definition
Very high	5	£x,000,000s (millions)
High	4	£x00,000s (hundreds of thousands)
Medium	3	£x0,000s (tens of thousands)
Low	2	£x,000s (thousands)
Very low	1	£x00s (hundreds)



Probability is multiplied by Impact to give the overall Rating, which is colour coded, dependent upon whether the risk represents a threat (negative impact) or opportunity (positive impact) using the matrices below:

Impact	V high (5)	5	10	15	20	25
	High (4)	4	8	12	16	20
	Medium (3)	3	6	9	12	15
	Low (2)	2	4	6	8	10
	V low (1)	1	2	3	4	5
		V low (1)	Low (2)	Medium (3)	High (4)	V high (5)
Probability						

Threat scoring matrix

Impact	V high (5)	25	20	15	10	5
	High (4)	20	16	12	8	4
	Medium (3)	15	12	9	6	3
	Low (2)	10	8	6	4	2
	V low (1)	5	4	3	2	1
		V low (5)	Low (4)	Medium (3)	High (2)	V high (1)
Probability						

Opportunity scoring matrix

Confidence rating

A Confidence rating is applied to each risk, which represents an evaluation of the source information used to assess the risk, as follows:

- Substantial – risk scoring is based on substantial, reliable data and / or intelligence
- Reasonable – risk scoring is based on some data and / or intelligence, but there are gaps or issues with reliability
- Limited – risk scoring is based on professional judgement alone