

JOINT INDEPENDENT AUDIT COMMITTEE
27 March 2024

SUBJECT	Police and Crime Commissioner’s Risk Register
REPORT BY	PCC CEO
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SUMMARY AND PURPOSE OF REPORT	
To set out the latest PCC risk register.	
RECOMMENDATION	In its role of reviewing the adequacy of the OPCC’s risk management arrangements, the Committee is asked to review and consider the attached risk register.

A. SUPPORTING INFORMATION

The OPCC strategic risk register highlights the primary risks that have a potential to impact negatively on the delivering the Commissioner’s core statutory duties or meeting the ambitions of the 2022-24 Make Notts Safe Plan. The register is attached.

The risk register highlights four priority risks for the OPCC:

- Reputational and service delivery implications of the evocation of HMICFRS ‘engage’ status (SR0024). Mitigated risk score of 20 during initial period of review and assessment. This is expected to reduce as further assurance is secured. Work is underway to increase access and oversight of force governance processes alongside activity to further develop the OPCC public scrutiny function.
- Financial impact of the remedy and Revaluation of public sector pensions in view of the McCloud case (SR0012). Mitigated risk score of 12 remains stable. The last revaluations saw an increase in the employers contribution rates and there is risk that this will be the case again. Early indication from the latest revaluation is a potential increase of a further 20% on employers rates from 2024. It is hoped that there will be further financial support. Some has been provided for the impact to date
- Short term funding risk to critical aspects of service delivery, incl. victim support and serious violence (SR0021). Mitigated risk remains escalated but stable. Discussions with partners and central government are ongoing. Work is being progressed to ensure that exit plans are compiled and aligned with Medium Term Financial Plan
- Financial uncertainty in view of co-dependent partnership funding commitments and financial constraints impacting upon key partners (SR0023). The OPCC continues to

reviewing partnership funding commitments and is developing options to mitigate risk through the development of exit plans and strategies aligned with the Medium Term Financial Plan

Three new risks have been captured during the January to March 2024 period:

- Reputational and service delivery assurance impact of the evocation of HMICFRS 'engage' status (SR0024) as outlined above.
- Service delivery impact of any failure to comply with the Victims' Code of Practice (SR0025). Risks in this area are under review in light of recommendations highlighted by HMICFRS in respect of the completion of victim needs assessments and provision of victim feedback within agreed timescales. The risk level is expected to reduce as further assurance is secured via the Victim and Witness Board.
- Compliance and service delivery implication of failing to appoint Police Appeal Tribunals Chairs (SR0026). This risk is reflected at a national level, with the Home Office now working to identify a national solution.

Other key changes to the risk register during the April to June 2023 period include:

- Closure / archive risk: Business continuity risks associated with changes in OPCC working arrangements post COVID-19 on information security, effective practice and staff welfare. (SR0002). The organisation has seen full and effective transition to routine agile working arrangements. Absence rates remain low and the office maintains core business as usual via revised working arrangements. Information security reminders have been issued to all staff.
- Reduction in risk score: Impact of transition to a 2 Tier (+1) OOC model on performance, commissioning and OPCC scrutiny. Planning underway for transition to 2 tier model in October 2023 as part of a staged approach. OPCC fully engaged in planning arrangements.

The risk register is subject to ongoing monitoring and review as part of the Commissioner's Senior Leadership Team meetings and governance and accountability framework.

B. FINANCIAL CONSIDERATIONS

There are no direct financial implications arising from this report, any relevant considerations are included in the risk register.

C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS

Any relevant considerations are included in the risk register.

D. PERSONNEL, EQUAL OPPORTUNITIES AND DIVERSITY ISSUES

(including any impact or issues relating to Children and Young People)

Any relevant considerations are included in the risk register.

E. REVIEW ARRANGEMENTS

The PCC Risk register is on the forward plan to be reviewed at each meeting.

F. RISK MANAGEMENT

Risks are detailed as appropriate within appendices to this report.

G. PUBLIC ACCESS TO INFORMATION

Information in this report along with any supporting material is subject to the Freedom of Information Act 2000 and other legislation.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - MARCH 2024

RISK		MITIGATION OF RISK		ASSESSMENT			
Risk / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
SR 0004 Financial Incapability Delivering efficient and effective local services	Force unable to achieve a balanced budget, required efficiency savings and require contribution from reserves. Owner: Chief Finance Officer Organisation: OPCC	- Govt. mandate / penalties - Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat	4	4	16	Ongoing oversight via monthly budget monitoring meetings and weekly PCC/CC briefing meetings. Lack of Group budget visibility addressed in 2023/24. Efficiency plan in place and published for the budget shortfalls in the MTFP. Potential for higher pay awards than budgeted for currently. Balanced budget for 2024/25. Review date: Ongoing
			Budget parameters set by PCC Medium Term Financial Planning Monthly budget monitoring meetings Accountability Board Prudent risk-assessed reserves Ongoing OPCC / Force CFO liaison	1	3	3	
SR 0005 Austerity impact on services & Council Tax revenue Delivering efficient and effective local services	Austerity and pressures impacting upon service capacity, council tax base and volume and complexity of underlying service demand Owner: Chief Finance Officer Organisation: OPCC	- Direct financial impact - Financial impact for 3 years on deficit and an unknown length of time on tax base recovery - Performance / delivery risks	Transfer	4	4	16	This continues to be monitored. Taxbase increase of 1.4% in 2023/24 and 1.2% in 2024/25. Suggest closing as it is picked up via budget setting risk assessment and assumptions. Review date: Ongoing
			Ongoing oversight with the billing authorities. A request for Central Government to pick up the shortfall	1	3	3	
SR 0006 Financial uncertainty Delivering efficient and effective local services	Delays in the review of the police funding formula. Impact of brexit and COVID-19 cost on future public sector funding. Global economic issues impacting on economy in UK, leading to a recession. Owner: Chief Finance Officer Organisation: OPCC	- Challenging planning - Instability of key services - Impact on service delivery - Reputational / public confidence impact - potential reduced funding envelope	Tolerate	3	3	9	Settlement will enable effective planning for 2024-25. Funding Formula review pending. Ongoing engagement through PACCTS, central gov, APCC, NPCC. Decision to formally approve budget, MTFP and capital programme was approved by PCC in February 2024. Review date: Ongoing
			Engagement with central government, APCC/NPCC Police Finance workstream HO reps at PACCTS	2	3	6	
SR 0008 Information Management: Data Quality Tackling crime and ASB	Poor data quality compliance impacts upon understanding of crime patterns, the identification and referral to vulnerable people and public confidence in crime recording. Owner: Head of Performance & Assurance Organisation: OPCC	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties	Transfer	3	3	9	HMICFRS PEEL inspection identified areas for improvement which are being reviewed as part of Operation Catalyst. Review date: Ongoing
			Accountability Board / Internal Audit FCIR Review meetings HMICFRS Inspection Annual Assurance Statement	2	3	6	
SR 0010 Limited analytical capacity and capability Tackling Crime and ASB	Lack of force and partner agency analytical capacity impacting on provision of analytical products and assurance reports Owner: Head of Performance & Assurance Organisation: OPCC	- Force and partners inability to direct resources according to need; identify emerging risks; assess impact of interventions; provide accountability - Reputation / public confidence risk	Treat	4	3	12	Exploring options to enhance 'self-service' functionality. Reduced capacity and frequency of strategic intelligence products, control strategy, MoRiLE assessment and Home Office commissions. Review date: Ongoing
			Forward planning on the development of key OPCC including VRU analytical products. Direct OPCC access to intranet-based tools and functionality. Development of independent assurance mechanisms such as the Police and Crime Survey. Partnership analytical roles readvertised.	3	3	9	
SR 0012 Pensions - McCloud, Remedy & Revaluation Delivering efficient and effective local services	All Public sector pensions are within a Remedy Period for the resolution of McCloud case. Remedy Period ends 2022. Compensation payments not covered by pension schemes. Owner: Chief Finance Officer Organisation: Force & OPCC	- Direct financial impact - Administrative impact significant. Contractual delays - Performance / delivery risks	Transfer	4	4	16	The last revaluations saw an increase in the employers contribution rates. Further financial support has been provided to minimise impact. Review date: Ongoing
			Representation on National Police Pension Board. Additional Home Office grant above that provided by Treasury. An amount has been set aside within reserves to cover compensation element.	3	3	9	
SR 0014 Limited inhouse accounting expertise Transforming Services and Delivering Quality Policing	Austerity and restructuring within the force finance team has led to a reliance on staff with limited professional experience with local government accountancy. Owner: Chief Finance Officer Organisation: OPCC	- Insufficient resource leading to the accounts being qualified - Temporary appointments leading to lack of consistency - Reputation / public confidence risk	Treat	3	4	12	Some gaps remain in the finance team such as in payroll, Chief Accountant is currently filled with an acting up arrangement which is working well. Other teams are fully staffed. Review date: Ongoing
			Active participation in the CIPFA AFEP programme has provided a way forward. This has improved the Force Finance Team structure and its standing within the Force. Training for Finance apprentices is in place.	3	3	9	
SR 0015 Transition to 2 tier Out of Court Disposals Model Responding to needs of communities and victims of crime	Impact of transition to a 2 Tier (+1) OOOD model on performance, commissioning and OPCC scrutiny Owner: Head of Strategy & Performance Organisation: OPCC	- Significant drop in positive outcome rates - Pressure on commissioning team and gaps in provision - Reputation / public confidence - Government penalties	Treat	3	3	9	Planning underway for transition to 2 tier model in October 2024 as part of a staged approach. OPCC fully engaged in planning arrangements. Review date: Ongoing
			OPCC engagement with the OOOD Board and ongoing commissioning meetings with police and lead providers.	3	2	6	
SR 0016 Partnership information sharing Tackling crime and ASB	Ongoing challenges in establishing longer term information sharing protocols via the VRU and Local Criminal Justice Partnership Board. Owner: Head of Strategy & Performance Organisation: OPCC	- Ineffective planning and decision making - Poor governance and oversight - Reputational / public confidence impact	Treat	3	3	9	Recent events have exposed further risks in partnership information sharing, particularly in relation to Health. Proactive engagement with key partners. Generic protocol templates in development via APCC/APACE following national PCC Review Review date: Ongoing
			Ongoing project management via VRU and LCJPB	3	3	9	
SR 0017 GDPR Compliance and data sharing Transforming Services and Delivering Quality Policing	Identified areas for improvement re. controls in place to ensure GDPR compliance and current information sharing pathways Owner: Chief Executive Officer Organisation: OPCC	- Reputation / public confidence risk - Financial penalties - Impact on service delivery - Ineffective planning	Treat	3	4	12	OPCC capacity constraints have prevented further work being undertaken in this area. Significant area for improvement identified. A provider has been commissioned (Essex County Council) to temporarily support the OPCC's Data Protection and Information Governance activity. Asset owners are working to complete their RoPA's. Review date: Ongoing
			Provision of Data Protection Officer and Information Governance advice and support; including DPO Officer and information governance service and information governance audit.	2	4	8	
SR 0021 Financial Uncertainty Delivering efficient and effective local services	Short term funding - risk to critical aspects of service delivery, incl. victim support and serious violence Owner: Head Commissioning & P'ships & Head of the VRP Organisation: OPCC	- Impact on quality and scale of service provision - Further harm to victims and vulnerable service users - Reputation / public confidence risk - Ineffective planning	Treat	3	4	12	Discussions with partners and central government ongoing. Exit plans need to be compiled and aligned with MTFP. Review date: Ongoing
			Work with local and national partners to mitigate risk. Lobby for funding. Exit / scenario planning	3	4	12	
SR 0022 OPCC/VRP Business Continuity Delivering efficient and effective local services	Staff shortages leads to capacity issues affecting team wellbeing and their ability to perform at their best. Owner: SLT Organisation: OPCC	- Impact on quality and scale of service provision - Reputation / public confidence risk - Reactive rather than proactive	Treat	3	3	9	Situation is being managed currently, posts advertised but will have a long lead time due to vetting /notice periods. Review date: Ongoing
			Recruit to vacant posts, prioritise work. Utilise temporary staff cover to alleviate the pressure	3	3	9	
SR 0023 Financial Uncertainty Delivering efficient and effective local services	Co-dependent partnership funding commitments Owner: Head of Partnerships and Commissioning/ Chief Finance Officer / CEO Organisation: OPCC	- Impact on quality and scale of service provision - Further harm to victims and vulnerable service users - Reputation / public confidence risk - Ineffective planning	Treat	4	3	12	Discussions with partners ongoing. Exit plans need to be compiled and aligned with MTFP. Use of earmarked reserve to fund any transition arrangements. Review date: Ongoing
			Reviewing current partnership funding commitments and developing options to mitigate risk	4	3	12	
SR0024 Inspection Assessment Delivering efficient and effective local services	HMICFRS evokation of 'Engage' status Owner: Chief Executive Officer Organisation: OPCC	- Reputation / public confidence risk - Ineffective planning and decision making - Performance / delivery risks	Treat	5	5	25	Increased OPCC scrutiny and oversight. Bespoke oversight and scrutiny plan developed. Working closely with the force to assess impact, drive improvements and manage stakeholder communications. Review date: Ongoing
			Force Gold Group. Enhanced scrutiny and oversight of force governance processes. Development of OPCC public scrutiny function, ongoing liaison with HMICFRS.	5	4	20	
SR0025 VCOP Compliance & victim service provision Delivering efficient and effective local services	Process inefficiencies impacting upon the completion of victim needs assessments and updates Owner: Chief Executive Officer Organisation: OPCC	- Impact on quality and scale of service provision - Further harm to victims and vulnerable service users - Reputation / public confidence risk	Treat	4	4	16	Targeted analysis and scrutiny of Victims' Code of Practice compliance underway. OPCC is engaging with key stakeholders with a particular focus on domestic and sexual violence sector. Review date: Ongoing
			See SR 24. Victim and Witnesses Board (force and partnership), Additional analysis.	3	3	9	
SR0026 Failure to appoint Police Appeal Tribunals Chairs Delivering efficient and effective local services	Tribunals do not get heard in line with legislative deadlines. Owner: Chief Executive Officer Organisation: OPCC	- Financial penalties - Impact on quality and scale of service provision - Reputation / public confidence risk	Transfer	3	3	9	National issue. Home Office are currently recruiting. Review date: Ongoing
			National review, support and intervention	2	3	6	