

<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Joint Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>7<sup>th</sup> November 2018</b>
<b>Report of:</b>	<b>Chief Constable</b>
<b>Report Author:</b>	<b>Amanda Froggatt, Strategic Support Officer</b>
<b>E-mail:</b>	<b>amanda.froggatt@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Amanda Froggatt, Strategic Support Officer</b>
<b>Agenda Item:</b>	<b>10</b>

## **Strategic Risk Management Report for Force and Nottinghamshire Police and Crime Commissioner (NOPCC), Quarter 2, 2018/19**

### **1. Purpose of the Report**

- 1.1 To provide the Joint Audit and Scrutiny Panel (JASP) with an up to date picture of strategic risk management across the Force and the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC).

### **2. Recommendations**

- 2.1 It is recommended that the JASP notes the current approach to strategic risk management and considers the assurance that this report provides as to the effectiveness of those arrangements within the Force and NOPCC.
- 2.2 JASP note the three very high strategic risks on the Force's risk register namely, Multi-Force Shared Service (MFSS) transfer of payroll system to the new Fusion solution, compliance with the new General Data Protection Regulations (GDPR), and the building of the new Bridewell custody facility.
- 2.3 JASP also note the high risks relating to the NOPCC, Multi-Force Shared Service (MFSS) transfer of payroll system to the new Fusion solution, the uncertainty in relation to the announcement of the comprehensive spending review and the police funding formula and

### **3. Reasons for Recommendations**

- 3.1 A Strategic Risk Report is provided to the JASP on a quarterly basis in order to keep the Board informed as to the level of strategic risk within the Force and NOPCC and provide assurance as to the effectiveness of risk management arrangements.

### **4. Summary of Key Points**

#### **Risk management policy and process**

- 4.1 The Force and the NOPCC previously agreed a joint policy for the management of risk, in line with the Cabinet Office approved Management of Risk (M\_o\_R) approach.

## **5 Financial Implications and Budget Provision**

- 5.1 There are no direct financial implications as a result of this report. Financial implications as a result of each risk will be assessed and managed on an individual basis.

## **6 Human Resources Implications**

- 6.1 Providing professional advice on risk management is the responsibility of the Corporate Governance and Business Planning team.
- 6.2 General responsibility for managing risk forms an integral part of the job descriptions of individuals throughout the Force.

## **7 Equality Implications**

- 7.1 There are no known equality implications associated with the implementation of the Risk Management Policy.
- 7.2 Where a particular risk is identified that could have an impact on the Force's equality objectives that risk will be assessed and managed in line with the Risk Management Policy.

## **8 Risk Management**

- 8.1 One of the main aims of the Risk Management Policy is to achieve consistent application of risk management principles and techniques across all areas of the Force and NOPCC.
- 8.2 If the Force and NOPCC do not practice effective risk management within their decision making there is a risk of non-compliance with the principles set out in the Joint Code of Corporate Governance.

## **9 Policy Implications and links to the Police and Crime Plan Priorities**

- 9.1 An understanding and appreciation of strategic risk is important in determining the priorities in the Police and Crime Plan, and subsequently informing the development of effective strategies, policies and plans to address those priorities. It is expected that the implementation of the Risk Management Policy will lead to improved understanding of strategic risk and therefore impact positively on the achievement of Police and Crime Plan objectives.

## **10 Changes in Legislation or other Legal Considerations**

- 10.1 Where potential changes in legislation or other legal considerations represent a significant threat or opportunity for the Force or the NOPCC these are evaluated and managed in line with the Risk Management Policy.

## **11 Details of outcome of consultation**

- 11.1 Each Strategic Risk has been assessed with the relevant risk owner and the DCC and Chief Executive of the NOPCC, respectively.

## **12. Appendices**

- 12.1 **Appendix 1** – Force Strategic Risk Register  
**Appendix 2** – NOPCC Strategic Risk Register

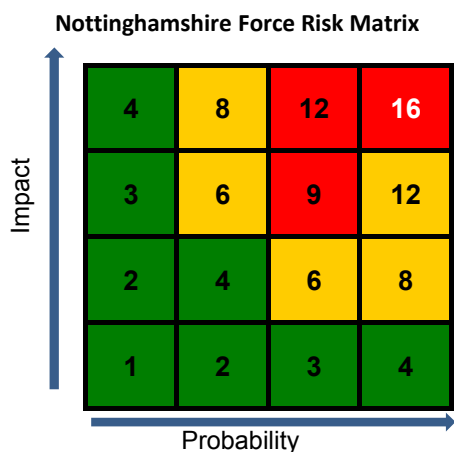
NOTTINGHAMSHIRE POLICE CORPORATE RISK REGISTER - OCTOBER 2018

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	
SR1 Matching Resources to Demand Create a service that works for local people	Timeliness in responding to Grade 3 and 4 incidents due to demand pressures Owner:- ACC Crime and Operational Support	Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat  Ongoing oversight via DMMs and Introduction of Sergeant oversight into Control Room Recruitment of additional officers	4	4	16	Daily oversight via DMMs and Introduction of Sergeant oversight into Control Room On-going recruitment of officers  <b>Review date:</b> Ongoing
				3	3	9 ▲	
SR2 MFSS Business continuity Create a service that works for local people	Business continuity risks associated with MFSS transfer of payroll system in April 2019 Owner: Chief Finance Officer	- Workforce confidence / morale - Service delivery - Reputation / public confidence risk	Treat  Ongoing oversight via MFSS Management Board and Strategic Oversight Board	4	4	16	Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Preparation of advice for officers and staff  <b>Review date:</b> Ongoing
				4	4	16 ▲	
SR3 Financial Incapability Create a service that works for local people	Force unable to achieve a balanced budget, required efficiency savings and contribution to reserves Owner: Chief Finance Officer	- Insolvency - Govt. mandation / penalties - Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat  Budget parameters set by PCC Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Escalation process Active OPCC and Force CFO discussion	4	4	16	Ongoing oversight via monthly budget monitoring meetings and weekly PCC/CC briefing meetings Active OPCC and Force CFO discussion. The potential impact of Treasury decisions on pension budget continues to be closely monitored.  <b>Review date:</b> Ongoing
				3	4	12 ◀▶	
SR4 Information Management Create a service that works for local people	Documentation retention, review and disposal risks associated with non compliance of MOPI Owner:- Deputy Chief Constable	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties	Treat  Alignment of regional approach with local practices Assessment and development of RRD processes within Force legacy systems Alignment of RRD requirements with retention schedules and Information Asset register	4	4	16	Alignment of regional approach with local practices Assessment and development of RRD processes within Force legacy systems Alignment of RRD requirements with retention schedules and Information Asset register  <b>Review date:</b> Ongoing
				3	4	12 ◀▶	
SR5 Information Management Create a service that works for local people	Data protection breaches as a result of non compliance with GDPR Owner:- Deputy Chief Constable	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving	Treat  Undertaking GDPR gap analysis in order to identify associated risk	4	4	16	GDPR gap analysis being undertaken in order to identify associated risks which will help define an action plan Force due to be audited on GDPR compliance in December 2018
				4	4	16	

NOTTINGHAMSHIRE POLICE CORPORATE RISK REGISTER - OCTOBER 2018

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	
works for local people		- Government penalties	and define an action plan			▲	<b>Review date:</b> Ongoing
SR6 Information Management & Data Quality Engage our communities	Poor data quality compliance impacts upon understanding of crime patterns, the identificaion and referral fo vulnerable people and public confidence in crime recording. Owner:- Deputy Chief Constable	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties	<b>Treat</b>  Audit Committee / Internal Audit FCIR Review meetings HMICFRS Inspection Annual Assurance Statement	4  3	4  3	16  9  ◀▶	HMICFRS Crime Integrity Inspection highlighted a number of areas for concern. These are being reviewed and addressed within force in the Crime Data Integrity meeting chaired by ACC Local Policing  <b>Review date:</b> Ongoing
SR7 Analytical capacity and capability Engage our communities	Lack of force and partner agency analytical capacity impacting on provision of analytical products and assurance reports Owner:- Deputy Chief Constable	- Force and partners inability to direct resources according to need; identfiy emerging risks; assess impact of interventions; provide accountability - Reputation / public confidence risk	<b>Treat</b>  Forward planning on the development of key analytical products. Direct access to intranet-based tools and functionality.	4  3	3  3	12  9  ◀▶	Ongoing liaison with heads of Intelligence and Management Information. Departmental restructure and recruitment underway. Proposals to enhance 'self-service' fuinctionality are being progressed.  <b>Review date:</b> Ongoing

**NOTTINGHAMSHIRE OPCC RISK MATRIX**



**PROBABILITY**

4	<b>Very High:</b> >75% chance, almost certain to occur
3	<b>High:</b> 51-75% chance, more likely to occur than not
2	<b>Medium:</b> 26-50% chance, fairly likely to occur
1	<b>Low:</b> <25% chance, unlikely to occur

Impact category	Impact score			
	Low (1)	Medium (2)	High (3)	Very High (4)
<b>Performance / Service Delivery</b>	Minor, brief disruption to service delivery.  Minor impact on performance indicators.	Significant, sustained disruption to service delivery.  Noticeable impact on performance indicators.	Serious, protracted disruption to service delivery.  Substantial impact on performance indicators.	Major, long term disruption to service delivery.  Major impact on performance indicators.
<b>Finance / Efficiency</b>	Force: <£50,000  Business Area: <£10,000	Force: £51,000 -£250,000  Business Area: £11,000 -£40,000	Force: £251,000 - £1,000,000  Business Area: £41,000 - £150,000	Force: >£1,000,000  Business Area: >£150,000
<b>Confidence / Reputation</b>	Complaints from individuals.  Little or no noticeable local media coverage.	Significant public concerns / investigations.  Significant reputational damage / adverse local media coverage.	Substantial stakeholder / public concerns / investigations.  Substantial reputational damage / adverse national media coverage < 7 days	Major stakeholder / public concerns / investigations.  Major reputational damage / adverse national media coverage >7 days
<b>Community impact</b>	Minor impact on a specific section of the community	Significant impact on a specific section of the community.  Minor impact on the wider community.	Substantial, prolonged, impact on a specific section of the community.  Significant impact on the wider community.	Major, prolonged impact on the wider community.
<b>Health &amp; Safety</b>	An injury or illness involving no treatment or minor first aid / care with no time off work	An injury or illness requiring hospital / professional medical attention and / or between one day and three days off work, with full recovery	An injury or illness requiring over 24 hrs hospitalisation and / or more than 3 days off work, or a major injury as defined by the RIDDOR Regulations	Death, or a life changing injury or illness.
<b>Environment</b>	Little or no noticeable natural resources used, pollution produced, or biodiversity affected	Moderate amount of natural resources used, pollution produced, or biodiversity affected	Substantial amount of natural resources used, pollution produced, or biodiversity affected	Major amount of natural resources used, pollution produced, or biodiversity affected

NO

	biodiversity affected.	biodiversity affected.	or biodiversity affected.	biodiversity affected.
<b>Strategic direction</b>	Little or no noticeable change to one strategic objective.	Noticeable change to one or more strategic objectives.	Substantial changes to one or more strategic objectives.	Complete change to strategic direction.

## NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - OCTOBER 2018

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	
SR1 Delivery of the sexual violence support service  Helping and Supporting Victims	No agreed funding in place from local authority or CCG partners from March 2019 to fund the sexual violence support service in the county.  Owner: Head of Commissioning Organisation: OPCC	- Failure to meet the needs of vulnerable victims - a postcode lottery between services in city and county - reputational damage to the OPCC as the funder of victims services	Treat  HWB workshop Engagement with survivors PCC discussion with CCG Chief Officers Joint task and finish group	4	3	12	PT has written to CCGs. Meeting planned for October. Further meetings with commissioning leads. Propose new model to CCGs.  <b>Review date:</b> 01/10/2018
				3	3	9	
SR2 MFSS Business continuity  Transforming Services and Delivering Quality Policing	Business continuity risks associated with MFSS transfer of payroll system in April 2019  Owner: Chief Finance Officer Organisation: OPCC	- Workforce confidence / morale - Service delivery - Reputation / public confidence risk	Treat  Ongoing oversight via MFSS Management Board and Strategic Oversight Board	4	3	12	Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Preparation of advice for officers and staff  <b>Review date:</b> Ongoing
				3	3	9	
SR3 Financial Incapability  Transforming Services and Delivering Quality Policing	Force unable to achieve a balanced budget, required efficiency savings and contribution to reserves  Owner: Chief Finance Officer Organisation: OPCC	- Insolvency - Govt. mandation / penalties - Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat  Budget parameters set by PCC Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Escalation process Active OPCC and Force CFO discussion	4	4	16	Ongoing oversight via monthly budget monitoring meetings and weekly PCC/CC briefing meetings Active OPCC and Force CFO discussion. The potential impact of Treasury decisions on pension budget continues to be closely monitored.  <b>Review date:</b> Ongoing
				2	3	6	
SR4 Level of risk-assessed reserves  Transforming Services and Delivering Quality Policing	Inability to respond to critical unforeseen risk due to a lack of prudent risk-assessed reserves  Owner: Chief Finance Officer Organisation: OPCC	- Govt. mandation / penalties - Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat  Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Escalation process Active OPCC and Force CFO discussion	3	4	12	Nottinghamshire maintains one of the lowest levels of reserves when compared to other Police forces / OPCCs nationally. This risk continues to be monitored via monthly budget meetings and weekly PCC/CC briefing meetings, alongside ongoing active OPCC and Force CFO discussions.  <b>Review date:</b> Ongoing
				2	3	6	
SR5 Delivery of critical multi-agency services  Cross-cutting risk	Reductions in partner agency budgets results in withdrawal of support and funding from key partnership projects. Implications for Police and Crime Plan commissioning intentions  Owner: Head of Commissioning Organisation: OPCC	- Gaps in service - Reputation / public confidence - Relationship with partners - Failure to meet the needs of vulnerable victims - Missed opportunities to prevent and reduce crime	Treat  Chairs Meeting Strategic Resources and Performance Engagement in CDP and SNB, Health and Wellbeing Boards Regular commissioning review meetings Joint Commissioning events	3	3	9	Strategic engagement with key partners throughout year and as part of annual planning an budget setting. Engaging with partners at political and officer level. Exploring opportunities to review domestic abuse support services procurement and specification in city.  <b>Review date:</b> Ongoing
				2	2	4	



## NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - OCTOBER 2018

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	
SR6 Financial uncertainty Transforming Services and Delivering Quality Policing	Delays and uncertainty in the government announcement of comprehensive spending review. Delays in the review of the police funding formula  Owner: Chief Finance Officer Organisation: OPCC	- Ineffective planning - Instability of key services - Impact on service delivery - Reputational / public confidence impact	<b>Treat</b>  Engagement with central government, APCC/NPCC Police Finance workstream Police Reform and Transformation Board	3	3	9	Engagement with central government, APCC/NPCC Police Finance workstream Police Reform and Transformation Board.  <b>Review date:</b> Ongoing
				3	3	9	
						▲	
SR7 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	<b>Transfer</b>  Audit Committee / Internal Audit FCIR Review meetings HMICFRS Inspection Annual Assurance Statement	3	3	9	HMICFRS Crime Integrity Inspection highlighted a number of areas for concern. These are being reviewed and addressed within force with regular oversight from the OPCC  <b>Review date:</b> Ongoing
				2	2	4	
						◀▶	
SR8 Significant gaps in 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 Research and Information 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	<b>Treat</b>  Forward planning on the development of key OPCC analytical products. Direct OPCC access to intranet-based tools and functionality. Development of independent assurance mechanisms such as the Police and Crime Survey	3	2	6	Ongoing liaison with heads of Intelligence and Management Information. Departmental restructure and recruitment underway. Proposals to enhance 'self-service' functionality are being progressed.  <b>Review date:</b> Ongoing
				2	2	4	
						◀▶	