



## OPCC Strategic Risk Register

<b>Business Area</b>	OPCC
<b>Responsible Officer</b>	Chief Executive
<b>Period</b>	Quarter 4, 2016/17


Identifier	Category	Risk Description	Owner/ Manager	Proximity	Probability	Impact	Rating	Trend	Response Plan	Risk Confidence Rating
OPCC 001	Financial	<p>Force unable to achieve £12 million efficiency savings and balance budget, requiring further use of reserves and negative impact on recruitment of officers.</p> <p><b>Update – Ongoing work is underway to identify £4.6m savings required in 2017/18. The PCC will be setting the 2017/18 precept for policing in early February having consulted widely with local communities.</b></p>	Charlie Radford, CFO, OPCC	2016/17	Low (1)	Very High (4)	Low (4)	↔	<ul style="list-style-type: none"> <li>• Letter to Chief Constable setting out budget requirements and parameters</li> <li>• Business cases to be actively reviewed by Force/OPCC</li> <li>• Monthly budget meetings with Force</li> <li>• Escalation process to weekly PCC/CC briefings</li> <li>• Base budget reviews to be completed in autumn</li> <li>• 2020 workforce plan aligned to MTFP</li> </ul>	Reasonable

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OPCC 002	Reputation	<p>Reduction in crime recording compliance impacting on crime levels, which may lead to a negative Impact on Force reputation and public confidence.</p> <p><b>Update – Extensive work to improve local NCRS compliance between September and December 2016 led to around 2,200 additional crimes being captured.</b></p> <p><b>While this has bolstered internal confidence in accuracy of recorded crime data and helped to ensure victims are correctly identified and offered the support they require, it has highlighted issues in determining accurate trends in recorded crime and drawing reliable comparisons with other police force areas.</b></p>	Phil Gilbert, Head of Assurance and Performance, OPCC	Immediate	Low (1)	Very High (4)	Low (4)	↔	<ul style="list-style-type: none"> <li>• Quarterly dip sampling undertaken by Force Crime Registrar</li> <li>• Crime &amp; Incident Data Quality Board meets quarterly to review and respond to NCRS audits and compliance.</li> <li>• NOPCC staff represented on above board.</li> <li>• Compliance with NCRS is a measure in the Commissioner’s Police and Crime Plan (Theme 7 measure 4) and reported in the Performance and Insight reports.</li> </ul>	Reasonable

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		<p>Recognising these limitations, the PCC has committed to work with the force to review the Police and Crime Plan performance framework in 2017. This will consider wider use of more qualitative measures such as the HMIC PEEL assessments in addition to other outcome-based indicators of performance.</p> <p>NCRS has been highlighted as an ongoing area of focus for HMIC as part of their proposed inspection plan for 2017/18 and work will continue locally to monitor and scrutinise compliance, particularly among high risk crimes. Technological solutions (e.g. a newly created web form to allow specific teams to create crimes at the earliest opportunity) continue to help drive improvements in this area.</p>					Low (4)			

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OPCC 003	Finance	<p>Increase budget pressure from A19 and other employment litigation.</p> <p><b>Update – Confirmation received cases at the Court of Appeal were not successful. The Force acted lawfully in its use of Reg A19.</b></p>	Charlie Radford, CFO, OPCC	Jan 2017	Med (2)	Very High (4)	Med (8)	↔	<ul style="list-style-type: none"> <li>Contingent Liability in accounts 16/17</li> <li>Review as part of reserve strategy</li> </ul>	Reasonable

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OPCC 004	Reputation	<p>Instability and multiple retirements within the Chief Officer Team impacting on police leadership and delivery on performance and training.</p> <p><b>Update – New Chief Constable received unanimous support from Police and Crime Panel on 9th December 2016.</b></p> <p><b>New Chief Constable takes responsibility for policing in Nottinghamshire on 1st February 2017.</b></p> <p><b>Deputy Chief Constable has announced his retirement at the end of May.</b></p> <p><b>New Chief Officer team to be appointed as a priority over next few months.</b></p>	Kevin Dennis, Chief Executive, OPCC	Immediate	Low (1)	Very High (4)	Low (4)	↔	<ul style="list-style-type: none"> <li>• Delay retirement of DCC</li> <li>• Temporary Chief Constable arrangement until March 2017 PCC to set clear objective.</li> <li>• College of policing to lead executive search programme to help attract pool of external candidates</li> <li>• Active involvement of Partners and Stakeholders in recruitment process</li> </ul>	Reasonable

Identifier	Category	Risk Description	Owner/Manager	Proximity	Probability	Impact	Rating	Trend	Response Plan	Risk Confidence Rating
OPCC 005	Compliance/Operational Efficiency and Effectiveness	<p>Inconsistent force referrals to victims support services which may lead to victims not getting the support they require and lack of compliance with Victim's Code.</p> <p><b>Update - The Head of PPU has investigated referrals to domestic and sexual violence services and providers are now reporting increased referrals. The pilot of "opt in" consent based referrals to Victim Support in the summer of 2016 went well. The new Nottinghamshire Victim CARE service, delivered by Catch 22, has now been mobilised and force referrals are being received. Victim CARE is now working to establish stakeholder and community links to build self referrals.</b></p>	Nicola Wade	Immediate	3 (Med)	2 (Med)	6 (Low)		<ul style="list-style-type: none"> <li>• Head of PPU investigating referrals to domestic and sexual violence services.</li> <li>• Consent based referrals to Victim Support piloted during summer/autumn 2016. Force lead on Victims' Code implementing plans to address officer compliance on capturing consent and enhanced entitlements.</li> <li>• Nottinghamshire Victims' CARE service ITT will implement new model to substantially raise the profile and reach of victim support service within communities who may not report crime to the police.</li> </ul>	Reasonable

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		<p><b>Training on the Victims' Code is being rolled out to all officers in the force, which should increase referrals.</b></p> <p><b>The level of police referrals to all victims services should be monitored over time to ensure that victims are receiving the support they need.</b></p>								



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OPCC 006	Reputation	<p>Reduction in Partnership support and joint working between Nottingham City Council and Nottinghamshire Police.</p> <p><b>Update - Partner representatives were involved in new Chief Constable Recruitment. There was unanimous support for Craig Guilford as the preferred candidate. New Chief Constable starts on 1<sup>st</sup> February. Active consideration will be given to the Forces current operating structure.</b></p>	Kevin Dennis, Chief Executive, OPCC	Immediate	Med (2)	Very High (4)	Med (8)	↔	<ul style="list-style-type: none"> <li>• Ongoing dialogue PCC and Chief Constable, Deputy Chief Constable with Senior officer with political leaders</li> <li>• One to one meetings to maintain relationships and attempt to resolve concerns and perceptions of risk</li> <li>• Active involvement of partners in designing structures</li> <li>• Partner and stakeholder involvement in new Chief Constable recruitment process</li> </ul>	Limited

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OPCC 007	Crime and Community Safety / Compliance	<p>Work with Equinox Strategic Management Group to implement and monitor risk register relating to victims. Survivors support/ resources and information sharing data.</p> <p><b>Update - OPCC Chief Executive and the Head of Public Protection continue to attend Equinox SMG. PCC is funding counselling support for those survivors and carers requested following the City Listening event.</b></p> <p><b>Work has begun on developing a specification to employ an Engagement /Liaison Officer between police, sector partners and survivors to ensure needs are being met and providers are being responsive. Review of Adult SARC is underway and a plan to re-commission County Sexual Violence services in County area is being discussed.</b></p>	Kevin Dennis. Chief Executive, OPCC	Immediate	Low (1)	Very High (4)	Low (4)	↔	<ul style="list-style-type: none"> <li>• Active attendance at SMG Strategic Management Meeting</li> <li>• Reviewing and monitoring risk register at each meeting</li> <li>• Mitigations/response plans to be actively implemented by lead agency.</li> <li>• Active engagement/listening to survivors events/research</li> </ul>	Reasonable

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OPCC 008	Financial	<b>Funding Formula Review</b>  <b>Update – Consultation on revised funding formula anticipated in the Spring for implementation in 2018-19.</b>	Charlie Radford, CFO, OPCC	2018	High (3)	High (3)	High (9)	↔	PCC and other regional officers represented on the National Technical and Oversight boards.  Will continuously monitor and provide evidence where possible.	Reasonable
OPC C009	Financial	<b>Level of Reserves</b>  <b>Update – Revised reserves strategy about to be issued requires reserves to be replenished over the medium to long term.</b>	Charlie Radford, CFO, OPCC		Low/ Med (2)	High (3)	Med (6)	↔		Reasonable

## Proposed new risks

URN	Category	Risk description	Risk Owner(s)	Proximity	Probability	Impact	Rating	Response plan	Risk rating confidence