

POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE

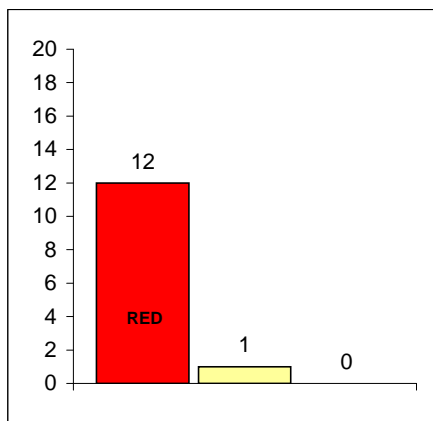
CRITICAL RISK REGISTER

EXECUTIVE SUMMARY

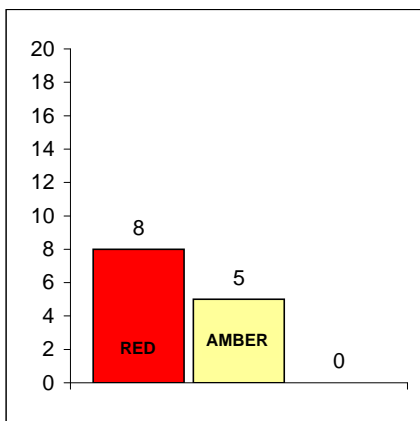
March 2013

Draw Charts

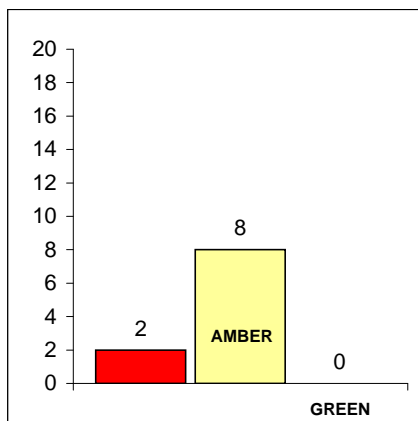
INHERENT EXPOSURE (NO. OF RISKS)



CURRENT EXPOSURE (NO. OF RISKS)



TARGET EXPOSURE (NO. OF RISKS)



INHERENT EXPOSURE (RISK ID)

LIKELIHOOD	4				1 2 3
	3			8 10	4 5 6 7 9
	2			11	12 13
	1				
		1	2	3	4
IMPACT					

CURRENT EXPOSURE (RISK ID)

LIKELIHOOD	4			1	
	3			5 8	2 3 4
	2		12	9 10 11	6 7
	1				13
		1	2	3	4
IMPACT					

TARGET EXPOSURE (RISK ID)

LIKELIHOOD	4			1	
	3				
	2		2 3 5 7 8 13		9
	1			4 12	
		1	2	3	4
IMPACT					

RISK DESCRIPTION (KEY SOURCES OF RISK)

SPONSOR

1	Failure to persuade Government of Lincolnshire's case for a fairer share of national funding, including lack of recognition of the rural costs in the formula; compounded by potential budget cuts presented by HM Treasury in next spending review period (2014/15 –	PCC (CFO)
2	Failure to achieve and demonstrate efficiencies, value for money (VfM) and optimum workforce productivity	PCC (CE)
3	Lack of Business Continuity/Disaster Recovery plans/processes for Force	PCC
4	Failure to deliver and demonstrate value for money in regional collaboration initiatives (service and performance improvements, increased capacity, efficiency benefits and making better use of technology)	PCC (CE)
5	Failure to ensure that Force objectives are delivered (with available resources)	PCC (CE)
6	Lack of resilience of PCC (deputy not appointed) and in the Office of Police and Crime Commissioner	PCC (CE)
7	Lack of effective reputation management	PCC (CE)
8	Failure to ensure that Strategic Partner/Partners' objectives are delivered (with available resources)	PCC (CE)
9	Failure to manage finances effectively (arrangements are not in place for strategic financial planning, financial management/governance, accounting and auditing, monitoring value for money, setting the police precept, allocation of grants and funds)	PCC (CFO)
10	Lack of strategic alignment with partners (failure to focus on the priorities on behalf of local communities)	PCC (CE)
11	Failure to establish appropriate relationships and mechanisms with Police and Crime Panel	PCC (CE)
12	Failure to ensure effective governance, transparency and compliance with statutory duties with effective overview mechanisms	PCC (CFO)

Sponsor: PCC

Co-ordinator: Research and Performance Officer

Version 5.0

POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE CRITICAL RISK REGISTER (current overall score of 6 and above)															SPONSOR: PCC CO-ORDINATOR: RESEARCH & PERFORMANCE OFFICER				
OBJECTIVES (Police & Crime Plan 2013 - 17)					OBJECTIVES (OPCC Operational Plan 2013/14)					A. Internal B. Force Organisation/Transformation C. External Delivery D. Collaboration									
ID	Unique Ref No.	Linked to Objective	Description of Risk		Risk Sponsor	Inherent Risk Score 1:Low...4:High		Overall Inherent Risk Score	Existing Controls	Owner (the do-er)	Current Risk Score 1:Low...4:High		Overall Current Risk Score	Direction of travel	New/Developing Controls	Owner (responsible for new and developing controls)	Start Date	End date	Review Date
			Source (Lack of...Failure to)	Consequences (Results in ...Leads to)		Like-lihood	Impact				Like-lihood	Impact							
1	C01	2, A	Failure to persuade Government of Lincolnshire's case for a fairer share of national funding , including lack of recognition of the rural costs in the formula; compounded by potential budget cuts presented by HM Treasury in next spending review period (2014/15 – 2017/18)	<ul style="list-style-type: none">• leading to more pressure on local council tax precept• and/or resulting in the PCC's inability to provide sufficient resources to deliver services.	PCC (CFO)	4	4	16	<ul style="list-style-type: none">• Case made to Policing Minister (Nov 2012) - rural grant• Key objective in Police and Crime Plan•	CFO CFO	4	3	12	↔	<ul style="list-style-type: none">• Respond to consultation - government review of formula• Develop & implement approach to lobbying• Financial and strategic planning (2013/14) in progress (SR announcement 28 June 2013)	CFO CE/CFO	tba		Internal Management Meeting
2	C02	1,2,3, B, C, D	Failure to achieve and demonstrate efficiencies, value for money (VfM) and optimum workforce productivity	leading to: <ul style="list-style-type: none">• PCC's inability to provide sufficient resources to deliver policing services• negative reputational consequences through media coverage.• deterioration in performance• poor use of resources• effectiveness and efficiency of policing in Lincolnshire is reduced or not improved.	PCC (CE)	4	4	16	<ul style="list-style-type: none">• VfM considered at Force Transformation Board (CE/CFO attend)• Savings Tracker• VfM Strategy• <i>External assurance</i> - HMIC review of workforce• <i>External assurance</i> - Internal Audit review 'HR [workforce]' (draft opinion: green), Efficiency savings (amber-green)• <i>External assurance</i> - Ext Audit VfM conclusion = positive	CE/CFO CE/CFO CFO	3	4	12	↔	<ul style="list-style-type: none">• Productivity Review• Benefits realisation plan• Delivery of transformational change• T police – watching brief• HMIC Valuing the Police 3	CFO	July 2013		Internal Management Meeting
3	C03	3 A, B	Lack of Business Continuity /Disaster Recovery plans/processes for Force	leading to: <ul style="list-style-type: none">• Vulnerabilities to system/infrastructure/people	PCC	4	4	16	<ul style="list-style-type: none">• CFO/RPO representation on Force Risk Management Board (BC risk monitoring)• Business Impact Analysis complete/in place. 'Max tolerable periods of disruption' work in place.• BC Briefing after BC Board by ACC (PS), exceptions based.• Testing exercise (14 March 2013)• Report to Audit Committee (March 2013)	CFO/RPO Force	3	4	12	↓	<ul style="list-style-type: none">• Strategies and plans to be developed across business areas. BCM Plans in development.• Terms of G4S contract - BC/DR arrangements [cross ref to Benefits realisation risk]. Integrated into BCM process. Full engagement.• Regional work - BCM in progress• <i>External assurance</i> - Internal Audit review 'BC/DR (non IT). Opinion = Red rating. ACC (PS) addressing issues. IT DR (awaiting opinion)	ACC (PS) CE CE ACC (PS)	Jan 2012 April 2012 2011 Jan 2012	Dec 2012 2013 2013 Dec 2012	Internal Management Meeting
4	C08	1, 2, 3, D	Failure to deliver and demonstrate value for money in regional collaboration initiatives (service and performance improvements, increased capacity, efficiency benefits and making better use of technology)	leading to: <ul style="list-style-type: none">• negative media coverage and negative reputational consequences that may impact on the public and partners trust and confidence of the PCC• financial loss associated with collaboration costs• Potential savings are not achieved• Resilience of services cannot be maintained	PCC (CE)	3	4	12	<ul style="list-style-type: none">• Governance structure in place• Regional team produced MTFS, budget, strategic objectives. Approved Jan 2012• Final joint Collaboration Plan to HMIC by Sept 2011 (inc savings)• Performance governance structure in place - assessment by KPIs/PIs• EMPCT to provide overarching strategic objectives/financial reporting.• <i>External assurance</i> - Internal Audit Benefits Realisation. Opinion: Amber/Red	CE CE CE CE	3	4	12	↔	<ul style="list-style-type: none">• Regular updates• Evidence of successes shared (evidence of financial/performance outcomes that demonstrate savings), public, press and partners• Evidence of value shared with community (links to Comms Plan)• PCCs to develop Regional Board• <i>External assurance</i> - Ext Audit checks (CIPFA code of practice, correct partnership accounting arrangements)Cross ref to 'VfM' risk	CE/CFO CE/CFO CE/CFO CE CFO	May 2010? 17/12/2008 1/6/09 Nov 2012 July 2012	Ongoing ongoing ongoing TBC ongoing	Internal Management Meeting
5	C05	1, 2, 3 B	Failure to ensure that Force objectives are delivered (with available resources)	leading to: <ul style="list-style-type: none">• Public confidence in PCC and force is undermined.• Negative media coverage and long term reputational damage• Policing and crime objectives not achieved• Ineffective allocation of funding and issuing of crime and disorder reduction grants• inability to discharge statutory duties• negative impact on local communities	PCC (CE)	3	4	12	<ul style="list-style-type: none">• Governance framework• Agreed set of SKPIs and KPIs• Quarterly Performance Update - published• Annual report - media releases/feeding back• <i>External assurance</i> - Internal Audit review 'Service Expectations - RJ' (opinion: Amber-Green)• Effective leadership• Support strategies• Effective relationship with force• Operational Delivery Plan	CE/CFO RPO RPO CE CFO CE CE/CFO PCC PCC/OPCC	3	3	9	↔	<ul style="list-style-type: none">• Decision notices for Plans and associated strategies (published 25 March 2013)• OPCC Operational Plan	CE CE	22/11/2012 Feb 2013	25/03/2013 April 2013	Internal Management Meeting
6	C06	1, 2, 3, A	Lack of resilience of PCC (deputy not appointed) and in the Office of Police and Crime Commissioner	<ul style="list-style-type: none">• Inability to achieve objectives stated in Police and Crime Plan• Individual and team is vulnerable• Capacity and capability related performance issues.• Negative media coverage/reputational consequences (trust and confidence in PCC is undermined)	PCC (CE)	3	4	12	<ul style="list-style-type: none">• BC plan• Policies and procedures• Information management• Scheme of arrangements (CE) - covers temporary appointment of PCC if required.• BC testing (Force wide including OPCC)	DCE CE CAO OPCC RPO	2	4	8	↔	<ul style="list-style-type: none">• Joint Planning Day• OPCC Operational Plan	CE CE	March 2013 Feb 2013	July 2013 April 2013	Internal Management Meeting
7	C07	1, 2, 3, A	Lack of effective reputation management	<ul style="list-style-type: none">• Policing needs of communities are not represented/voice of the public is not heard• Reduced levels of confidence (perceptions) in how crime is being cut and policing delivered• Accountability of PCC is compromised (2 way communication channels)• Negative media coverage	PCC (CE)	3	4	12	<ul style="list-style-type: none">• Engagement strategy and plan• Positive links with media	ECO PCC	2	4	8	↔	<ul style="list-style-type: none">• Links to OPCC Operational Plan	CE	Feb-13	Apr-13	Internal Management Meeting
8	C09	1, 2, 3, C	Failure to ensure that Strategic Partner/Partners' objectives are delivered (with available resources)	leading to: <ul style="list-style-type: none">• Policing and crime objectives not achieved• Public confidence in PCC, force and criminal justice partners is undermined.• Ineffective allocation of funding and issuing of crime and disorder reduction grants• poor use of resources• negative media interventions and reputational consequences regarding the public's trust and confidence in policing	PCC (CE)	3	3	9	<ul style="list-style-type: none">• Governance framework• Transofrmation Board• Risk management• Performance management of contract/SKPIs• Partnership briefings• <i>External Assurance</i>: Int Audit. G4S Governance (Green)	CE/CFO CE/CFO CFO CE/CFO RPO	3	3	9	↔	<ul style="list-style-type: none">• Develop Partnership strategy	CE			Internal Management Meeting

ID	Unique Ref No.	Linked to Objective	Description of Risk		Risk Sponsor	Inherent Risk Score 1:Low...4:High		Overall Inherent Risk Score	Existing Controls	Owner (the do-er)	Current Risk Score 1:Low...4:High		Overall Current Risk Score	Direction of travel	New/Developing Controls	Owner (responsible for new and developing controls)	Start Date	End date	Review Date
			Source (Lack of...Failure to ...)	Consequences (Results in ...Leads to ...)		Likelihood	Impact				Likelihood	Impact							
9	C04	1, 2, 3 A, B, (D)	Failure to manage finances effectively (arrangements are not in place for strategic financial planning, financial management/governance , accounting and auditing, monitoring value for money, setting the police precept, allocation of grants and funds)	<ul style="list-style-type: none">• Deterioration of performance and inability to safeguard service delivery standards• Inability to achieve objectives stated in Police and Crime Plan• Negative media coverage/reputational consequences• Accounts are qualified by external auditors• Inability to set balanced budget	PCC (CFO)	3	4	12	<ul style="list-style-type: none">• Strong financial governance and oversight (CFO, Resources Governance meeting)• Internal Audit Strategy and Plan in place• Annual governance statement (assured via external audit)• Anti-fraud and corruption policy and monitoring.• Risk management strategies and registers in place.• Independent Audit Committee• Financial regulations in place.	CFO CE/CFO DCE/CFO CFO/RPO CFO/RPO CFO CFO	2	3	6	↔	<ul style="list-style-type: none">• Links to T Police• develop strategic planning approach to extend plans to 2015/16 and 2016/17.	CFO CFO/Force CFO	ongoing Feb 2013	ongoing review July 2013	Internal Management Meeting
10	C10	1, 2, 3 B, C, D	Lack of strategic alignment with partners (failure to focus on the priorities on behalf of local communities)	leading to: <ul style="list-style-type: none">• disengagement and inability to deliver joint objectives and outcomes for the public• inability to secure value for money in relation to community safety• conflicting strategic objectives• ineffective management of interdependencies	PCC (CE)	3	3	9	<ul style="list-style-type: none">• Effective links with criminal justice partners (inc CPS)• PCC introductory meeting with partners.• Management of Community Safety Fund• Briefings• Links with Community Safety Partnership	PCC/CE PCC CE/CFO RPO	2	3	6	↔	<ul style="list-style-type: none">• Management of funding streams for victims (increased amount)• Development of strong partnerships• Partnership Strategy• Links to OPCC Operational Plan	CFO CE CE CE			Internal Management Meeting
11	C11	1, 2, 3, A	Failure to establish appropriate relationships and mechanisms with Police and Crime Panel	<ul style="list-style-type: none">• Statutory duties are not fulfilled (police and crime plan, precept, annual report, appointments).• Lack of scrutiny of Commissioner's performance (undermining public confidence)	PCC (CE)	2	3	6	<ul style="list-style-type: none">• Briefings for PCC and Panel• Liaison with Panel support officers• Forward Plan/planning cycle• Clear lines of communications and understanding of roles	CE/CFO CE/CFO/CAO CAO/RPO CE/CAO	2	3	6	↔					Internal Management Meeting
12	NC01	1, 2, 3, A	Failure to ensure effective governance, transparency and compliance with statutory duties with effective overview mechanisms	leading to: <ul style="list-style-type: none">• negative reputation consequences and interventions from the Home Office/other organisations• relevant legal duties are not met• negative media interventions and reputational consequences regarding the public's trust and confidence in policing• public confidence is undermined• lack of effective corporate governance• Adverse comments from those scrutinising the PCC (the Police and Crime Panel, public)• Ability of PCC to be accountable to voters/public is compromised	PCC (CFO)	2	4	8	<ul style="list-style-type: none">• Governance structure/oversight of risk• CFO/RPO represented on Force Risk Management Board/Confidential RMB• Audit Committe oversight Force risk arrangements/developments (quarterly), governance & internal control• PCC Risk management strategy, force risk management - continue to embed• Effective Corporate governance (inc Annual Governance Statement)• Monitoring Officer in place• Code of Conduct• Scheme of delegation/Financial & Contract Regs (published)• Anti-fraud & corruption policy/survey (inc quarterly update)• Assurance framework	PCC/OPCC CFO/RPO Audit CFO/RPO CFO CE All CFO/RPO CE/RPO	2	2	4	↔	<ul style="list-style-type: none">• Expenditure over £500 published• <i>External assurance</i> - Internal Audit review 'Risk management'• <i>External assurance</i> - External Audit (AGS, Audit letter)	CFO			Internal Management Meeting
13	NC02	2 A, B	Financial loss (default on investments, bad debt, major incident)	Leading to <ul style="list-style-type: none">• Reduced spend and inability to respond to operational demands• Negative reputational consequences		2	4	8	<ul style="list-style-type: none">• Reserves policy• Treasury Management strategy• Risk management <i>Links to financial governance risk</i>	CFO CFO CFO/RPO	1	4	4	↔					Internal Management Meeting

Risk Matrix

Likelihood		Impact			
		Low 1	Medium 2	High 3	Very High 4
Very High	4	AMBER 4	RED 8	RED 12	RED 16
High	3	GREEN 3	AMBER 6	RED 9	RED 12
Medium	2	GREEN 2	AMBER 4	AMBER 6	RED 8
Low	1	GREEN 1	GREEN 2	GREEN 3	AMBER 4

Risk Appetite defined by thick black line

LIKELIHOOD

	Score	Description
Very High	4	More than a 75% chance of occurrence.
High	3	More than a 50% chance of occurrence.
Medium	2	More than a 25% chance of occurrence.
Low	1	Less than a 25% chance of occurrence.

IMPACT		Score	Performance/ Service Delivery	Finance /Efficiency £	Confidence/ Reputation	Health & Safety	Environment	Strategic Direction
Very High	4		Major disruption to service delivery	Force >1,000,000	Major stakeholder/investigations /longer lasting community concerns	Death or a life changing injury	Very high negative environmental impact (high amount of natural resources used, pollution produced, biodiversity affected)	Major impact on the ability to fulfil strategic objective
			Major impact on performance indicators noticeable by stakeholders	Business Area >150,000	Major reputational damage adverse national media coverage > 7 days			
High	3		Serious disruption to service delivery	Force 251,000-1,000,000	Serious stakeholder/investigations /prolonged specific section of community concerns	An injury requiring over 24-hours hospitalisation and /or more than 3 days off work or a major injury as defined by the RIDDOR Regs	High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected)	Serious impact on the ability to fulfil strategic objective
			Serious impact on performance indicators noticeable by stakeholders	Business Area 41,000-150,000	Serious reputational damage adverse national media coverage < 7 days			
Medium	2		Significant disruption to service delivery	Force 51,000-250,000	Significant investigations/specific section of community concerns	An injury requiring hospital/professional medical attention and/or between one day and three days off work with full recovery	Medium negative environmental impact (low amount of natural resources used, pollution produced, biodiversity affected)	Significant impact on the ability to fulfil strategic objective
			Noticeable impact on performance indicators	Business Area 11,000-40,000	Significant reputational damage adverse local media coverage			
Low	1		Minor disruption to service delivery	Force <50,000	Complaints from individuals	An injury involving no treatment or minor first aid with no time off work	Low negative environmental impact (limited amount of natural resources used, pollution produced, biodiversity affected)	Minor impact on the ability to fulfil strategic objective
			Minor impact on performance indicators	Business Area <10,000	Minor impact on a specific section of the community			

VERSION CONTROL
Version 5.0 Full review - PCC

Direction of Travel
(Overall judgement based on the controls in place/planned)

↓

Risk reducing

↔

No change/stable

↑

Risk increasing