





POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE RISK REGISTER										NOT PROTECTIVELY MARKED				SPONSOR: PCC CO-ORDINATOR: RESEARCH & PERFORMANCE OFFICER								
OBJECTIVES (Police & Crime Plan 2013 - 17)				1. Reduce crime 2. A fair deal for the people of Lincolnshire 3. Police and services that are there when you need them				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	Target Risk Score 1:Low...4:High		Overall Target Risk Score	Review Date
			Source (Lack of....Failure to ....)	Consequences (Results in ....Leads to ....)		Like-lihood	Impact				Like-lihood	Impact							Like-lihood	Impact		
1	C31	1,2,3	Succession Planning Lack of stability and resilience in Chief Officer group due to the temporary nature of team arrangements and newly introduced structure	leading to: • ineffective leadership, interruptions to service delivery • lack of continuity • Inability to achieve objectives stated in Police and Crime Plan • capacity and capability performance issues	PCC (CE)	4	4	16	Note: temporary DCC and ACO in place until April 2015.		4	4	16	new risk	• PCC continues to seek assurance of CC's future plans and risk management arrangements (identification/mitigation) • PCC assurance of operational effectiveness of new structure	CE	Sep-14	01/05/2015	2	1	2	Internal Management Meeting
2	C01	2, A	Failure to persuade Government of Lincolnshire's case for a fairer share of <b>national funding</b> , 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)	• 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	• Case made to Policing Minister (Nov 2012) - rural grant • Key objective in Police and Crime Plan • Response made to proposals for 2013/14. • Oxford Economics Review • Home Affairs Committee Briefing • Financial and strategic planning in progress. • Finance strategy in place. • Fairer Funding Action Plan (part of Finance project within Force Transformation Programme). • Working with ACPO Business lead and Home Office • Engagement options (HO visit, letters to MPs, Lincs 'story' marketing work. • HMIC visit (April 2014), Home Office/Treasury/Cab Office visit (May 2014). • Letter to Home Sec/Shadow HS re VtP4 'outstanding' report	CFO  CFO CFO CFO CFO CFO/FCFO  CC/FCFO  CFO  CFO  DCE	4	3	12	↔	• Respond to consultations (government reviews of formula) • Develop & implement approach to lobbying • Planning and Strategy mtg oversight - planning	CFO  CE/CFO CFO	2012  Jan 2013 June 2013	ongoing  ongoing ongoing	4	3	12	Internal Management Meeting
3	C02	1,2,3, B, C, D	Failure to achieve and demonstrate <b>efficiencies, value for money</b> (VfM) and optimum workforce <b>productivity</b>	leading to: • 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	• VfM considered at Force Transformation Board (CE/CFO attend) • Savings Tracker/Resources Gov Meeting • VfM Strategy • External assurance - HMIC review of workforce • External assurance - Internal Audit review 'HR [workforce]' (green), Efficiency savings (amber-green) VfM RMU (Green) • External assurance - Ext Audit VfM conclusion = positive • External Audit - VfM self assessment completed prior to main audit • External assurance - Internal Audit review 'T Police Implementation' Amber/Green • Valuing the Police 4 (fieldwork Mar/April 2014, results published in Aug 2014 (outstanding/good x2). • HMIC Core Business; inspection in to crime prevention, police attendance, use of police time. Published Sept 2014. (National thematic report).	CE/CFO  CE/CFO CFO CE  CFO  CFO  CFO  CFO  CE	3	4	12	↔	• Benefits realisation plan • Delivery of transformational change • Force 'Make a difference' campaign (innovation and productivity). Monitoring Reports to Resources Governance meeting. • Policing Transformation Programme Board (reports to RGM and P&S) • Benefits realisation report. • PEEL Inspection - interim report expected 27 Nov 2014	CFO CE CFO  CFO  CE	2012 May 2013 Q2, 2013  Q2, 2013  2013	ongoing ongoing ongoing  March 2015  Nov 2014	2	2	4	Internal Management Meeting
4	C08	1, 2, 3, D	Failure to deliver and demonstrate value for money in regional <b>collaboration</b> initiatives (service and performance improvements, increased capacity, efficiency benefits and making better use of technology)	leading to: • 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	• Governance structure in place • Regional team produced MTFS, budget, strategic objectives. Approved Jan 2012 • Performance governance structure in place - assessment by KPIs/Pls • EMPCC Board to provide overarching strategic objectives/financial reporting • Regional Efficiency Board, Regional Financial strategy • External assurance - Internal Audit Benefits Realisation. Opinion: Amber/Red • External assurance - Internal Audit: Collaboration (joint) Opinion: Amber/Red (Dec 2013) 5 med, 3 low recs. • Regional PCCs visit HO • HMIC review on Collaboration (published Nov 2013) (largely positive)	CE CE  CE  CE  CFO  CFO  CE CE	3	4	12	↔	• 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)  • External assurance Ext Audit checks (CIPFA code of practice, correct partnership accounting arrangements)  Cross ref to 'VfM' risk  • Efficiency review (report in Dec 2013) to Efficiency Board. Implementation in progress. • Regional Transformation Directorate (CE lead) • Joint EM Internal Audit Review - Collaboration Efficiency Savings Plans	CE/CFO  CE/CFO  CFO  CFO CE CFO	17/12/2008  1/6/09  annually  Sept 2013 April 2014 Q3 2014	ongoing  ongoing  ongoing  Dec 2013  Q4 2014	1	3	3	Internal Management Meeting

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			Source (Lack of....Failure to ....)	Consequences (Results in ....Leads to ....)		Like- lihood	Impact				Like- lihood	Impact							Like- lihood	Impact							
5	C09	1, 2, 3, C	Failure to ensure that <b>Strategic Partner/Partners' objectives are delivered</b> (with available resources)	<ul style="list-style-type: none"><li>• Policing and crime objectives not achieved</li><li>• Public confidence in PCC, force and criminal justice partners is undermined.</li><li>• Ineffective allocation of funding and issuing of crime and disorder reduction grants</li><li>• poor use of resources</li><li>• negative media interventions and reputational consequences regarding the public's trust and confidence in policing</li></ul>	PCC (CE)			12	<ul style="list-style-type: none"><li>• 10 year contract in place, inc Governance framework, Commercial Partnership team (CPT) in place to monitor performance and delivery of contract</li><li>• Risk management - CPT Risk register reviewed via P&amp;D Board - escalation process in place if any serious risks are identified</li><li>• Monthly Transactional Management board in place</li><li>• Performance management of contract/SKPIs/KPIs/PIs/MIs</li><li>• Partnership briefings</li><li>• Force Transformation Board</li><li>• <i>External Assurance</i>: Int Audit. G4S Governance (Green)</li></ul>	CPT/CFO  CFO  CE/CFO  CPT  Force CE/CFO CFO			12		<ul style="list-style-type: none"><li>• Ongoing OPCC attendance at Performance and Delivery (P&amp;D) Board - oversight of risks.</li><li>• Links to Operational Delivery Monitoring Plan</li><li>• <b>Contract refresh (performance/financial model). CPT Manager to devise planning timeline and planning assumptions (reduce contract by £2M/annum by Sept 2015 and deliver further savings by April 2016), reinvigorate objectives.</b></li></ul>	CE/CFO  CE CE	2012  March 2013 April 2014	ongoing  ongoing TBD	2	2	4	Internal Management Meeting					
6	C04	1, 2, 3 A, B, (D)	Failure to manage finances effectively (arrangements are not in place for strategic financial planning, <b>financial management/governance</b> , accounting and auditing, monitoring value for money, setting the police precept, allocation of grants and funds)	<ul style="list-style-type: none"><li>• Deterioration of performance and inability to safeguard service delivery standards</li><li>• Inability to achieve objectives stated in Police and Crime Plan</li><li>• Negative media coverage/reputational consequences</li><li>• Accounts are qualified by external auditors</li><li>• Inability to set balanced budget</li></ul>	PCC (CFO)				12	<ul style="list-style-type: none"><li>• Strong financial governance and oversight (CFO, Resources Governance meeting)</li><li>• Internal Audit Strategy and Plan in place</li><li>• Annual governance statement (assured via external audit)</li><li>• Anti-fraud &amp; corruption policy/monitoring.</li><li>• Risk management strategies and registers</li><li>• Joint Independent Audit Committee</li><li>• Financial regulations in place.</li><li>• Code of Corporate Governance - reviewed by Audit Committee (June 2013)</li><li>• <i>External assurance</i> - Internal Audit review 'Medium Term Financial Planning' (Green). 0 recs. 'Risk management' (Amber/Green), Governance framework (Green)</li><li>• <i>External assurance</i> - Internal Audit review 'Payroll' (Green) (Jan 2014) 'Cash, Banking and Treasury Management' (Amber/Green), Processing income and expenditure (Amber/Red). <b>Recommendations monitored via Flag Report at Transactional Management Board</b></li><li>• <i>External assurance</i> - Internal Audit review 'T-police implementation' (Amber Green) General Ledger (Amber Green), Payments and Creditors (Red), Income and debtors (Amber/Red)</li><li>•Watching brief: T Police (embedding)</li></ul>	CFO  CE/CFO DCE/CFO  CFO/RPO CFO/RPO CFO CFO CFO  CFO  CFO  CFO  CFO					12		<ul style="list-style-type: none"><li>• Links to t-Police</li><li>• Develop strategic planning approach to extend plans to 2017/18.</li><li>• Planning and Strategy meeting</li><li>• <b>Seek assurance re continuing payroll issues</b></li><li>• <b>T-Police Benefits Realisation report</b></li><li>• <b>Commission further audit on payroll system</b></li><li>• <b>Develop governance mechanisms via P&amp;D Board (managing service recovery)</b></li></ul>	CFO/FCFO CFO  CFO CFO  CFO CFO	March 2013 Q2, 2013  2013 June 2014  2013 July 2014			ongoing Sept 2016  ongoing ongoing  Dec 2014 March 2015	1	2	2	Internal Management Meeting
7	C05	1, 2, 3 B	Failure to ensure that <b>Force objectives are delivered</b> (with available resources)	leading to: <ul style="list-style-type: none"><li>• Public confidence in PCC and force is undermined.</li><li>• Negative media coverage and long term reputational damage</li><li>• Policing and crime objectives not achieved</li><li>• Ineffective allocation of funding and issuing of crime and disorder reduction grants</li><li>• inability to discharge statutory duties</li><li>• negative impact on local communities</li></ul>	PCC (CE)					12	<ul style="list-style-type: none"><li>• Governance framework</li><li>• Agreed set of SKPIs and KPIs</li><li>• Quarterly Performance Update - published</li><li>• Annual report - media releases/feeding back</li><li>• Effective leadership</li><li>• Support strategies</li><li>• Effective relationship with force</li><li>• Decision notices for Plans and associated strategies</li><li>• Planning and Strategy meetings in place (oversight/direction)</li><li>• Oversight - progress against objectives in Operational Delivery Plan/Control strategy (PGM)</li><li>• PCC Assurance meetings with CC (quarterly)</li><li>• Outline Planning and Budget timetable</li><li>• Supporting plans (finance and resources) in place. Precept agreed.</li><li>• <i>External Assurance</i>: Int Audit. Governance arrangements (Green) Sept 2013</li></ul>	CE/CFO RPO RPO CE CFO  CE CE/CFO PCC CE  CE/CFO  CE  PCC/CE CE							9				<ul style="list-style-type: none"><li>• OPCC Operational Delivery Monitoring Plan</li><li>• <i>External Assurance</i>: Int Audit. <b>Police and Crime Plan Dec 2014</b></li><li>• <b>CE review governance structure, implement Board structure</b></li></ul>	CE DCE  CE	01/02/2013 Q3 2014  June 2014		
8	C11	1, 2, 3, A	Failure to establish appropriate relationships and mechanisms with <b>Police and Crime Panel</b>	<ul style="list-style-type: none"><li>• Statutory duties are not fulfilled (police and crime plan, precept, annual report, appointments).</li><li>• Lack of scrutiny of Commissioner's performance (undermining public confidence)</li></ul>	PCC (CE)			12			<ul style="list-style-type: none"><li>• Briefings for PCC and Panel</li><li>• Liaison with Panel support officers</li><li>• Forward Plan/planning cycle</li><li>• Clear lines of communications and understanding of roles</li><li>• Agenda planning meetings with officers in place</li><li>• <b>Memorandum of Understanding agreed at Panel meeting Sept 2014</b></li></ul>	CE/CFO CE/CFO/CAO CAO/RPO CE/CAO  CE/CAO			8						<ul style="list-style-type: none"><li>• Invitation to attend PC&amp;P training to provide training (shared understanding roles/challenges, information requirements). <b>Session arranged on 21 Oct 2014</b></li></ul>	CAO	01-Oct-14	end 2014	2		

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			Source (Lack of....Failure to ....)	Consequences (Results in ....Leads to ....)		Like- lihood	Impact				Like- lihood	Impact							Like- lihood	Impact			
9	C06	1, 2, 3, A	Lack of <b>resilience</b> of PCC (deputy not appointed) and in the Office of Police and Crime Commissioner	<ul style="list-style-type: none"><li>• Instability, lack of leadership in short term and need to invoke contingency plans (through Police and Crime Panel)</li><li>• Inability to achieve objectives stated in Police and Crime Plan</li><li>• Individual and team is vulnerable</li><li>• Capacity and capability related performance issues.</li><li>• Negative media coverage/reputational consequences (trust and confidence in PCC is undermined)</li></ul>	PCC (CE)	3	4	12	<ul style="list-style-type: none"><li>• Policies and procedures</li><li>• Information management</li><li>• Scheme of arrangements (CE) - covers temporary appointment of PCC if required.</li><li>• BC testing (Force wide including OPCC)</li><li>• Police and Crime Panel in place with procedures as required.</li><li>• Guidance on the occurrence of a vacancy/absence, incapacity or suspension in OPCC</li><li>• Mtg 26 July 2013 - discuss and agree procedures (Panel administrators/OPCC)</li><li>• OPCC Business Continuity plan - refreshed</li><li>• Research &amp; Policy Intern post - in place March 2014.</li><li>• Victims and Witness Partnership Lead Officer in place April 2014</li><li>• Joint media team</li></ul>	CE CAO OPCC RPO  CAO  CE/CAO  DCE/CAO  CAO RPO  CE  DCE			8	↔	<ul style="list-style-type: none"><li>• OPCC Operational Delivery Monitoring Plan, exception reporting</li></ul>	CE/RPI	March 2013	ongoing	1	3	3	Internal Management Meeting	
10	C07	1, 2, 3, A	Lack of effective <b>reputation management</b>	<ul style="list-style-type: none"><li>• Policing needs of communities are not represented/voice of the public is not heard</li><li>• Reduced levels of confidence (perceptions) in how crime is being cut and policing delivered</li><li>• Accountability of PCC is compromised (2 way communication channels)</li><li>• Negative media coverage</li></ul>	PCC (CE)	3	4	12	<ul style="list-style-type: none"><li>• Engagement strategy and plan</li><li>• Positive links with media</li><li>• Lessons learned</li><li>• Transparency section on website in place</li><li>• Expenditure over £500 published</li><li>• PCC expenses published</li><li>• Joint media team - additional resilience</li><li>• <b>Implementation of Engagement and Campaigns Plan</b></li></ul>	ECO PCC OPCC OPCC RPO CAO DCE DCE	2	4	8	↓	<ul style="list-style-type: none"><li>• Links to Operational Delivery Monitoring Plan</li></ul>	CE	01/02/2013	ongoing	2	2	4	Internal Management Meeting	
11	C30		The PCC is subject to outstanding <b>legal action</b> by the Chief Constable	leading to: <ul style="list-style-type: none"><li>• Negative reputation consequences that impact on public and partners trust and confidence of PCC and Chief Constable</li><li>• Financial/budgetary implications</li><li>• Potential for negative impact on relationship between PCC and CC.</li></ul>	PCC (CFO/CE)	4	2	8	<ul style="list-style-type: none"><li>• Requested clarity on CC's intentions but nothing received yet</li></ul>	CE/CFO	4	2	8	↔	<ul style="list-style-type: none"><li>• Make provision for costs</li><li>• Continue to request further clarification from CC on intentions.</li></ul>	CFO/FCFO			1	2	2	Internal Management Meeting	
12	C10	1, 2, 3 B, C, D	Lack of <b>strategic alignment</b> with partners (failure to focus on the priorities on behalf of local communities)	leading to: <ul style="list-style-type: none"><li>• disengagement and inability to deliver joint objectives and outcomes for the public</li><li>• inability to secure value for money in relation to community safety</li><li>• conflicting strategic objectives</li><li>• ineffective management of interdependencies</li></ul>	PCC (CE)	3	3	9	<ul style="list-style-type: none"><li>• Effective links with criminal justice partners (inc CPS)</li><li>• PCC introductory meeting with partners.</li><li>• Management of Community Safety Fund</li><li>• Briefings</li><li>• Links with Community Safety Partnership</li><li>• Consultation event (rural crime)</li><li>• Summer engagement events (Force and PCC)</li><li>• <b>Management of funding streams for victims (increased amount)</b></li><li>• <b>DCE involved/engaged with Substance Misuse Board</b></li></ul>	PCC/CE  PCC CE/CFO RPO  ECO  VWPO	2	3	6	↔	<ul style="list-style-type: none"><li>• Development of strong partnerships</li><li>• Links to Joint Strategic Threat &amp; Risk Assessment event</li><li>• Links to OPCC Operational Delivery Monitoring Plan</li><li>• Consultation events - regular reviews of engagement, consultation and survey data</li></ul>	CE CE  DCE/ECO	Nov 2012 Oct  Feb 2013  March 2013	ongoing Nov  ongoing  ongoing	1	3	3	Internal Management Meeting	
13	C03 2	1, 2, 3, A	Failure to ensure effective <b>governance, transparency</b> and compliance with statutory duties with effective overview mechanisms	leading to: <ul style="list-style-type: none"><li>• negative reputation consequences and interventions from the Home Office/other organisations</li><li>• relevant legal duties are not met</li><li>• negative media interventions and reputational consequences regarding the public's trust and confidence in policing</li><li>• public confidence is undermined</li><li>• lack of effective corporate governance</li><li>• Adverse comments from those scrutinising the PCC (the Police and Crime Panel, public)</li><li>• Ability of PCC to be accountable to voters/public is compromised</li></ul>	PCC (CE & CFO)	2	4	8	<ul style="list-style-type: none"><li>• Governance structure/oversight of risk</li><li>• CFO/RPO represented on Force Risk Management Board/Confidential RMB</li><li>• JIAC oversight Force risk arrangements/developments (quarterly), governance &amp; internal control</li><li>• PCC RMS, force risk management - continue to embed</li><li>• Effective Corporate governance (inc AGS)</li><li>• Monitoring Officer in place</li><li>• Code of Conduct (PCC)</li><li>• AF&amp;C policy/Annual survey (inc quarterly update)</li><li>• Assurance framework</li><li>• Expenditure over £500 published</li><li>• <b>External assurance</b> - Internal Audit review 'Risk management' 2013/14. RAG: A/Green</li><li>• Code of Corp Gov reviewed as part of AGS</li><li>• Leadership, standards and ethics statement</li><li>• <b>External assurance</b> - Int Aud review 'Governance framework' (Green)</li><li>• New Integrated Scheme of Governance (Decision notice) July 2014</li><li>• Code of Conduct (OPCC) (July 2014)</li><li>• External assurance - Int Audit review 'Governance - decision making and integrity' (Green)</li><li>• <b>External assurance - External Audit (AGS, Audit letter) June/Sept 2014</b></li></ul>	PCC/OPCC CFO/RPO  Audit  CFO/RPO  CFO CE All CFO  CE/RPO  Force/RPO CFO/RPO RPO  CFO/RPO  DCE  CAO CFO	2	2	4	↔	<ul style="list-style-type: none"><li>• <b>External assurance</b> - Internal Audit review 'Risk Management'</li></ul>	CFO/RPO	Q4, 2014/5	Q4 2014/15	1	2	2	Internal Management Meeting	

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			Source (Lack of....Failure to ....)	Consequences (Results in ....Leads to ....)		Like-lihood	Impact				Like-lihood	Impact							Like-lihood	Impact		
14	C033	2 A, B	Financial loss (default on investments, bad debt, major incident)	Leading to • Reduced spend and inability to respond to operational demands • Negative reputational consequences	PCC (CFO)	2	4	8	<ul style="list-style-type: none"><li>• Reserves policy</li><li>• Treasury Management strategy</li><li>• Risk management</li></ul> <i>Links to financial governance risk</i>  <ul style="list-style-type: none"><li>• <i>External assurance</i> - Internal Audit review 'Cash, Banking and Treasury Management' Conclusion: Amber/green</li><li>• Financial governance report to Resources Governance meeting 28 May 2014 includes TM.</li></ul>	CFO CFO CFO/RPO  CFO  CFO	1	4	4						1	4	4	Internal Management Meeting

		Impact			
Likelihood		Low 1	Medium 2	High 3	Very High 4
Very High	4	AMBER 4	AMBER 8	RED 12	RED 16
High	3	GREEN 3	AMBER 6	AMBER 9	RED 12
Medium	2	GREEN 2	AMBER 4	AMBER 6	AMBER 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  Major impact on performance indicators noticeable by stakeholders	Overall >1,000,000  Business Area >150,000	Major stakeholder/investigations /longer lasting community concerns Major reputational damage adverse national media coverage	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
High	3	Serious disruption to service delivery  Serious impact on performance indicators noticeable by stakeholders	Overall 251,000-1,000,000  Business Area 41,000-150,000	Serious stakeholder/investigations /prolonged specific section of community concerns Serious reputational damage adverse national media coverage	An injury requiring over 24-hours hospitalisation and /or more than 3 days off work or a major injury as defined by the RIDDOR <sup>10</sup> Regs	High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected)	Serious impact on the ability to fulfil strategic objective
Medium	2	Significant disruption to service delivery  Noticeable impact on performance indicators	Overall 51,000-250,000  Business Area 11,000-40,000	Significant investigations/specific section of community concerns Significant reputational damage adverse local media coverage	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
Low	1	Minor disruption to service delivery  Minor impact on performance indicators	Overall <50,000  Business Area <10,000	Complaints from individuals Minor impact on a specific section of the community	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

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

- Risk reducing
- No change/stable
- Risk increasing