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: Source (Lack of….Failure to ….)	Description of Risk: Consequences (Results in ….Leads to ….)	Risk Sponsor	Inherent Risk Score 1:Low…4:High: Like-lihood	Inherent Risk Score 1:Low…4:High: Impact	Overall Inherent Risk Score	Existing Controls	Owner (the do-er)	Current Risk Score 1:Low 4:High: Like-lihood	Current Risk Score 1:Low 4:High: Impact	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: Like-lihood	Target Risk Score 1:Low….4:High: Impact	Overall Target Risk Score	Review Date
1	C09	1, 2, 3, C	Failure to ensure that **Strategic Partner/Partners' objectives are delivered** (with available resources)	• 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)	4	4	16	• 10 year contract in place, inc Governance framework, Commercial Partnership team (CPT) in place to monitor performance and delivery of contract • Risk management - CPT Risk register reviewed via P&D Board - escalation process in place if any serious risks are identified • Monthly Transactional Management board in place • Performance management of contract/SKPIs/KPIs/PIs/MIs • Partnership briefings • Force Transformation Board • *External Assurance* : Int Audit. G4S Governance (Green) • Change Programme - majority of change complete (Dec 2014)	CPT/CFO CFO CE/CFO CPT Force CE/CFO CFO	4	4	16	⇔	• Ongoing OPCC attendance at Performance and Delivery (P&D) Board - oversight of risks. • Links to Operational Delivery Monitoring Plan • 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. • G4S submitted ISOS (Dec 2014) • Internal audit plan - governance of partnerships (G4S) • Financial and operational pressures (March 2015) • Finance review (ToR). G4S Programme Director in place. • CSP 3 year plans in place or in development • Watching brief: stability G4S leadership. • ***External Assurance:*** **Int Audit. G4S Governance (draft report: Satisfactory Oct 2015).**	CE/CFO CE CE CE CFO CFO	2012 March 2013 April 2014	ongoing ongoing TBD	2	2	4	Internal Management Meeting
2	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 in place until 2016. • ACO permanent appointment (April 2015) • CE discussions with CC.		3	4	12	⇔	• PCC continues to seek assurance of CC's future plans and risk management arrangements (identification/mitigation) • PCC assurance of operational effectiveness of new structure NOTE: National issues around police leadership (College of Policing review) NOTE: timing/alignment of COG contracts **• CE discussions with CC (ongoing). Recruitment/arrangements for DCC in 2016.**	CE CE CE	01/09/2014 May 2015	01/09/2015	2	1	2	Internal Management Meeting
3	C06	1, 2, 3, A	Lack of **resilience** of PCC (deputy not appointed) and in the Office of Police and Crime Commissioner	• Instability, lack of leadership in short term and need to invoke contingency plans (through Police and Crime Panel) • 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	• Policies and procedures • Information management • Scheme of arrangements (CE) - covers temporary appointment of PCC if required. • BC testing (Force wide including OPCC) • Police and Crime Panel in place with procedures as required. • Guidance on the occurence of a vacancy/absence, incapacity or suspension in OPCC • Mtg 26 July 2013 - discuss and agree procedures (Panel administrators/OPCC) • OPCC Business Continuity plan - refreshed • Research & Policy Intern post -March 2014 - Sept 2015 • Joint media team • **Channel Board - oversight of victims project** • DCFO appointed April 2015 • **RPO post - recruitment and selection complete**	CE CAO OPCC RPO CAO CE/CAO DCE/CAO CAO RPO DCE DCE CFO	3	4	12	⇔	• OPCC Operational Delivery Monitoring Plan, exception reporting • Planning in progress (watching brief: victims service, RPI internship ends Sept 2015) **• Transition planning - work in progress. Pre election and post election plans and preparations (protocols, useful info, briefing to Panel).**	CE/RPI CE/DCE DCE	March 2013 May 2015 Sept 2015	ongoing May 2016	2	3	6	Internal Management Meeting
4	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)	• 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	• HMIC visit (April 2014), Home Office/Treasury/Cab Office visit (May 2014). • Letter to Home Sec/Shadow HS re VtP4 'outstanding' report • Home Secretary letters (PCC/CC), response & letters of support (CSP, Panel)(Dec 2014) • Policing Minister visit, HS visit, civil servants visits • *External assurance* - Internal audit Financial management inc budget management (Amber/Green) April 2015 **• CC report 'Structure of Police Finance' - informing the debate (July 2015)** **• NOTE: HO Consultation on Formula Funding (Summer 2015). Deadline 15 Sept 2015. Representation at HO events (Aug and Sept).**	CC/CFO DCE DCE	4	3	12	⇔	• Respond to consultations (government reviews of formula) • Implement Lobbying Strategy (work in progress Dec 2014) • National Audit Office visit as part of Home Office audit (visit Feb 2015, publish June 2015) (VfM study looking at the financial sustainability of police forces) • CC on HO Silver group (looking at finance and resources) and Gold Group - HMIC visit/work (local efficiency) Dec 2014 onwards	CFO DCE CFO CC	2012 Jan 2013 Jan 2015 Feb 2015	ongoing ongoing June 2015	4	3	12	Internal Management Meeting

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5	C02	1,2,3, B, C, D	Failure to achieve and demonstrate **efficiencies, value for money** (VfM) and optimum workforce **productivity**	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). • PEEL Interim Annual Assessment - 27 Nov 2014	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 reports to PEEL Change Programme (Feb 2015) • Benefits realisation report. • Internal audit plan - benefits realisation evaluation 2015/16 Q4 • ACO working with PA Consulting, capabiliity and capacity to deliver benefits realisation, inc training (reporting to RGM) **• Work in progress to develop the evidence base for delivery of VfM** **• Benefits realisation workshops - planning in progress.**	CFO CE CFO CFO PCC/DCC ACO ACO ACO DCC	2012 May 2013 Q2, 2013 Q2, 2013 Dec 2014 July 2015	ongoing ongoing ongoing March 2015 ongoing TBC	2	2	4	Internal Management Meeting
6	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: • 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/PIs • 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) • *External assurance* - Internal audit EMOpSS (Amber/Green) April 2015	CE 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. • Criminal Justice Collaboration Project **• EM collaboration - Assurance map (Baker Tilly) - reporting to Board Aug 2015** • EM Review of corporate services (DCCs Board) CE rep PCCs.	CE/CFO CE/CFO CFO CFO CE/ACO CFO CE	17/12/2008 1/6/09 annually Sept 2013 April 2014 April 2014 June 2015	ongoing ongoing ongoing TBC ongoing TBC TBC	1	3	3	Internal Management Meeting
7	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)	• 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	• Strong financial governance and oversight (CFO, Resources Governance meeting) • Internal Audit Strategy and Plan in place • AGS (assured via external audit) • Anti-fraud & corruption policy/monitoring. • Risk management strategies and registers • Joint Independent Audit Committee • Financial regulations in place. • Code of Corporate Governance - reviewed by Audit Committee (April 2015) • *External assurance* - IA 'Payroll' (Green) (April 2015) 'Cash, Banking and Treasury Management' (Amber/Green) April 2015, Income & debtors (Green) April 2015. • *External assurance* - IA 'T-police systems review (Amber Red) Aug 2014, General Ledger (Amber Green) April 2015, Payments and Creditors (Amber/Green) April 2015. • *External assurance* - IA financial management (amber/green, Jan 2015), data returns (finance - Green, HR - Amber/Red, Mar 2015)	CFO CE/CFO DCE/CFO CFO/RPO CFO/RPO CFO CFO CFO CFO CFO CFO	3	4	12	⇓	• Links to t-Police • Develop strategic planning approach to extend plans to 2017/18. • Seek assurance re continuing payroll issues • T-Police Benefits Realisation report • Commission further audit on payroll system • Develop governance mechanisms via P&D Board (managing service recovery) **• End to end finance review/Reporting by Sept 2015** •*Watching brief: T Police (embedding)*	CFO/FCFO CFO CFO CFO CFO CFO	March 2013 Q2, 2013 June 2014 2013 July 2014 July 2015	ongoing Sept 2016 ongoing Dec 2014 March 2015 TBA	1	2	2	Internal Management Meeting
8	C35	2, 3, B, C	Failure to deliver in accordance with the approved Home Office I**nnovation Fund Grants**	leading to: • Loss of grant • Negative media coverage and reputational damage	PCC (CE and CFO)	3	4	12	• Project managers in place (CE, ACO for NICHE, HoSD for Live Links. • Links to Strategic Partner (complex arrangements)	CE CE/CFO	3	4	12		• Governance structure (monitoring and oversight) • Financial governance (spending the money) • Links to Strategic Partner (framework/contract changes) work in progress • *External assurance* - Regional IA 'Innovation Fund' (final report issued, Red. Action plan agreed. Work in progress). **Oct 2015**	CE/CFO CFO CE/CFO	tbd		1	4	4	Internal Management Meeting

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9	C05	1, 2, 3 B	Failure to ensure that **Force objectives are delivered** (with available resources)	leading to: • 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	• Governance framework • Agreed set of SKPIs and KPIs • Quarterly Performance Update - published • Annual report - media releases/feeding back • Effective leadership • Support strategies • Effective relationship with force • Decision notices for Plans and associated strategies • Oversight - progress against objectives in Operational Delivery Plan (PGM) • Outline Planning and Budget timetable • Supporting plans (finance and resources) • *External Assurance* : Int Audit. Governance (Green) August 2014 • CE review governance structure, Police and Crime Strategic Board structure in place 2/12/14 • P&CS Board - CC Operational Plan/Control strategy • *External Assurance:* Int Audit. Police and Crime Plan (Green) March 2015	CE/CFO RPO RPO CE CE CE/CFO CE/CFO CE CE CFO CE/CFO CE CE	3	3	9	⇔	• OPCC Operational Delivery Monitoring Plan • Oversight at PEEL Board **• Operational Policing Plan (3 tiers) in place. Embedding. Quarterly reports to PG meeting**	CE DCE/RPO CE	01/02/2013 April 2015	ongoing ongoing	2	2	4	Internal Management Meeting
10	C07	1, 2, 3, A	Lack of effective **reputation management**	• 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	• Engagement strategy and plan • Positive links with media • Lessons learned • Transparency section on website in place • Expenditure over £500 published • PCC expenses published • Joint media team - additional resilience • Implementation of Engagement and Campaigns Plan • Confidence Drivers matrix - actions	ECO PCC OPCC OPCC RPO CAO DCE DCE	2	4	8	↓	• Links to Operational Delivery Monitoring Plan NOTE: potential reputational damage of fairer funding lobbying strategy (Dec 2014)	CE	01/02/2013	ongoing	2	2	4	Internal Management Meeting
11	C34	2, 3, B, C	Inability of PCC to meet statutory obligation to commission local services for **victims of crime**	leading to: • Negative media coverage and reputational damage • Police and crime objectives not achieved • Public confidence in PCC and force is undermined. • Negative impact on local communities • Non compliance (and consequences thereof) with the Victims' Code of Practice, the EU Victims' Directive, the Witness Charter, conditions of the MoJ Victims' Services Grant	PCC (DCE)	4	3	12	• Preparatory work (Victims and Witnesses Lead Officer and support) • Action plan in place • Links with Force and partnership contacts • Strategic Lead Officer V&W in place (Feb 2015) • PID in place • V&W Channel Management Board • Highlight reports to PEEL Board • Engagement with Victim Support & Force **• Interviews/appointments to VCU team (Aug 2015)** **• Grant agreement with Victim Support signed Sept** **Service Go live Oct 2015.**	VWPLO SLOVW SLOVW SLOVW SLOVW SLOVW DCE SLOVW SLOVW	2	3	6	↓	• SLO V&W implementing plan • Internal audit plans - V&W/Code/Compliance Jan 2016 • Critical path - work in progress **• Procurement timetable in place if req'd.**	SLOVW SLOVW DCE	Feb 2015 April 2015 June 2015	tbd Sept 2015 April 2016	1	1	1	Internal Management Meeting
12	C10	1, 2, 3 B, C, D	Lack of **strategic alignment** with partners (failure to focus on the priorities on behalf of local communities)	eading to: • 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	• Effective links with criminal justice partners (inc CPS) • PCC introductory meeting with partners. • Management of Community Safety Fund • Briefings • Links with Community Safety Partnership • Consultation event (rural crime) • Summer engagement events (Force and PCC) • Management of funding streams for victims (increased amount) • DCE involved/engaged with Substance Misuse Board • Objective setting event (Jan 2015) •Force Operational Delivery Plan - ACC lead. P&CSBoard & PGM oversight	PCC/CE PCC CE/CFO RPO ECO VWPO CE	2	3	6	⇔	• Development of strong partnerships • Links to Joint Strategic Threat & Risk Assesment event • Links to OPCC Operational Delivery Monitoring Plan • Consultation events - regular reviews of engagement, consultation and survey data	CE CE CE DCE/ECO	Nov 2012 Oct Feb 2013 March 2013	ongoing **Jan** ongoing ongoing	1	3	3	Internal Management Meeting

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13	C032	1, 2, 3, A	Failure to ensure effective **governance, transparency** and compliance with statutory duties with effective overview mechanisms	leading to: • 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 (CE & CFO)	2	4	8	• Governance structure/oversight of risk • CFO/RPO represented on Force RMB • JIAC oversight risk arrangements/developments (quarterly), governance & internal control • PCC RMS, force RMS • Effective Corporate governance (inc AGS) • Monitoring Officer in place • Code of Ethics • AF&C policy, AF&C qrty meeting) • Assurance framework • Expenditure over £500 published • *External assurance* - IA 'RM' 2014/15 (Green) April 2015,'Governance framework' (Green) Delivery of P&C Plan (Green) Feb 2015 • Code of Corp Gov reviewed (AGS) • Leadership, standards and ethics statement • New Integrated Scheme of Governance (Decision notice) July 2014 • *External assurance* - IA 'Governance - decision making/integrity' (Green) Aug 2014 • *External assurance* - External Audit (AGS, Audit letter) June/Sept 2014 • Compliance with Elected Local Policing Bodies (Specified Information) Order 2011, ICO model and publication scheme (transparency/publishing information) **•Pre election and post election plans and preparations (protocols, useful info, briefing to Panel).**	PCC/OPCC CFO/RPO Audit CFO/RPO CFO CE All CFO CE/RPO RPO Force/RPO CFO/RPO RPO CFO/RPO DCE CFO CAO DCE	2	2	4	⇔	• Assurance map - embedding	RPO	01-Jan-15	ongoing	1	2	2	Internal Management Meeting
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	• Reserves policy • Treasury Management strategy • Risk management *Links to financial governance risk* • *External assurance - Internal Audit review 'Cash, Banking and Treasury Management' Conclusion: Amber/green* **• Financial governance report to Resources Governance meeting June 2015 includes TM.** • Treasury management plan 2015/16 part of Financial Strategy, published Feb 2015	CFO CFO CFO/RPO CFO CFO	1	4	4	⇔					1	4	4	Internal Management Meeting
15	C11	1, 2, 3, A	Failure to establish appropriate relationships and mechanisms with **Police and Crime Panel**	• 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)	3	4	12	• Briefings for PCC and Panel • Liaison with Panel support officers • Forward Plan/planning cycle • Clear lines of communications and understanding of roles • Agenda planning meetings with officers in place • Memorandum of Understanding agreed at Panel meeting Sept 2014 • PCC/OPCC attend PC&P training (shared understanding roles/challenges, information requirements) 21 Oct 2014 • Financial briefing provided for Panel (Jan 2015)	CE/CFO CE/CFO/CAO CAO/RPO CE/CAO CE/CAO CE CE CFO	1	3	3	↓	• Panel support for PCC over fairer funding. • Additional Briefings planned for 2015. **• Training event - October 2015**	CE CAO	01/12/2014 2015		1	3	3	Internal Management Meeting

Likelihood		Impact: 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[10] 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 indictors	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 m edical 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 indictors	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,	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

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			Source (Lack of….Failure to ….)	Consequences (Results in ….Leads to ….)	Risk Sponsor	Like-lihood	Impact				Like-lihood	Impact							Like-lihood	Impact		
															biodiversity affected)							

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