

## CHESHIRE POLICE AUTHORITY RISK REGISTER AT SEPTEMBER 2011

| Risk Description<br>The purpose of this section is to describe the threat / risk and its impact |   |              |  | Risk Analysis<br>The purpose of this section is to provide an analysis of the risk and its impact  |   |               |                   |                  | Action Overview<br>The purpose of this section is to describe what actions are already in place, any further actions required and those responsible |  |   |             |  | Action Open/closed | Link to Authority business Plan Aims              | Comments on change in Risk Score |
|---|---|--------------|--|--|---|---------------|-------------------|------------------|---|--|---|-------------|--|--------------------|---|----------------------------------|
| Ref No  | Description of Risk   | Area         | Impact   | Existing Controls  | Comments on Control Effectiveness   | Risk Analysis |                   |                  | Risk Owner  | Action Owner                                     | Action  | Time-scales | Status   |                    |   |                                  |
|   |   |              |  |  |   | Impact Score  | Probability Score | Total Risk Score |   |  |   |             |  |                    |   |                                  |
| 1   | Implications of Police Reform and Social Responsibility Bill - replacement of police authorities by PCCs                          | Regulatory   | Changed responsibilities, accountability and governance implications, transition and cost implications   | APA, PATS, APACE continuing to influence. CPA Transition Board established and had first meeting on 15 June 2011. Further meeting planned for 23 September 2011. Transition is a key action in 2011/12 business plan.  |   | 5             | 5                 | 25               | Authority   | Chief Executive Treasurer                        | Transition Board have agreed a Project Initiation Document and will develop arrangements and transition plan for Cheshire once contents of Bill/Act are clear. Implications of change in implementation date by the Government from May to November 2012 need to be assessed by Transition Board.   | 2011/12     | Transition Board membership agreed. Second meeting to take place on 23 September 2011.             | Open               | All Aims  |                                  |
| 2   | MTFS for 2011-15 requires cash savings of £35.4m; £24m in 2011-13. Value for Money will need to be improved to maintain services. | Financial    | Front line policing reduced, budget deficit, reserves depleted. Value for money not delivered, as shown in HMIC profiles and other benchmarking information.                   | 4 year Budget set by Authority on 22 February 2011, meeting savings targets.   | Budget to be reviewed by Gold Group (with Authority observers). Finance Committee monitoring budget.  | 5             | 3                 | 15               | Authority   | Treasurer  | 1. MTFS for 2011 - 16 reviewed by Finance Committee on 20 September 2011.<br>2. Progress on achieving 2011/12 savings considered also on 20 September 2011.<br>3. Process for development of savings for 2012/16 to be reported to Finance Committee on 20 September 2011.<br>4. Gold Group monthly meetings to oversee above Budget work. Seminar for all Members arranged for 9 January 2012.   | 2011/12     | All Gold Group, Finance Committee and Oversight Group meetings arranged.                           | Open               | All Aims  |                                  |
| 3   | TP and TBS TP needs to deliver significant efficiencies and cash savings to strict timetable.                                     | Financial    | TP - Frontline policing reduced. Opportunity to protect service, lost budget deficit. Tbs - inability to partner will mean outsourcing is sole option. Savings then uncertain. | Oversight Group of Members meet monthly to consider progress on TP and TBS. Cheshire/Northants Joint committee established to oversee implementation. Joint Programme Board implementation team in place. Some contract documents signed.  | Sufficient controls at this stage   | 5             | 3                 | 15               | Authority and Oversight Group   | Chief Executive, Treasurer                       | TBS Shared Service Centre with Northamptonshire approved on 12 July 2011. TP Proposed model has gone out to collective consultation June 2011. Report coming back to Authority on Call Management. TBS - Work package agreements with Capgemini signed. Detailed implementation and resourcing plan in hand. BSC went live on 1 September and is operating well in the absence of IT solution. Shared Service progressing well. New Project Manager appointed. Multiforce Board now operating efficiently chaired by the DCCs. Joint Committee established and will meet on 22 September.   | 2011-15     | Monthly Oversight Meetings arranged. Regular reports to Performance and Service Improvement Panel. | Open               | All Aims  |                                  |
| 4   | Partnership working - Risk of continuing loss of partnership funding in current financial climate.                                | Reputational | Potential impact of resource reduction on CSP, Road Safety and PCSO activities.  | Good partnership working. PCSO funding secured so that numbers projected to fall no lower than 215 (currently 237 in 2011/12 but will be lower in 2012/13). Road Safety Partnership negotiations near completion.  | Good relationships and improving outcomes by the Authority. Main risk now is in partner loss of funding in partnership activities, and impact on services provided. | 5             | 3                 | 15               | Engagement Committee  | Partnership Lead Members. All Authority Officers | Cheshire Road Safety agreement including financial implications reported to Finance Committee on 20 September 2011. Possible adverse impact on activities. Future PCSO levels to be considered as part of TP project on 8 November 2011.  | 2011/12     | Key risk continues to be impact of reduced funding on activities.                                  | Open               | Improve Partnership Working                       |                                  |
| 5   | Collaboration does not deliver performance improvements and savings.  | Regulatory   | Failure to deliver benefits; governance fails; Government takes punitive action  | Governance arrangements and savings have been established through Regional Joint Committee (JC) Collaboration Strategy agreed (15 November 2010). Four regional collaborations approved on 21 February 2011, followed by approval by all participating authorities. The challenge from HMIC is that collaboration be shown to deliver savings. | Collaborative legal framework developed.  | 5             | 3                 | 15               | Performance & Service Improvement Panel   | Chief Executive                                  | Regular reports to Performance & Service Improvement Panel and Authority. Joint Committee collaborating across region. Regional Chief Superintendent in place establishing effective performance framework. Success of four new regional collaborations being monitored regularly by the North West Joint Committee. Significant progress being achieved as reported to PSIP on 25 August 2011. HMIC inspection of collaboration on 25 July 2011. Initial assessment by HMIC concludes that 'overall my assessment on regional plans is that they are comprehensive and the rate of progress is acceptable'. Reported to PSIP on 25 August 2011. Collaboration with Cheshire Partners, particularly regarding estate is progressing. Discussion Day in October 2011 to receive presentation on progress and delivery of savings to feed into Finance Committee deliberations on budget. | 2011/12     | Key challenge is to deliver savings.   | Open               | Improve partnership working and Force performance |                                  |

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|   |  |             |  |   |                                    | Impact Score  | Probability Score | Total Risk Score |   |  |   |             |         |                    |   |                                  |
| 6   | Financial reductions adversely affect policing performance.  | Operational | Crime increases, public satisfaction decreases. No improvement/deterioration against Policing Objectives and MSG performance.                      | Focus at Performance and Service Improvement Panel and Finance Committee on this risk.                  | Sufficient controls at this stage. | 5             | 3                 | 15               | Authority   | Chief Executive and Deputy Chief Executive | Revised Strategic Threat and Risk Assessment process to challenge how spending is linked to threat and harm. First Quarter Review for 2011/12 shows performance maintained whilst budget savings on target and a further underspend of £3.3m projected. Links between reserves and performance being developed. POA to be reported to PSIP in October 2011 to provide more evidence. Discussed by PAIP as part of BP action plan review on 5 September. | 2011/12     | Ongoing | Open               | Ensure improvements in performance and scrutiny |                                  |
| 7   | Impact on policing as a result of unforeseen industrial action (following Hutton and Winsor reviews) | Operational | Decrease in policing service to Cheshire residents   | Dialogue and regular communication with Federation and Unison. Business Continuity Plan and Procedures. | Partly effective                   | 4             | 3                 | 12               | Authority   | Chief Executive and Treasurer              | Sub-regional continuity approach being developed to take account of impact on services, and lessons from action on 30 August 2011.  | 2011/12     | Ongoing | Open               |   |                                  |
| 8   | Impact on policing in Cheshire as a result of responding to further unrest/rioting across UK.        | Operational | Decrease in policing service to Cheshire residents and significant risk of costs to be met from reserves (after mutual aid) of any further unrest. | CC, DCC and Finance Department are monitoring closely via Operation Expand.                             | Sufficient controls at this stage. | 4             | 3                 | 12               | Authority   | Chief Executive and Treasurer              | Operation Expand established by the Constabulary under the leadership of CC and DCC   | 2011/12     | Ongoing | Open               |   |                                  |