



*Making Suffolk a safer place to live, work, travel and invest*

# RISK REGISTER

## RISK EVALUATION

### Likelihood of Risk Occurring

| Score | Indicator               |
|-------|-------------------------|
| 1.    | Not Expected to happen. |
| 2.    | May happen.             |
| 3.    | Is expected to happen.  |
| 4.    | Certain to happen.      |

### Impact should Risk Occur

| Impact                                   | 1  | 2   | 3  | 4  |
|--|--|---|--|--|
| <b>Effect on Objectives</b>              | Minor impact – loss of objective should not prejudice other objectives       | Minor impact – loss of objective could prejudice other objectives           | Significant impact – loss of objective may impact on overall programme         | Complete failure to achieve objective - major consequences for other objectives and the entire programme |
| <b>Effect on Performance</b>             | Minor impact on service delivery – not noticeable by stakeholders            | Minor impact on service delivery – affect noticed by stakeholders           | Major impact on service delivery   | Complete failure to deliver service  |
| <b>Effect on Service</b>                 | Short term loss in service   | Significant loss of a service   | Complete loss of a service   | Significant county wide disruption   |
| <b>Effect on Finance</b>                 | Ability to work within tolerance<br><br>Budget overspend of less than 2%     | Significant injection from reserves<br><br>Budget overspend between 2% & 5% | Significant impact on other budgets<br><br>Budget overspend 5% & 10%           | Potential loss of other budget allocations<br>Budget overspend 10% or more                               |
| <b>Effect on Security</b>                | Nil or minor compromise of unclassified information                          | Restricted & Confidential information compromised                           | Secret information compromised   | Top Secret information compromised   |
| <b>Effect on Reputation / Confidence</b> | Short term adverse local publicity<br><br>Breach of local policy or guidance | Short term negative reaction in media<br><br>Non serious prosecution        | Adverse and persistent media reaction<br><br>Integrity of Authority questioned | Major front page story   |

## RISK CLASSIFICATION

### Scoring Matrix to determine Level of Risk

| LEVEL |   |                    |   |
|-------|---|--------------------|---|
| 12-16 | H | <b>High Risk</b>   | Detailed research required. Senior management to manage via detailed plan   |
| 6-11  | M | <b>Medium Risk</b> | Senior management attention is required and management responsibility specified   |
| 1-5   | L | <b>Low Risk</b>    | Manage by specific monitoring or response procedures<br>These items would not normally be included on the Strategic Risk Register |

Approved by PCC

26 September 2017

Any queries upon the Risk Register should be directed to Christopher Jackson, Chief Executive of the Office of the Police and Crime Commissioner for Suffolk  
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| No. | Risk Type                    | Risk   | Like-<br>lihood | Impact | Risk<br>Classification | Risk Owner                    | Action Plan   | Review Date     |
|-----|------------------------------|--|-----------------|--------|------------------------|-------------------------------|---|-----------------|
| 1.  | Strategic Financial Planning | The 2017/18 settlement saw the main police grant being reduced, meaning that with the requirement to fund national cost pressures, significant savings will be required to be found. Savings of £2.65m are yet to be identified in the period 2018-19 to 2020-21, which is the period of the Medium Term Financial Plan. | 2               | 3      | 6<br>Medium            | Police and Crime Commissioner | <ol style="list-style-type: none"> <li>The PCC will monitor progress through discussion with the Chief Constable at the Weekly Conference, the Accountability and Performance Panel, and regular discussion with the Chief Finance Officer.</li> <li>Detailed monthly financial reports will continue to be prepared throughout 2017/18 in respect of year-to-date financial performance and year-end projection for 2017/18. They are considered in detail by the PCC, CC and CFO, and any corrective action agreed and taken to ensure financial balance in 2017/18.</li> </ol> | 1 November 2017 |
| 2.  | Strategic Financial Planning | Changes to the police funding formula are anticipated. There is therefore funding uncertainty for the future. A prudent and flexible approach to financial planning is required (see Medium Term Financial Plan 2017/18 to 2020/21).   | 3               | 3      | 9<br>Medium            | Police and Crime Commissioner | <ol style="list-style-type: none"> <li>The position will be kept under continuous review by the PCC, Senior Management Team and PCC's CFO.</li> <li>More will be known during the course of 2017/18.</li> </ol>   | 1 November 2017 |
| 3.  | Strategic Financial Planning | There is a risk that one or more of the contingent liabilities listed in the statement of accounts may crystalize and which would have a negative impact on the level of reserves and the overall financial position.  | 3               | 3      | 9<br>Medium            | Police and Crime Commissioner | <ol style="list-style-type: none"> <li>The position will be kept under continuous review by the PCC, Senior Management Team and PCC's CFO and will be discussed at the SMT meeting and Weekly Conference.</li> </ol>  | 1 November 2017 |
| 4.  | Strategic Service Planning   | Changes to staffing levels may have a negative impact upon staff morale and motivation, cause a loss of key skills/experience, productivity and ultimately impact on satisfaction and confidence of our staff, partners and stakeholders. In particular, during  | 4               | 2      | 8<br>Medium            | Police and Crime Commissioner | <ol style="list-style-type: none"> <li>This will be reviewed through consideration at the Accountability and Performance Panel and in discussion between the PCC and Chief Constable at Weekly Conferences as required.</li> </ol>  | 1 November 2017 |

| No. | Risk Type | Risk   | Like-<br>lihood | Impact | Risk<br>Classification | Risk Owner                    | Action Plan  | Review Date     |
|-----|-----------|--|-----------------|--------|------------------------|-------------------------------|--|-----------------|
|     |           | 2017/18, a particular challenge will be the recruitment and retention of police officers as a consequence of a reduction in officer numbers due to retirement and other reasons. |                 |        |                        |                               |  |                 |
| 5.  | Estates   | Landmark House has been identified with wall cladding/insulation similar to Grenfell Tower.  | 3               | 4      | 12<br>High             | Police and Crime Commissioner | <ol style="list-style-type: none"> <li>1. Steps are being taken/arranged by the Estates Department to check and test materials and ensure a fire risk assessment is undertaken.</li> <li>2. Ongoing activity will be reviewed through the Weekly Conference and Estates Programme Board.</li> <li>3. Further advice from the Cabinet Office is awaited.</li> </ol> | 1 November 2017 |