

Risk Serial Number	Description	Risk			Action (Treat/Tolerate/Transfer/Terminate)	Current Activity	Risk Owner	Chief Officer	Last Reviewed
		Likelihood	Impact	x 3					
HC31	Insufficient financial resources with which to meet/deliver service target needs.	4	4	2 32	Treatment - clearly outline budgetary requirements to the Police Authority and develop sustainable budget plans with the Authority, that takes into account an appropriate mix of budget efficiencies, the need for new investment, the use of reserves to support the budget and scope for council tax increases.	<p><b>March 10</b> - On 23 February the Police Authority agreed the 2010/11 budget. Key components of the £190.8m budget include a council tax increase of 3.5%, new priority investment of £1.0m, savings of £4.5m and use of reserves of £1.3m (including the necessary impairment of the Heritable Bank investment). Achieving £4.5m savings in 2010/11 will represent the highest level of savings achieved by the Force in any one year, with a reduction of over 100 officer/staff posts, and is being delivered largely through the 2010 and associated programmes, along with ongoing collaboration efficiencies. Programme Boards are overseeing finalisation and implementation of the change programmes and strong but dynamic financial management and control will be needed in order to manage in the efficiency plans during 2010/11, especially as many of the significant changes will be implemented mid year. These change programmes will also contribute significantly to the budget savings programme in 2011/12.</p> <p>For the three year period from 2011/12 a budget gap of between £11m and £22m is forecast. With this representing a new Comprehensive Spending Period, and following a General Election, there is considerable uncertainty as to the level of Government Grant over this period. Current working assumptions assume core Government Grant will range from being cash limited at 2010/11 levels to a reduction of 10% over that spending period. Developing saving plans of circa £4m have been identified across the 2011/12 and 2012/13 financial years at this stage and the business case for merger with Bedfordshire Police will be considered in more detail during 2010. Key benefits identified include enabling both Forces to bridge the identified budget gaps, improve performance and maintain a relatively low council tax. This is dependant on approval by the Police Authority</p> <p>The risk score has been reviewed and remains the same at this time.</p>	Chris Powell, Head of Finance	DoR James Hurley	15/03/2010
HC100	Failure to respond to the recommendations made by the HMIC in their inspection of the Policing Pledge.	4	3	2 24	Treatment - Treat	<p><b>Initial Comments</b> - HMIC Inspection of the Policing Pledge in Spring 2009 resulted in only a Fair grade Overall and a Poor Grade for Pledge Point 7 Around Meetings and Community Engagement. As Re-Inspection of Pledge Point 7 in January 2010 did not result in improvement in either grade. Although the constabulary has already developed some innovative approaches to community engagement these did not always fit with the HMIC Criteria despite the Constabulary having one of the Highest levels of Public Satisfaction. Work is underway to both improve the frequency and attendance of formal Public Meetings and to improve the technology around the advertising and updating of both the meetings and the local priorities.</p>	Supt. Dave Wharton, Citizen Focus	T/ACC Chris Miller	18/03/2010
HC90	Failure to manage down the hours consistently, working in breach of the Working Time Regulations and Force Worktime Policy.	4	3	2 24	Treatment - Treat	<p><b>Sept 09</b> - The audit has not yet been completed. It was decided the audit should take place after the revised Code of Practice was agreed. Originally Claire Smith was working on revising the document, however, her post was lost and the work was passed onto Mike Todd. The revised Code of Practice was presented to the Corporate Health &amp; Safety Committee in June. Federation were not content with it, therefore further work continued. Federation and Mike Todd have now completed a final draft which will be presented to the Corporate Health &amp; Safety Committee in November, after which time an audit will be undertaken. The risk score has been reviewed and remains the same.</p> <p><b>Dec 09</b> - Working Time Policy revised and going to Corporate H &amp; S Committee in Jan 2010. Working Time Audit being undertaken, results to go to committee Jan 2010.</p> <p><b>Feb 10</b> - The audit has been completed and has highlighted various issues. There are areas where managers are not managing their staff/officers out of the red, there are no WTR records for specials and a number of police staff are not recording timesheets or these are just being forwarded. There is a piece of project work to get police staff onto Promis, this would be a fix and could take 6 months. Another audit will take place in 6 months time to assess the improvement of the issues raised. Processes are not being properly managed and a close eye is being kept on this. Score reviewed but remains the same.</p>	Pauline Lawrence, Head of HR	DCC Parr	18/02/2010
HC75	Failure to manage change programmes in a cohesive and effectively coordinated manner.	3	4	2 24	Treatment - Treat	<p><b>Dec 09</b> - There is no change to the activity of this risk at this stage. The scoring has been reviewed and has been amended as follows: The Political Impact has reduced from a 4 to a 3, the Social Impact has reduced from a 4 to a 3 and the Technological Impact has reduced from a 4 to a 3. This has reduced the overall impact from a 4 to a 3 and has reduced this risk from a Very High to a High.</p> <p><b>Feb 2010</b> - More robust meeting structures have now been put into place, with an appropriate reporting structure - namely an LPC project Board and a Support Services Project Board reporting to a 2010 programme board. The 2010 Programme Board reports into the Chief Officer Programme Board (that looks at all change issues across the Force and beyond including collaboration). Two further staff have been recruited for the 2010 change management team - an A3 office support administrator and a further A5 Project co-ordinator. regular meetings take place between Supt 2010 change and C/Supt Collaboration to ensure issues are effectively co-ordinated.</p>	C/Supt Mick Ball, Head of OIDD	DCC Parr	22/02/2010
HC08	Failure to have standardised and NPIA compliant custody procedures in place.	3	3	2 18	Treatment - safer custody, custody lay visitor scheme, the sanctuary for dealing with drunk person's outside police custody, custody training, IAG's, critical incident management and leadership. Drunks and rough sleepers initiative is only operational in Western Area only.	<p><b>Sept 09</b> - Full HMIC report received and developed into an action plan which is being implemented. The Exec has agreed the centralised custody model and plans are now being developed for implementation as soon as practicable which will ensure greater consistency of delivering custody processes. Score reviewed Organisational element from a 3 to a 4</p> <p><b>Dec 09</b> - No change to risk activity. Score reviewed but remains the same.</p> <p><b>March 10</b> - No update received this quarter.</p>	D/Supt Owen Weatherill, Criminal Justice Unit	T/ACC Alison Roome-Gifford	01/12/2009
HC11	Death or serious injury caused to member of the public as a result of police vehicle pursuit.	3	3	2 18	Treatment - Group introduced to manage this area.	<p><b>March 09</b> - Fresh guidance and reminders regarding the grading and deployment of immediate incidents have recently been issued across the Force Communications Room. The score of this risk has been reviewed and there is no change at this time.</p> <p><b>June 09</b> - ACPO Pursuit Policy is new guidance and soon to be NPIA Codes of Practice. Herts Policy is compliant and ready for sign off. It is being held up on the status of 'Tactical Contact'. This is not currently trained by the Constabulary and Legal Services are currently being consulted on the parameters for this. Once consultation is complete, the Pursuit Policy will be ready for sign off. The risk score has been reviewed and remains the same.</p> <p><b>Sept 09</b> - Herts policy will be to not have a policy of our own but that we will comply with ACPO guidelines and subsequent codes. Legal services have completed their response re tactical contact and we have revisited the training as a result of that advice. Position re no formal Herts policy sits with ACC Miller for sign off. The risk score has been reviewed and remains the same.</p> <p><b>March 10</b> - No update received this quarter.</p>	D.Supt Jerry Tattersall, Director of Intelligence	T/ACC Alison Roome-Gifford	14/09/2009

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HC07C	Failure to implement the recommendations of the Bichard Report as detailed in the ACPO Guidance on the Management of Police Information 2006.	3	3	2	18	Treatment - Implementation of action plan in response to Bichard Report.	T/Supt Matt Nicholls	ACC Heather Valentine	17/03/2010
HC37	Failure to manage flexible working requirements within the context of a 24/7 organisation, exposing the force to litigation.	3	3	2	18	Treatment - work-life balance policy in place, working time regulations monitoring.	Pauline Lawrence, Head of HR	DCC Parr	16/03/2010
HC20	Ability to retain officer's due to MPS recruiting and collaboration and bordering forces recruitment activity.	3	3	2	18	Treatment - retention programme	Pauline Lawrence, Head of HR	DCC Parr	16/03/2010
HC79	Failure to provide a consistent level of service due to high levels of sickness	3	3	2	18	Treatment - Treat	Pauline Lawrence, Head of HR	DCC Parr	16/03/2010
HC91	Failure to meet the national indicator target 21 by the stipulated timescales.	4	2	2	16	Treatment - Treat	Supt Dave Wharton, Head of Citizen Focus	T/ACC Chris Miller	23/02/2010
HC82	Failure to implement adequate Olympics Management Plans.	2	4	2	16	Treatment - Treat	Supt Andrew Ewing, Uniform Support Department	ACC Steve Devine	17/02/2010

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HC07B	Disruption to core policing activities through infiltration or staff corruption.	2	4	2 16	Treatment - action plan in response to Bichard Report.	<p><b>March 09</b> - The Vetting Unit is now part of the Professional Standards Department. The second phase of Management Vetting (MV) is being rolled out and force wide MV will be completed by April 09. PSD have both internal and external confidential reporting processes in place, including the new IPCC reporting line. Service Confidence Procedures are in place. The risk remains as intelligence suggests; likelihood = 2 and impact remaining a 4, leaving a High Risk.</p> <p><b>June 09</b> - No update this quarter.</p> <p><b>Dec 09</b> - Systems in place as described above. Anti corruption Unit within PSD is functioning well, post collaboration. Risk will always remain a high as impact cannot be lowered, but likelihood is reduced by counter measures.</p> <p><b>March 10</b> - The Unit is now fully staffed and trained with a number of ongoing investigations. The unit has also been visited by the National IPCC lead for counter corruption and other PSD teams given the capability of the unit is seen as leading in many areas in particular proactive and covert operations. The economic element has reduced from a 5 to a 3.</p>	Supt. Martin Darlow, Head of PSD	ACC Steve Devine	25/02/2010
HC64	Failure to identify and respond to persons failing to return on bail.	4	2	2 16	Treatment - Treat	<p><b>Sept 09</b> - New bail policy implemented 3rd August, 2009 is now in practice across the force, subject to ongoing monitoring and working to ensure minimal bail periods used where possible. Prompt action taken where bail is reached. The risk score has been reviewed and remains the same.</p> <p><b>Dec 09</b> - OIDD is currently reviewing data to assess how bail is managed, now subsequent to new bail policy introduced, in comparison to last year. The score of this risk has been reviewed but remains the same.</p> <p><b>March 10</b> - No update received this quarter.</p>	D/Supt Owen Weatherill, Criminal Justice Unit	T/ACC Alison Roome-Gifford	01/12/2009
HC92	Failure to achieve Ethnic Minority Recruitment targets	4	2	2 16	Treatment - Treat	<p><b>June 09</b> - The 10% target is now gone. The strategic objective is to shift the workforce profile. We focus on MEG coming into force, but not retention. There is a PA paper and a paper that went to the HR Committee in March 09. This risk is an issue on public confidence. The PESTELO element of this risk has now been scored.</p> <p><b>Sept 09</b> - Informally working on a 10% target, although it is no longer an official target. Making reasonable progress but lagging compared to the profile of the population.</p> <p><b>Dec 09</b> - Just under target (9.5%) for Police Officers, hard to say for Police Staff due to current recruitment activity for staff. PCSO's won't hit target, specials, just short of target. Now relooking at what targets should be for Policing Plan next year using APA Guidance. The likelihood for this risk has increased from a 3 to a 4.</p> <p><b>Feb 10</b> - For Police Officers rate stands at 9.5%, for police staff and specials we have significantly missed the target, however, for PCSO's (if March intake comes in) it will end at over 10%.</p>	Pauline Lawrence, Head of HR	DCC Parr	18/02/2010
HC95	Failure to comply with management of sex offenders	3	2	2 12	Treatment - Treat	<p><b>April 09</b> - This risk was highlighted at a recent internal audit (one of two which are undertaken annually). The management and visits to registered sex offenders in the community is a high risk area for the constabulary and one in which compliance is a constant battle. Supt. Jon Chapman has raised the issue with Area Commanders and DCIs and has requested this be a regular item at OPM.</p> <p>The issue now is that areas, for various reasons, are not following policy in terms of visits and this leaves us vulnerable, both at times of inspection and more importantly, if one of them offends and we have not properly managed them. Also, the Force have an uncoordinated approach, resulting in duplication of effort for the Police.</p> <p>There is a risk here that goes across the Force in terms of responsibility. Performance should be monitored at OPM on a quarterly basis and should be managed on the Corporate Risk Register.</p> <p><b>Sept 09</b> - New unit due to 'go live' by October 2009. Score remains the same as not yet centralised. There are still delays on area. From December, updates will be obtained from Supt Jon Chapman.</p> <p><b>Feb 10</b> - Unit in place since Oct 09. Since centralisation of the unit a substantial backlog of visits to RSO's was identified. This has now been reduced and is at present, up to date. The unit can now focus on being more proactive in the management of SRO's. The likelihood has been reduced from a 5 to a 3, the economic element reduced from a 2 to a 1 and the legislative element reduced from a 3 to a 2. This has not affected the overall score.</p>	Supt Jon Chapman	ACC Steve Devine	18/02/2010
HC98	Failure to implement mobile data (delays in implementation) (March 09)	3	2	2 12	Treatment - Treat	<p><b>Sept 09</b> - Most development activity completed. Live environment up and running. Some smaller scale development work and snagging still being undertaken. Likelihood is reduced from a 4 to a 3.</p> <p><b>Dec 09</b> - HCL and Herts Police have reached agreement on a support contract. This should deal with the most outstanding issues. David Partridge and team are now ready to roll out the next batch of applications and this will be complete mid Jan 2010 to a pilot group of 70. There is some additional testing underway before the remaining applications roll out. Further development to new products is on hold until more benefits are delivered. No change to score at this time.</p> <p><b>Feb 10</b> - Revised existing applications such as Stop and Account/Stop and Search, are being tested alongside new applications by 80 operational users up to 01/03/10. HCL and ICT are fixing issues raised prior to roll out and training to wider frontline users from June 10. L&amp;D are assisting in the training which will cover existing and new applications to enhance usage levels. Existing measures to track usage and benefits are being developed to capture wider benefits. The awarded £50k to fund accessories necessary to improve useability of PDA such as printers, universal in car PDA holders and 10" devices with keyboards that can be linked to PDAs known as 'Redflys'. As the existing PDAs are no longer being manufactured, new potential replacements are being tested. HCL and ICT are also working on general device performance, connectivity and reviewing applications to maximise speed of functionality and ease of usage. No change to score.</p>	T/C/Supt Jeff Taylor, HARP	DCC Parr	23/02/2010
HC93	Failure to achieve 80% compliance with the Community Security Policy	3	2	2 12	Treatment - Treat	<p><b>March 10</b> - The Constabulary must reach the 80% compliance target by March 2010. Failure to achieve the baseline security standards may lead to expulsion from the CJX community, exclusion from PND takeup, and/or referral to the regulatory authority. Actions now progressing well with funding allocated through MOPI board. Projected level of over 80% by 31st March 2010 with the IFSO now working with an external CLAS consultant to prepare and agree mandatory risk documents (RMADS) as part of our submission. The risk score has been reviewed and the following elements of the impact score have reduced: Economic from a 2 to a 1, Social from a 3 to a 2 and technological from a 4 to a 3. This has not affected the overall risk score.</p>	CI Dean Patient, Professional Standards	ACC Steve Devine	25/02/2010



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HC15	Disruption to service delivery as a result of industrial action by internal staff and/or external suppliers.	3	2	6	Treatment - regular staff liaison and inclusion of staff associations at decision making forums.	<p><b>02/12/08</b> - 3 year plan agreements have been made for police officers and police staff. There is currently national consultation and debate around aspects of the police staff handbook. There is indication in some forces of a confrontational approach being adopted by unions. The score of this risk has been reviewed and the likelihood has been increased from a 2 to a 3 and the Impact has been changed as follows: Political - reduced from a 5 to a 4, Social - reduced from a 5 to a 4. This has increased the overall risk score to a VH.</p> <p><b>March 09</b> - Work on a revised interpretation of Terms and Conditions continues to proceed independently of UNISON agreement. The score has been reviewed and remains the same.</p> <p><b>June 09</b> - The new risk owner for this risk is Supt Rob Henry. This risk has been reviewed and there is no change this quarter.</p> <p><b>Sept 09</b> - This risk has been reviewed and there is no change. Relationship with Unison still productive and are included in all major staff decisions.</p> <p><b>Dec 09</b> - No change. Risk score has been reviewed but remains the same.</p> <p><b>Feb 10</b> - Now business as usual. All elements of the impact have reduced, reducing the overall impact from a 4 to a 3, also the activity score has been reduced from a 2 to a 1, making the overall risk total 6, reducing the risk from a Very High risk to a Medium.</p>	Supt Rob Henry, Contact Management	T/ACC Chris Miller	18/02/2010
HC38	Failure to meet service delivery targets with regard to contact with the public.	3	2	6	Treatment - Business as usual.	<p><b>Nov 08</b> - The FCR Review is taking place, to better match resources with demand. Agreed with the Chief Officers and in the process of being implemented (Efficiencies - 4 year plan). The risk score has been reviewed and the Impact elements changed are as follows: Economic - from a 3 to a 2, Technological from a 4 to a 1, this reduces the overall score from a High to a Medium.</p> <p><b>March 09</b> - The overall review plan is being actively managed and has significant progress in both personnel and technological workstreams.</p> <p><b>June 09</b> - No change this quarter.</p> <p><b>Sept 09</b> - Major change to the call-handling function, closure of switchboard and implementation of new software has now been completed. Function now stabilised after 3 weeks. No impact on 999 performance, minimal impact on 0856 performance.</p> <p><b>Dec 09</b> - Better understanding of demand, making use of technology to change use of working practices to maintain high standard of service. The score has been reviewed and remains the same.</p> <p><b>Feb 10</b> - Business as usual. The activity risk score has been reduced from a 2 to a 1.</p>	Supt. Rob Henry, Head of Contact Management	T/ACC Chris Miller	18/02/2010
HC03	Failure to comply with Discrimination Legislation and Required Standards e.g. RRAA, DDA, Sex Discrimination Act, Age Discrimination Act etc.	2	3	6	Treatment - Management through the Diversity Board/Diversity Unit.	<p><b>June 09</b> - The description of this risk has been reviewed and amended taking account of the current controls in place, in terms of corporate policies and practices and incidents to date of such issues occurring. The launch of the national Equality Standard is due to be rolled out in October 09 to all Forces to 'go live' in April 2010. The Equality Bill, currently going through the legislative process, is due for implementation in April 2011. Likelihood reduced from a 3 to a 2. Impact - Political reduced from a 4 to a 3, Organisational reduced from a 4 to a 3. This changes the overall risk score from a High to a Medium risk.</p> <p><b>Sept 09</b> - No change since last assessment.</p> <p><b>Dec 09</b> - No change as this time.</p> <p><b>Feb 10</b> - baseline assessment for Equality Standard being constructed currently, and the ACPO EDHR strategy action plan remains unpublished to date. No other issues for consideration</p>	C/Insp. Roger Barrett - Citizen Focus	T/ACC Chris Miller	23/02/2010
HC02	Inability to deal effectively with critical incidents.	2	2	4	Treatment - Critical incident policy published in Patrol Handbook. Hydra/Minerva Suite established & actively used for training purposes.	<p><b>05/06/08</b> - Specific training has been delivered to Contact Management staff using the Hydra Minerva Suite. The score for this risk has been reviewed but remains the same.</p> <p><b>01/09/08</b> - The 'treatment' has been updated, however, there are no further updates for the activities and the score remains the same.</p> <p><b>02/12/08</b> - No further change at this time. The score has been reviewed and the Environmental element of the Impact has been reduced from a 5 to a 2. This does not change the overall score for this risk.</p> <p><b>March 09</b> - Awareness and monitoring of OSCAR skills and practices continues to provide a major control against this risk. The score has been reviewed and the likelihood has reduced from a 3 to a 2 and has reduced the overall risk score from a Very High to a High.</p> <p><b>June 09</b> - The new risk owner for this risk is Supt Rob Henry. This risk has been reviewed and there is no change this quarter.</p> <p><b>Sept 09</b> - This risk has been reviewed and there is no change. National and force-wide critical incident training being delivered, which will be an ongoing control measure.</p> <p><b>Dec 09</b> - No change. Risk score has been reviewed but remains the same.</p> <p><b>Feb 10</b> - Business as usual. All elements of the impact score have reduced, reducing the overall impact from a 4 to a 2, the activity score has reduced from a 2 to a 3 giving this risk a total of 4, overall score reduced from a High risk to a Low.</p>	Supt Rob Henry, Contact Management	T/ACC Chris Miller	18/02/2010
HC81	Failure to further develop and implement sustainability (environmental/green) strategies.	1	2	4	Treatment - Treat	<p><b>Dec 09</b> - Audit required for the OURE Assessment next year on the use of natural resources. Carbon Reduction Council (CRC) mid Dec. Have to pay £100k in order to get back if Carbon Footprint is reduced. Hoping the Police Authority and Chief Constable will sign off the Nottingham Declaration. The score has been reviewed but remains unchanged.</p> <p><b>Feb 10</b> - The PURE assessment is underway. The Force and PA has agreed the Environmental Sustainability Strategy (SMB Dec 09). This risk can now be considered for removal as it is managed under the PAV Programme Board chaired by James Hurley, and also discussed at SMB. This is now day to day business.</p>	Ian Potter, Estates & Facilities	DoR James Hurley	17/02/2010