

Risk Register							
Risk	Prob	Imp	Risk type	Impact descriptor	Mitigation	Contingency	Comm
Restructuring changes to achieve the 2015 programme substantially disrupt force performance	3	4	O, F	Poor management and implementation of the 2015 proposals could lead to poorer staff morale and significant operational impact across nearly all aspects of policing.	The 2015 programme will deliver savings of £36 million over the next four years. This programme requires significant changes to working practices as well as other efficiencies and resource reductions. The programme covers all aspects of Hertfordshire policing and this has significant implications for the full range of service delivery. The initial proposals from the Constabulary are now being scrutinised. The proposals will be managed by the Deputy Chief Constable. Arrangements for effective internal and external communications and consultations are being put in place. Proposals will also be externally scrutinised by HMIC and by the Audit Commission as part of their refined VFM assurance for this year's external audit.	Work continues on collaboration projects with Bedfordshire to drive greater efficiencies in key business areas. A forward programme of candidate projects is agreed and the Authority will continue to drive the scope of this. At the time of writing the Authority is awaiting the decision of Cambridgeshire Police Authority to enter a Strategic Collaboration Alliance with Hertfordshire and Bedfordshire. This agreement would allow the scope and scale of the collaboration to be significantly increased with greater consequential savings.	Scrut, HR
Financial gap of up to £40 million over the next 4 years will adversely affect force performance	4	4	F,O	Significantly reduced resources will need to translate into officer and staff losses. Whilst some limited efficiencies are still available to achieved the scale of the projected shortfall is likely to have a major impact on staffing numbers. This impact is very likely to adversely affect force performance.	The Authority has continued to lobby for the removal of the "floors and ceilings" mechanism that currently deprives the Authority of £4.1m per annum. The certainty of reduced Government funding is now greatly increased. £2m of funds has been withdrawn from the 2010-11 allocation, unallocated Performance Reward Grant has also been withdrawn. The expectation is that the funding gap will be at the upper end of expectations. The Government has confirmed that it will honour the final year of the police officer pay agreement that will add up to £4m of spending pressure. The CSR will report on 20 October. It is unlikely that the precise implications for the police will be known until nearer the end of the year. The Constabulary have increased their estimate of the likely budget gap in line with the consensus of other forces in the region.	Work continues on collaboration projects with Bedfordshire to drive greater efficiencies in key business areas. A forward programme of candidate projects is agreed and the Authority will continue to drive the scope of this. The Authority and the Chief Constable continue to seek additional collaboration projects across the Eastern Region and beyond. In addition, a number of arrangements with local partners within the county are being discussed particularly focused around the use of shared premises.	Res, Full
Limited return of funds from Heritable Bank investment	5	3	O,F,R	It is now expected that we shall receive the majority of invested funds although this will not happen for at least another 12 months.	It has now been confirmed to a high level of certainty that 84% of funds will be repaid in stages concluding by September 2012. this will amount to a £400,000 loss for the Authority.	There is a little further that can be done regarding this loss and it can now be planned into future financial forecasts. The Authority will keep the repayments schedule under review.	
Loss of Government funding for PCSOs	2 (3)	4	O, F	PCSOs currently cost almost £8m with the Authority making a contribution of £950,000. The future of this funding is in severe doubt as the new Government's position on PCSOs has not been made clear. Government funding is currently ring fenced and Hertfordshire is a larger than average beneficiary. Much Government funding is linked to matching funds from partners currently worth £1.8m	Home Office sources have indicated that the Neighbourhood Policing grant may remain ring-fenced as part of the formula grant. This is yet to be confirmed but if correct, it would provide protection to the government element of funding for PCSOs. Partner funding that currently provides £1.8m is also at some risk. Partners are all being reminded of the benefits of PCSOs through a briefing note.		Res Res, Scrut
Continuing volatility in financial markets affecting other investments (Hertford/Ware & WGC sale)	4	4	F,O	The interest rate returns on our investments are at an all time low. Property prices have also suffered a steep decline that has affected the sale value of properties that HPA intended to sell. Concerns remain about security of financial institutions and the security of funds invested in them.	The Authority has adopted a more cautious investment strategy allowing a larger amount of funds to be invested in more secure funds than was previously the case.	A revised application for the Hertford and Ware police station site is being submitted to the December meeting of the East Herts Council planning committee. I slight amendment is being made to the applications to improve its acceptability. This will be considered by the committee on 165th December.	Res
Uncertainty created by the Government's intention to replace Police Authorities with Policing and Crime Commissioners	3	3	F,O,R	The Authority is required to remain fully operational up until the date when its powers are transferred, largely to the newly elected Policing and crime Commissioner. It remains important for the Authority to ensure that its essential duties are properly maintained to ensure that an effective transfer of powers can take place in May 2012, the current proposed date.	The Authority has agreed that it will largely operate a "business as usual" policy for the remainder of it time in existence. However, there will ne opportunities for reductions in areas such as profile raising and some other functions. The Authority has agreed to seek a reduction in its final year budget of 10%, almost twice the average being sought from by the constabulary for next year. A terminal business plan will be produced as soon as more detail has been received from Government on the finer points of the expected transition.		Res
Risk Types F = Financial O =Operational R = Reputational				Risk score probability 5 - Almost certainty 3 - In balance 1 - Very unlikely	Risk score impact 5 - Very high impact with significant implications across a wide range of issues 1 - Very low impact contained to a single business area with limited financial, financial or reputational damage		Full
REMOVED RISKS							