

**SCOTTISH POLICE  
AUTHORITY**

<b>Meeting</b>	<b>Audit and Risk Committee</b>
<b>Date and Time</b>	<b>23 October 2014 1315hrs</b>
<b>Location</b>	<b>Royal Scots Club, 29-31 Abercrombie Place, Edinburgh</b>
<b>Title of Paper</b>	<b>Police Scotland Corporate Risk Register</b>
<b>Item Number</b>	<b>16.2</b>
<b>Presented By</b>	<b>Superintendent Alan Waddell</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached:</b>	<b>YES Appendix 1: Corporate Risk Register Public</b>

**PURPOSE**

To invite the Audit and Risk Committee to note the contents of the Corporate Risk Register (Public).

*This paper is presented in line with the Scottish Police Authority/Police Scotland Scheme of Administration, section 12, and is submitted for Consultation*

**BACKGROUND**

- 1.1 Risk is reported to the Audit and Risk Committee on a quarterly basis.
- 1.2 In accordance with Schedule 1, Section 11 of the Police and Fire Reform (Scotland) Act 2012, risks have been excluded from Appendix A if public knowledge of weaknesses identified could be detrimental to the operation of the organisation.

**CORPORATE RISK REGISTER**

- 2.1 The table below details each risk within the public version of the Corporate Risk Register along with its current position. In summary, 2 remain static, 2 have achieved their target score, 2 risks have increased (**SRR 018-019**) and 1 risk has reduced (**SRR 039**). Four new risks (**SRR 050-052 and SRR 054**) have been added since the last review.

Table 1 – Corporate Risk Register - Extract of Changes

<b>Risk ID and Title</b>	<b>Change</b>
SRR-013 <b>Risk Title:</b> Ineffective Management of Data	Current risk rating 15 (High) - Static  There has been no change to the risk rating. The risk is currently under review

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<p>There is a risk that reliable information and intelligence is not available when required for policing purposes, and that it is not appropriately secured against misuse.</p>	<p>alongside SRR 046 - Potential for information assets to be comprised due to outdated technology sets and ICT. The review is specifically looking to ensure that these risks are complementary rather than overlapping.</p>
<p>SRR-018</p> <p><b>Risk Title:</b> Resource Management Planning</p> <p>There is a risk that resource management planning will be adversely impacted whilst changes are made to the resource management structure and processes following Police Reform.</p>	<p><b>Current risk rating 12 (High) – Increased from 9 (Medium).</b></p> <p><b>Risk Owner Assessment:</b> The probability score for this risk has increased in the last quarter. This is due to implementing new structures within the organisation. The score was discussed at the Corporate Governance Board on 30 September 2014 where it was agreed to increase the probability score as this more accurately reflected the current situation with regards to resource management.</p> <p>A People and Development Programme Board has been established to review and drive forward this work. These meetings take place every 4 weeks. A full review of the projects within this area is being considered to identify priorities.</p>
<p>SRR-019</p> <p><b>Risk Title:</b> Staff/Officer morale in time of change</p> <p>There is a risk that as a result of the significant transformation programme being undertaken, Staff/Officer morale may fall.</p>	<p><b>Current risk rating 16 (High) – Increased from 9 (Medium).</b></p> <p><b>Risk Owner Assessment:</b> Current score has increased due to feedback received from UNISON and ASPS. We have reviewed the ongoing controls in light of this increased score and have found them to be adequate but they will not make an immediate impact on reducing the score. It is important to note that there are other factors contributing to this increase which are outwith the control of Police Scotland i.e. Police Officer Pensions.</p> <p>Further work is ongoing through the Engagement Strategy and Staff Survey to identify trigger points that affect whether morale is stabilising, increasing or reducing.</p> <p>On this basis, we expect the risk score to</p>

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	<p>remain static within the forthcoming quarter.</p>
<p>SRR-039</p> <p><b>Risk Title:</b> Financial Savings 2014-2015</p> <p>There is risk that Police Scotland fails to identify and deliver sufficient savings within the financial year 2014 -15 to enable it to meet the financial requirements of the Scottish Government and deliver the service.</p>	<p><b>Current risk rating 10 (Medium) - Reduced</b></p> <p><b>Risk Owner Assessment:</b> This risk has been split into two risks to reflect the two financial years it covers (See SRR-049).</p> <p>The probability score for this risk has been reduced from 5 to 2. This now gives a risk score of 10. This is due to the amount of savings already achieved and the confidence in achieving the remaining savings by year end.</p> <p>The target score has also been reduced to 1 from 2 as it was assessed that anything other than a balanced budget was not tolerable.</p> <p>Work continues in identifying further savings and as a result of this it is anticipated that this risk will reduce again in the next quarter, providing funds outlined in SRR-050 are delivered.</p>
<p>SRR-041</p> <p><b>Risk Title:</b> Loss of Executive level members of staff and their experience and job knowledge</p> <p>There is a risk that Police Scotland may not have the ability to effectively lead and manage the organisation, should experienced staff at executive and senior management level leave the organisation as a result of reorganisation.</p>	<p><b>Current risk rating 9 (Medium) - Target</b></p> <p>This risk is at its target score of 9 (Medium). It will remain open until the tier two roles are in place.</p> <p><b>Risk Owner Assessment:</b> At target score reflecting the positive impact of control measures and that all of the executive level roles are now filled. The majority of tier 2 posts are also filled however the risk will remain open until this is completed.</p>
<p>SRR-045</p> <p><b>Risk Title:</b> SCOPE</p> <p>There is a risk that Police Scotland will not be able to effectively and efficiently manage resources in the medium term, should it not have a single instance of SCOPE in place by August 2014.</p>	<p><b>Current Risk Rating 6 (Low) - Target</b></p> <p><b>Risk Owner Assessment:</b> The single iteration of the SCOPE system has been implemented and therefore this is no longer a risk to the organisation.</p> <p>This risk has been reduced to the target score 6 (Low) due to the implementation</p>

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	<p>of the single iteration of the system. Since the delivery of this project a further risk has been identified which is detailed at the end of this report.</p>
<p>SRR-049</p> <p><b>Risk Title:</b> Financial Savings 2015-2016</p> <p>There is risk that Police Scotland fails to identify and deliver sufficient savings within the financial year 2015-16 to enable it to meet the financial requirements of the Scottish Government and deliver the service.</p>	<p>Current risk rating 20 (Very High) - Static</p> <p><b>Risk Owner Assessment:</b> Risk SRR-039 has been split into two risks to reflect the two financial years it covers. This risk relates to 2015-16.</p> <p>The target score has been reduced to 1 from 2 as it was assessed that anything other than a balanced budget was not tolerable.</p> <p>Work to identify further savings is being progressed and the savings for 2014 -15 will follow through to 2015 -16 therefore reducing the level of savings to be found. However due to the level of savings required it is anticipated that the current risk rating for this risk will remain static during the next quarter.</p>

2.2 Four new risks have been added and were approved at the Corporate Governance Board on 30 September 2014. These are detailed within the table below.

Table 2 – New Risks

<p>SRR-050</p> <p><b>Risk Title:</b> POCA Funding</p> <p>There is a risk that the funding for 3rd party initiatives required from POCA for 2014-15 is not achieved.</p>	<p>New Risk – Current risk rating 16 (High)</p> <p><b>Risk Owner Assessment:</b> The current risk score will remain static until feedback is received from the Scottish Government regarding the level of POCA funding that will be made available.</p>
<p>SRR-051</p> <p><b>Risk Title:</b> Public Space CCTV</p> <p>There is a risk that public space CCTV may become unfit for purpose or fail because of an ageing infrastructure, unconfirmed funding streams and disparate management mechanisms.</p>	<p>New Risk – Current risk rating 16 (High)</p> <p><b>Risk Owner Assessment:</b> The current risk rating is not expected to change until the meetings as listed in the ongoing controls have been held and next steps agreed.</p>

<p>SRR-052</p> <p><b>Risk Title:</b> Resource Management – Legacy Commonwealth Games</p> <p>There is a risk that the abstractions needed to allow Officers to take time accrued during the Commonwealth Games off are not effectively or efficiently managed.</p>	<p>New Risk – Current risk rating 12 (High)</p> <p><b>Risk Owner Assessment:</b> The impact and probability of this risk is still to be fully understood and work is currently ongoing in that respect. It is therefore difficult to assess until after the consultation has been completed. A report is being compiled on the implications of abstractions for Senior Leadership Board. Following analysis, there has been a significant reduction in rest days since the Commonwealth Games which has reduced the probability of this risk occurring. It is anticipated that this will reduce further in the next quarter.</p>
<p>SRR-054</p> <p><b>Risk Title:</b> Failing to maintain an adequate Si SCOPE to support operational service delivery</p> <p>There is a risk as SCOPE supports operational policing and any reduction/failure in SCOPE will have a direct impact on operational policing.</p>	<p>New Risk – Current risk rating 15 (High)</p> <p><b>Risk Owner Assessment:</b></p> <p>Risk Owner Assessment: Following the introduction of the Si SCOPE (on 28 August – previous Corporate Risk 045), this risk has been raised for the following main reasons.</p> <ol style="list-style-type: none"><li>1. the critical role SCOPE plays in the overall management of operational resources,</li><li>2. the need to ensure SCOPE improvements are made to maintain the facilities in the legacy systems,</li><li>3. improve the functionality to support operational policing, and</li><li>4. deliver the Corporate Strategy</li></ol>

### FINANCIAL IMPLICATIONS

- 3.1 The consequences of some, or all, of the corporate risks may result in financial implications for Police Scotland. Risk reports are in place to reduce the likelihood of the risk occurring and mitigating actions in place to reduce the impact.

### PERSONNEL IMPLICATIONS

- 4.1 The consequences of some, or all, of the corporate risks may result in personnel implications for Police Scotland. Risk reports are in place to

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reduce the likelihood of the risk occurring and mitigating actions in place to reduce the impact.

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## **LEGAL IMPLICATIONS**

5.1 The consequences of some, or all, of the corporate risks may result in legal implications for Police Scotland. Risk reports are in place to reduce the likelihood of the risk occurring and mitigating actions in place to reduce the impact.

## **REPUTATIONAL IMPLICATIONS**

6.1 The consequences of some, or all, of the corporate risks may result in reputational damage to Police Scotland. Risk reports are in place to reduce the likelihood of the risk occurring and mitigating actions in place to reduce the impact.

## **SOCIAL IMPLICATIONS**

7.1 The consequences of some, or all, of the corporate risks may result in social implications for Police Scotland. Risk reports are in place to reduce the likelihood of the risk occurring and mitigating actions in place to reduce the impact.

## **EQUALITIES IMPLICATIONS**

8.1 There are no equalities implications as a result of this report.

## **RECOMMENDATIONS**

Members are requested to:

1. Note Police Scotland's Corporate Risk Register (Public).

Police Scotland Corporate Risk Register Quarter 2 (7 October 2014)

Risk ID	Reported to SPA Board/ Committee	Description of Risk	Untreated Probability	Untreated Impact	Untreated Risk Rating	Control Measures	Current Probability	Current Impact	Current Risk Rating	Risk Score Trend	Risk Owner	External Meetings
SRR-013 Date identified 20/01/2013	SPA ARC SPA Board	<b>Risk Title: Ineffective Management of Data</b>  There is a risk that reliable information and intelligence is not available when required for policing purposes, and that it is not appropriately secured against misuse.  <b>Potential Impact:</b> Compromised service delivery Loss or misuse of data Financial penalties	5	4	20 VERY HIGH	<b>Complete:</b> 1. Information management procedures published on Guidance site. 2. Provision of information management training, including information security. 3. Communication of information security warnings at login and on intranet. 4. Composite plan to achieve accreditation requirements for national networks.  <b>Ongoing:</b> 1. Implementation of an integrated staff structure to enable more effective information management service. (31.12.2014) 2. Revision and simplification of information management procedures. (31.03.2015) 3. Accreditation of ICT business domain community network and PSN network. (31.03.2015)  <b>Risk Owner Assessment:</b> There has been no change to the rating of this risk. The risk is currently under review alongside SRR 046 - Potential for information assets to be compromised due to outdated technology sets and ICT. The review is specifically looking to ensure that these risks are complementary rather than overlapping.	5	3	15 HIGH  Previous Score: 15 HIGH  Target Score: 9 MEDIUM	STATIC ←→	DCC Designate	Public
SRR-018 Date identified 28/01/2013	HR and Remuneration Committee SPA ARC SPA Board	<b>Risk Title: Resource Management Planning</b>  There is a risk that resource management planning will be adversely impacted whilst changes are made to the resource management structure and processes following Police Reform.  <b>Potential Impact:</b> Lack of experience/skills to maintain resource management within the service thereby impacting on service delivery.	5	5	25 VERY HIGH	<b>Complete:</b> 1. Resource Management Unit established for Police Scotland. 2. Re-introduction of corporate promotion processes. 3. Systems, Data and IM Team established to drive improvements, including the single iteration of SCOPE.  <b>Ongoing:</b> 1. Resource management team examining every post to determine exact distribution. 2. Careful management of VR/ER process to retain key staff. 3. Improve the quality of HR data and data management to inform decision making and ensure the accuracy/consistency of SCOPE (12.2014) 4. Review of BCPs to ensure service can still be delivered when staffing numbers/skills have been reduced. (09.2014) 5. Use of regular appraisal and development meetings (e.g. PDR) to manage skills development. 6. Establish linkage between Resource Management and Learning and Development. (09.2014) 7. Communication strategy (from HR) to inform the Service of new structures and HR actions to deliver them. (09.2014)  <b>Risk Owner Assessment:</b> The probability score for this risk has increased in the last quarter. This is due to implementing new structures within the organisation. The score was discussed at the Corporate Governance Board on 30 September 2014 where it was agreed to increase the probability score as this more accurately reflected the current situation with regards to resource management.  A People and Development Programme has been established to review and drive forward this work. These meetings take place every 4 weeks. A full review of the projects within this area is being considered to identify priorities.	4	3	12 HIGH  Previous Score: 9 MEDIUM  Target Score: 6 MEDIUM	INCREASED ↑	Director of People & Development	Public
SRR-019 Date identified 28/01/2013	HR and Remuneration Committee SPA ARC SPA Board	<b>Risk Title: Staff/Officer morale in time of change</b>  There is a risk that as a result of the significant transformation programme being undertaken, Staff/Officer morale may fall.  <b>Potential Impact:</b> Service delivery and operations could be compromised Confidence could be affected if service is compromised.	5	5	25 VERY HIGH	<b>Complete:</b> 1. Seminars held to advise HR Managers/Officers/Staff of plans for implementation. 2. Police Scotland SOP on Attendance Management in place to ensure consistency of approach throughout Police Scotland area. 3. National Voluntary Redundancy Panel to expedite volunteer releases to enable substantive structures implemented.  <b>Ongoing:</b> 1. Close liaison with all staff associations. (Ongoing - quarterly meeting with Chief Constable and fortnightly meetings locally) 2. Engagement with senior managers (Officers & Staff). (Ongoing) 3. Regular review of performance monitoring at all levels of the organisation and externally (Scottish Government, etc). (Ongoing weekly, monthly and quarterly reviews by Executive) 4. Regular review of absence and use of recognised procedures to facilitate return to work. (Reported monthly with revised SOP since March 2014. Review scheduled for October 2014 until March 2015) 5. Engagement strategy being formulated which will ensure co-ordination of all forms of engagement activity and communication. (December 2014) 6. Use of VR/ER to allow staff to leave on suitable terms. (Ongoing until March 2015, policy for 2015/16 being developed) 7. Resource Management Group monitoring deployment to ensure it meets the needs of the evolving organisational model (Ongoing monthly monitoring) 8. Ongoing plans to better engage staff through continuous improvement activity plus development of a staff survey to inform the organisation as to staff views on key issues. (30/04/15)  <b>Risk Owner Assessment:</b> Current score has increased due to feedback received from UNISON and ASPs. We have reviewed the ongoing controls in light of this increased score and have found them to be adequate but they will not make an immediate impact on reducing the score. It is important to note that there are other factors contributing to this increase which are outwith the control of Police Scotland i.e. Police Officer Pensions.  Further work is ongoing through the Engagement Strategy and Staff Survey to identify trigger points that affect whether morale is stabilising, increasing or reducing.	4	4	16 HIGH  Previous Score: 9 MEDIUM  Target Score: 6 MEDIUM (31/08/15)	INCREASED ↑	Director of People & Development	Public
SRR-039 Date identified 12/12/2013	Finance and Investment Committee SPA ARC SPA Board	<b>Risk Title: Financial Savings 2014-2015</b>  There is risk that Police Scotland fails to identify and deliver sufficient savings within the financial year 2014 -15 to enable it to meet the financial requirements of the Scottish Government and deliver the service.  <b>Potential Impact:</b>  Service delivery and operations may be adversely affected due to the need to carry out emergency cost cutting. If service delivery is impacted reputation and public confidence could be adversely affected. Possible financial overspend	5	5	25 VERY HIGH	<b>Complete:</b> 1. Savings have been identified and a revised budget has been approved. 2. The ER/VR scheme is in place and being actively used. 3. Development of options presented at the Executive Away Day.  <b>Ongoing:</b> 1. Ongoing management of the revised budget to ensure savings are achieved. (31/03/15) 2. Robust vacancy management processes in place and being applied.(31/03/15) 3. A workshop was held on 14 July 2014 with the Executive to identify further savings for the current financial year and future financial years. Further savings have been identified. These savings need to be assessed in terms of delivery. (Assessment end of August 2015) 4. Develop a detailed capital programme recognising the need to focus on delivering efficiency / cashable savings. (31/03/15). 5. A Corporate Finance and Investment Board has been convened. The remit of this Board will be to oversee, review and approve both revenue and capital finances. It will also consider, approve and prioritise spending proposals. The first board meeting was held on 29 August 2014. (31/03/15)  <b>Risk Owner Assessment:</b> This risk has been split into two risks to reflect the two financial years it covers (See SRR-049). The current probability rating has been reduced from 4 to 2 on the basis that a considerable amount of savings have already been realised and confidence in balancing the budget is high. If however funding outlined in SRR-050 (POCA) is not forthcoming then the probability rating will be increased. The target score has been reduced to 1 from 2 as it was assessed that anything other than a balanced budget was not tolerable. Work to identify further savings is being progressed and as a result of this it is anticipated that this risk will be reduced in the next quarter.	2	5	10 MEDIUM  Previous Score: 20 VERY HIGH  Target Score: 1 LOW (31/03/15)	REDUCED ↓	Director of Financial Services	Public



Police Scotland Corporate Risk Register Quarter 2 (7 October 2014)

Risk ID	Reported to SPA Board/ Committee	Description of Risk	Untreated Probability	Untreated Impact	Untreated Risk Rating	Control Measures	Current Probability	Current Impact	Current Risk Rating	Risk Score Trend	Risk Owner	External Meetings
SRR-041 Date identified 13/12/2013	HR and Remuneration Committee SPA ARC SPA Board	<b>Risk Title: Loss of Executive level members of staff and their experience and job knowledge</b>  There is a risk that Police Scotland may not have the ability to effectively lead and manage the organisation, should experienced staff at executive and senior management level leave the organisation as a result of reorganisation.  <b>Potential Impact:</b> Ability of the Service to deliver the strategic objectives of reform, as well as the core mission of keeping people safe.	5	4	20 VERY HIGH	<b>Complete:</b> 1. Executive Structures now in place across Police Scotland. 2. Existing governance structure and arrangements within Police Scotland (Change Board, Finance and Investment Board, People Board, Senior Leadership Board, Star Chamber etc) continue to provide leadership direction.  <b>Ongoing:</b> 1. Tier 2 structures evaluated and approved. Tier 2 roles advertised and to be filled. (30/11/14)  <b>Risk Owner Assessment:</b> At target score reflecting the positive impact of control measures and that all of the executive level roles are now filled. The majority of tier 2 posts are also filled however the risk will remain open until this is completed.	3	3	9 MEDIUM (At target will be proposed closed when tier 2 roles in place)  Previous Score: 16 HIGH  Target Score: 9 MEDIUM	REDUCED  ↓	DCC Designate  Director of HR	Public
SRR-045 Date identified 19/08/2013	HR and Remuneration Committee SPA ARC SPA Board	<b>Risk Title: SCoPE</b>  There is a risk that Police Scotland will not be able to effectively and efficiently manage resources in the medium term, should it not have a single instance of SCoPE in place by August 2014.  <b>Potential Impact:</b> Inefficient service delivery.	4	5	20 VERY HIGH	<b>Complete:</b> 1. Raised as a corporate risk to determine business priorities. 2. ICT project managers reviewed resource availability and capability. 3. Projects reviewed testing resource availability. 4. Options to provide further physical test environment assessed and new environment progressed.  <b>Ongoing:</b> 1. A Police Scotland project team and board has been formed which will manage the delivery of the project. There are agreed terms of reference and the project is being managed using Police Scotland's project management processes. (31/08/14) This includes: • Weekly meetings between Project Team, Single SCoPE project manager, DS&MI lead & HR representative to monitor actions required in implementing single SCoPE and addressing business process management in the interim. • Attendance at fortnightly meetings between HR leads, national reform team and DS&MI team to co-ordinate additional HR and business actions • Weekly Monday morning Multi Stream tele conference call between 3CIR, SCoPE, SI, SCoPE Project Team, CG14 and ICT. Submission of templates to review potential resource clashes on Friday so that clashes can be identified and discussed on Monday morning. 2. Ongoing negotiations between projects to share key resources. (31/08/14)  <b>Risk Owner Assessment:</b> The single iteration of the SCoPE system has been implemented and therefore this is no longer a risk to the organisation.  It is therefore proposed to reduce this risk to the target score 6 (Low) and move forward to closing the risk.	2	3	6 LOW  Previous Score: 9 MEDIUM  Target Score: 6 LOW (31/08/14)	REDUCED  ↓	National HR and DM Programme Board	Public
SRR-049 Date identified 12/12/2013	Finance and Investment Committee SPA ARC SPA Board	<b>Risk Title: Financial Savings 2015-2016</b>  There is risk that Police Scotland fails to identify and deliver sufficient savings within the financial year 2015-16 to enable it to meet the financial requirements of the Scottish Government and deliver the service.  <b>Potential Impact:</b> Service delivery and operations may be adversely affected due to the need to carry out emergency cost cutting. If service delivery is impacted reputation and public confidence could be adversely affected. Possible financial overspend.	5	5	25 VERY HIGH	<b>Complete:</b> N/A  <b>Ongoing:</b> 1. Ongoing discussions with the Scottish Government to assess the budget for 2015-16 which will include additional reform resources. A Business Case is being developed to identify the optimum use of the reform the reform resources which will be submitted to the Scottish Government. (30/11/14) 2. A workshop was held on 14 July 2014 with the Executive to identify further savings for the current financial year and future financial years. Further savings have been identified. These savings need to be assessed in terms of delivery. (Assessment end of August 2014) 3. ER/VR Scheme is being prepared for consideration by the Scottish Government. (31/12/14) 4. Develop a detailed capital programme recognising the need to focus on delivering efficiency / cashable savings. (31/03/15) 5. A Corporate Finance and Investment Board has been convened. The remit of this Board will be to oversee, review and approve both revenue and capital finances. It will also consider, approve and prioritise spending proposals. The first board meeting will be held on 29 August 2014. (31/03/16)  <b>Risk Owner Assessment:</b> Risk SRR-039 has been split into two risks to reflect the two financial years it covers. This risk relates to 2015-16. The target score has been reduced to 1 from 2 as it was assessed that anything other than a balanced budget was not tolerable. Work to identify further savings is being progressed and the savings for 2014 -15 will follow through to 2015 -16 therefore reducing the level of savings to be found. However due to the level of savings required it is anticipated that the current risk rating for this risk will remain static during the next quarter.	4	5	20 VERY HIGH  NEW RISK Was previously with risk SRR-039 now split to reflect financial years  Target Score: 1 LOW (31/03/16)	STATIC  ←	Director of Financial Services	Public
SRR-050 Date identified 1/06/2014	Finance and Investment Committee SPA ARC SPA Board	<b>Risk Title: POCA Funding</b>  There is a risk that the funding for 3rd party initiatives required from POCA for 2014-15 is not achieved.  <b>Potential Impact:</b> Unplanned cost reductions will have to be introduced impacting on communities, service delivery and reputation.	4	5	20 VERY HIGH	<b>Complete</b> 1. Letter received from the Scottish Government confirming that POCA monies can be introduced into the Police Scotland Budget for 2014-15. 2. Scottish Government has set up an Improvement Group, the remit of which is to review and research the POCA recovery process.  <b>Ongoing:</b> 1. Ongoing monitoring of the POCA process. (31/03/15) 2. Finance and Investment Committee will oversee the projects identified for funding. (31/03/15) 3. Finance and Investment Committee will monitor the overall position with POCA monies. (31/03/15) 4. A letter is being sent to the Scottish Government to define the initiatives funding is required for.  <b>Risk Owner Assessment:</b> The current risk score will remain static until feedback is received from the Scottish Government regarding the level of POCA funding that will be made available. This has not yet been received (7 October 2014).	4	4	16 HIGH  NEW RISK  Target Score: 1 LOW (31/03/15)	NEW RISK	Director of Financial Services	Public
SRR-051 Date identified 30/06/2014	SPA ARC SPA Board	<b>Risk Title: Public Space CCTV</b>  There is a risk that public space CCTV may become unfit for purpose or fail because of an ageing infrastructure, unconfirmed funding streams and disparate management mechanisms.  <b>Potential Impact:</b> Service Delivery and Operations - Ability to efficiently and effectively investigate record and report crime across the service and partners. Lost opportunity to increase efficiency by updating infrastructure. Finance - Cost of maintaining ageing system and potential increased cost in resource if CCTV fails. Lost opportunity to make savings through increased efficiency. Confidence and Reputation - Disparate level of service and perception that safety is compromised.	5	5	25 VERY HIGH	<b>Complete:</b> 1. Strategic Review completed (including recommendations) and we now understand the pan Scotland situation report has been presented to the SLB and recognised as a risk. 2. Report has been presented to the Scottish Government and discussions now taking place with senior Scottish Government officials and other Justice sector partners. 3. Maintenance programmes / BAU processes are in place across the country. 4. Substantial capital investment and renewal programmes have taken place in Glasgow and Renfrewshire. Both operators now have completely new systems with a fifteen year lifespan.  <b>Ongoing:</b> 1. Discussions to take place with SOLACE and CoSLA. (September 2014) 2. Detailed review of back office processes and functions to currently taking place. (October 2014) 3. National Digital Image Steering Group to be reconvened. (October 2014) 4. Discussions taking place internally regarding future Police Scotland funding contributions to operators. (October 2014) 5. Ongoing interface with Divisions, Local Authorities and operators to identify early where critical failures are likely to occur. (Ongoing)  <b>Risk Owner Assessment:</b> The current risk rating is not expected to change until the meetings as listed in the ongoing controls have been held and next steps agreed.	4	4	16 HIGH  NEW RISK Target Score: 6 Low (September 2015)	NEW RISK	DCC Crime and Ops Support  ACC Ruaraidh Nicolson	Public

## Police Scotland Corporate Risk Register Quarter 2 (7 October 2014)

Risk ID	Reported to SPA Board/ Committee	Description of Risk	Untreated Probability	Untreated Impact	Untreated Risk Rating	Control Measures	Current Probability	Current Impact	Current Risk Rating	Risk Score Trend	Risk Owner	External Meetings
SRR-052 Date identified 30/07/2014	HR and Remuneration Committee SPA ARC SPA Board	<b>Risk Title: Resource Management - Legacy Commonwealth Games</b>  There is a risk that the abstractions needed to allow Officers to take time accrued during the Commonwealth Games off are not effectively or efficiently managed.  <b>Potential Impact:</b> Service delivery may be compromised. Potential reputational damage if service is compromised. Financial impact on the organisation if TOIL is to be paid. Staff morale if time cannot be taken or if resource is reduced.	5	5	25 VERY HIGH	<b>Complete:</b> 1. TOIL, RRDs and Annual Leave sits under the Governance of the Working Practices Review Board. The analysis, monitoring and treatment of risk relating to these sits with Resource Deployment. 2. Policies and processes to manage TOIL, RRDs and Annual Leave on an ongoing basis are already in place however until the impact of CWG deployment can be assessed it is not known whether these will still be sufficient. See ongoing controls.  <b>Ongoing:</b> 1. Working Practices Review Board Action - Resource Deployment to analyse the full impact of the CWG deployments and make recommendations for action, in line with Police Regulations, Working Time Regulations, Workforce Agreement, staff welfare and the operational levels required for the Force to undertake its business. (30/09/2014)  <b>Risk Owner Assessment:</b> A report is being compiled on the implications of abstractions for Senior Leadership Board. Following analysis, there has been a significant reduction in rest days since the Commonwealth Games which has reduced the probability of this risk occurring. It is anticipated that this will reduce further in the next quarter.	3	4	12 HIGH NEW RISK Target Score: 10 Medium (31/10/14)	NEW RISK	Director of People & Development	Public
SRR-054 Date identified 23/09/2014	HR and Remuneration Committee SPA ARC SPA Board	<b>Risk Title: Failing to maintain an adequate SI SCOPE to support operational service delivery</b>  There is a risk as SCOPE supports operational policing and any reduction/failure in SCOPE will have a direct impact on operational policing.  <b>Impact:</b> Potentially significant, depending on the issue	5	5	25 VERY HIGH	<b>Complete:</b> SI SCOPE project managed to delivery. HR & DM Programme Board - oversaw the SI Project Plan and directed the actions to prioritise updates to critical operational issues and thereafter implementation of actions in support of the Corporate Strategy.  <b>Ongoing:</b> HR & DM Programme Board. Meets monthly and provides strategic oversight of SCOPE (ongoing) Daily dial in – between SCOPE project team, National Management team, IT support and SCOPE developers. To address emerging and day to day problems (ongoing). Weekly management meetings – between senior IT and SCOPE managers. To manage and prioritise the issues to ensure operational policing is supported (ongoing). Attendance at HR Business Partner meetings to update on application of single national processes (ongoing). Due to competition for skilled IT staff, close liaison with IT to ensure availability of php skilled staff to support ongoing SCOPE system development P&D Structure implemented – with dedicated MI staffing to support system administration and reporting (ongoing).  <b>Risk Owner Assessment:</b> Following the introduction of the SI SCOPE (on 28 August – previous Corporate Risk 045), this risk has been raised for the following main reasons. 1. the critical role SCOPE plays in the overall management of operational resources, 2. the need to ensure SCOPE improvements are made to maintain the facilities in the legacy systems, 3. improve the functionality to support operational policing, and 4. deliver the Corporate Strategy	3	5	15 HIGH NEW RISK Target Score 6 MEDIUM (31/03/16)	NEW RISK	Director of People & Development	Public