

Meeting	SPA Board Meeting
Date and Time	24 June 2015, 11.30 – 14.30
Location	Tollcross International Swimming Centre, Glasgow
Title of Paper	Police Scotland Corporate Risk Register
Item Number	6
Presented By	Mrs Susan Mitchell, Director of Corporate Services, Police Scotland
Recommendation to Members	For Consultation
Appendix Attached:	YES Appendix 1 – Corporate Risk Register – Active Risks Appendix 2 – Corporate Risk Register – Closed/Transferred Risk

PURPOSE

To invite Members of the Scottish Police Authority (SPA) to note the contents of the Corporate Risk Register.

This paper is presented in line with the Scottish Police Authority / Police Scotland scheme of administration, section 12, and is submitted For Consultation.

1. BACKGROUND

- 1.1 As Members are aware, the essence of any strong corporate governance regime is the ability to undertake regular and systematic assessments of risks and in this regard Police Scotland has a well-established process for reviewing Corporate Risks. As has been previously agreed, the Corporate Risk Register is reported to the SPA Audit and Risk Committee and the SPA Board on a quarterly basis.
- 1.2 A comprehensive three-tiered risk management system and reporting structure has been developed within Police Scotland. This enables an enhanced level of visibility of Corporate and Portfolio risks and their respective mitigation plans by the Force Executive and Chief Constable. All Corporate Risks are now reviewed in depth, on a quarterly basis, by individual DCC Portfolio Boards, the Corporate Governance Board (next quarterly meeting being on 16 June 2015) and finally, the Senior Leadership Board, prior to submission to the SPA Audit and Risk Committee and the SPA Board (and other such committees).
- 1.3 Members will be aware that Police Scotland has aligned its internal governance arrangements relating to the review, approval and reporting of Corporate Risks, to the quarterly cycle of Audit and Risk Meetings, in order to ensure that forum receives timely and accurate updates.
- 1.4 With this SPA Board meeting falling in advance of the next Audit and Risk Committee meeting, this update paper reflects those risks which were approved for the Audit and Risk Committee Meeting held on 15th April 2015. The risk updates highlighted in Appendix 1, therefore represent updates provided to the Audit and Risk Committee on 15th April, to those which were reported to the SPA

Board on 22nd February 2015. Since the last Audit and Risk Committee meeting, much further work has been undertaken, but this has not yet been through the agreed governance process.

- 1.5 An updated and newly approved version of the Corporate Risk Register will be presented at the next meeting of the Audit and Risk Committee, with the internal Police Scotland governance processes having been fully satisfied.

2. CORPORATE RISK

- 2.1 A comprehensive Executive level review of risk is carried out every quarter to ensure that the risks detailed in the Corporate Risk Register accurately reflect those presenting the greatest challenge to the organisation as a whole. This also enables detailed discussion and challenge to ensure that appropriate plans are in place to mitigate or negate the risks.
- 2.2 The review also considers the overall risk rating applied to measure the scale and importance of the risk and reports are provided to Police Scotland Senior Leadership Board showing any variance. This paper focuses on a review conducted between January and March 2015 and the changes highlighted within this report were approved at the Senior Leadership Board on 18th March 2015.
- 2.3 A key feature of the risk review is to assess whether risks should be reported in public or private to the Audit and Risk Committee and Scottish Police Authority Board. Risks which are deemed to reflect commercial sensitivities or potential operational compromise are reported in private. The Senior Leadership Board took the view that the following two risks, previously reported in private, should now be reported in public:
- SRR-015 Conduct
 - SRR-026 Legislative Change, Criminal Justice Bill

This is in-keeping with our continued efforts to publicly report risks and be as open and transparent as possible. We note the action to review the public/private reporting of risks and that this may influence reporting practices going forward.

3. CORPORATE RISK REGISTER

- 3.1 There are 10 risks in total, of which 8 have remained static. 1 risk has been closed, having been replaced by a new risk, which better articulates the risk and 1 risk has decreased in score.

Table 1 – Corporate Risk Register – Extract of Change

- 1 risk is recommended for closure.

Risk ID and Title	Change
<p>SRR-019</p> <p>Risk Title: Staff Morale</p>	<p>Current risk rating 12 (High)</p> <p>Recommended for closure within the Corporate Risk Register. New risk (below) being raised in relation to Staff Engagement as it is deemed to better reflect the actual risk.</p>

- The new risk is as follows:

Risk ID and Title	Change
SRR-059 Risk Title: Ongoing engagement of staff/officers at a time of significant change	Current risk rating 12 (High) - NEW

- 1 risk has reduced in score:

Risk ID and Title	Change
SRR-039 Risk Title: Financial Savings 2014-2015	Current risk rating 8 (Medium) – as reported at recent SPA Board Reduced from 15 (High) Risk has reduced in score due to the Director of Finance advising that review of the current budget position highlights a greater degree of confidence that the budget will be balanced by the time that the annual accounts are reported later in the summer. This is a dynamic situation and Members will appreciate the challenge that the timing of this submission brings in relation to this risk.

- 3.2 Some amendments and additions have been made to 3 Corporate Risks which do not affect the score and these are shown in the table below:

Risk ID and Title	Change
SRR-013 Risk Title: Information Security	Change of risk title to better reflect the nature of the risk. Previously: Management of Data.
SRR-053 Risk Title: Resources – Future Change Requirements	Change of risk title to reflect change of terminology now being used. Previously: Resources-Transformational Change Requirements.
SRR-054 Risk Title: Si Scope	Additional control added to strengthen mitigation.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications associated with this paper.

5. PERSONNEL IMPLICATIONS

- 5.1 There are no direct personnel implications associated with this paper.

6. LEGAL IMPLICATIONS

- 6.1 There are no direct legal implications associated with this paper.

7. REPUTATIONAL IMPLICATIONS

7.1 There are no direct reputational implications associated with this paper.

8. SOCIAL IMPLICATIONS

8.1 There are no direct social implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no direct equalities implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

1. Note Police Scotland's Corporate Risk Register relating to the review undertaken during March 2015.

Police Scotland Corporate Risk Register - March 2015 (Public) - Note: This represents the Risk Register as reported to the Audit and Risk Committee on 15th April 2015

Risk ID	External Meeting	Risk Description	Mitigation Plan	Risk Owner Assessment	Scoring			Risk Trend Score	Risk Owner	Public / Private										
					Probability	Impact	Risk Score													
SRR 013 Date Identified: 20/01/2013	SPA ARC SPA Board	Risk Title: Information Security Description: Police Scotland recognises the importance of confidentiality and security when handling information. There is a risk that individuals' privacy, or policing operations, could be compromised as a result of an information security breach. This is reflective of an organisation which is presently harmonising its legacy control measures. Potential Impact: Compromised service delivery. Loss or misuse of data. Financial penalties. Loss of public confidence.	Method by which risk is assessed Information security incidents are reported centrally to Information Management, graded and assessed to identify trends and risks. They are reported internally (to the Corporate Governance Board) and externally (to the Home Office). Strategic Plan Implement a robust set of people, procedural and technical controls to mitigate information security risks in key risk areas. Tactical Plan Articulate the standards officers and staff are expected to adhere to when managing information in a coherent suite of standard operating procedures and information sharing protocols. Ensure officers and staff are briefed at the start of their service, and regularly thereafter, in respect of their continual information management and security obligations. Implement technical controls to reduce the risk of loss of mobile data by aligning the ability to download from the network to suit business need. Address security vulnerabilities by upgrading Windows operating system and continuing patching programme. Continual assessment of information security risks from evidence collated by Information Management. Clarify information security responsibilities with third parties who access Police Scotland information.	(1) Date of Approval: 18 March 2015 (2) Current Score - The continued roll out of technical information security controls serves to reduce the scope for information security incidents involving mobile data. However, the lack of standardised processes and governance arrangements that have yet to be fully developed (with third parties) increases the risk of adverse impact on Police Scotland. (3) Target Score - Has been identified because a robust suite of controls should reduce the probability of a risk occurring. Given the extent and complexity of information handling by the Service, contractors and partners, it is unlikely that this risk can be mitigated completely. (4) Target Date - It is anticipated that the mitigation plans will achieve target score by September 2015. This is based on the timescale for implementation of the three key pieces of work (as outlined below), which will run in parallel during 2015. (5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are the replacement of the Windows operating system and restriction on use of mobile data devices (ICT: Project Alliance); revision of information sharing framework (IM and Policy Support); and establishing training programme for staff (IM, Counter Corruption, People & Development). A suite of information security standards has been developed and articulated to manage the information security risk. The current programme of work will turn those standards into operational controls in order to reduce the probability of a significant information security breach. There are significant overlaps with other business areas, notably with ICT and Counter Corruption. Close co-operation between these business areas should accrue benefits across a number of corporate risks. An additional area of risk has been identified in the information security controls over third party access to Police Scotland information. Work has begun to assess the controls required. The scoping exercise is expected to be complete by 30 June 2015, followed by the implementation of a plan to put in place any necessary further controls.	Untreated	5	4	20	15 HIGH STATIC  Previous Score: 15	DCC Designate	Public									
					Target	3	3	9												
					Current	5	3	15												
					<table border="1"> <thead> <tr> <th colspan="6">Police Scotland Priorities</th> </tr> <tr> <th>Violence & Disorder</th> <th>Road Safety & Crime</th> <th>Protecting the Vulnerable</th> <th>SOCT</th> <th>Major Events</th> <th>Corporate Strategy</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td>X</td> </tr> </tbody> </table>			Police Scotland Priorities						Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy	
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			X		X															
SRR 015 Date Identified: 23/05/2014	SPA ARC SPA Board	Risk Title: Conduct Description: Police Scotland is confident that the vast majority of our staff conduct themselves appropriately and in accordance with our Code of Ethics. However, there is also a recognition that we are a large organisation and that our officers and staff are in a privileged position, having access to a vast array of potentially sensitive information and assets and possessing considerable powers, which others do not. These powers can make our officers and staff vulnerable to external influences. The significant level of change as a result of the creation of Police Scotland has also undoubtedly increased this risk. Police Scotland recognises the risk posed by any officer or member of staff conducting themselves in an inappropriate, corrupt or criminal manner, whether unwittingly or through a deliberate act. This risk has been captured to reflect our awareness of the potential for such an act and our efforts to prevent and mitigate this risk. Potential Impact: Service delivery compromised as a result of corrupt or criminal activity. Financial loss through theft/fraud. Loss of data through inappropriate use of information. Potential for significant reputational risk to PSOs / loss of public confidence.	Method by which risk is assessed Extensive monitoring by PSD management of conduct issues, with any trends being identified/assessed and with performance being reported both internally (Integrity Board) and externally (PIRC / SPA) on a regular basis. Strategic Plan Code of Ethics has been published, promoted extensively and reviewed, as part of a strategic plan to place this at the heart of policing in Scotland. National PSD and CCU structures established. CCU structure has been enhanced, increasing capacity and therefore proactivity. Tactical Plan Overarching management plan and structures in place overseeing conduct issues on a daily basis. Comprehensive awareness and training plan implemented across Police Scotland. The introduction of national SOPs has taken place (including: Substance Misuse, Notifiable Associations, Electronic Communications, Data Protection, Integrity Matters (confidential reporting system), and Misconduct). Introduction of oversight and risk management processes including: ongoing monitoring of intelligence reports and referrals, ongoing intelligence assessment, SOCG mapping and corruption indicators are being developed. A consistent approach has been applied nationally to vetting, through its ownership in CCU, with an appropriate review of high risk positions, recruitment procedures and an integrated software solution for national vetting being introduced.	(1) Date of Approval: 18 March 2015 (2) Current Score - The current score reflects the increase in size of the CCU over recent months, the changes in structure / procedures and the more proactive approach being taken to identify and address corruption risks. The CCU Intranet Page was launched during March to provide guidance to staff and provides information on Integrity Matters (the new confidential reporting mechanism). (3) Target Score - The target score of 6 has been assessed as realistic in light of external influences. Whilst the risk of corruption can never fully be mitigated, it is anticipated that the increased amount of proactive work being carried out by CCU through the Service Integrity / Integrity Assurance programme over the next 18 months will reduce the risk to this level. (4) Target Date - It is anticipated that the mitigation plans will achieve target score by the end of June 2016 . (5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are as follows:- - Development & rollout of Service Integrity Programme across Police Scotland Divisions / Departments, including the implementation of national integrity governance structures. - Completion of CCU SOP review (Completion due September 2015). - Launch of CCU e-learning package (Completion due April 2015). - Implementation of restructured vetting team and integrated software solution for vetting which will allow consistent decision-making, better tasking and co-ordination development of policy whilst flattening decision-making and providing clearer synergy with wider CCU Intelligence and Service Integrity Team. (Completion due April 2015). - Review in place to identify Designated Posts across PSoS so that correct vetting levels are applied (Completion due by April 2015).	Untreated	4	5	20	12 HIGH STATIC  Previous Score: 12	DCC Designate	Public									
					Target	2	3	6												
					Current	3	4	12												
					<table border="1"> <thead> <tr> <th colspan="6">Police Scotland Priorities</th> </tr> <tr> <th>Violence & Disorder</th> <th>Road Safety & Crime</th> <th>Protecting the Vulnerable</th> <th>SOCT</th> <th>Major Events</th> <th>Corporate Strategy</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </tbody> </table>			Police Scotland Priorities						Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy	
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					X															
SRR 026 Date Identified: 24/01/2013	SPA ARC SPA Board	Risk Title: Legislative Change - Criminal Justice Bill Description: The Criminal Justice Bill (Scotland) is a significant legislative change, bringing the greatest change to policing powers since 1980. Police Scotland recognises the importance of ensuring we are fully prepared for the introduction of the Bill, with the need to effectively manage any resultant changes in policy and practice and associated training, ICT and estate requirements. This risk reflects the challenges occasioned by the delay and availability of finer details of the legislation and their impact on policy and procedures. Potential Impact: Outdated policy and document sets for Police Scotland on arrest and detention of suspects leading to loss of public confidence and reputational damage for Police Scotland. Greater chance of litigation and legal costs. Workflow increases for Police Scotland Departments diverting resources away from core duties. Financial implications.	Method by which risk is assessed The established project team are in close liaison with SG and COPFS to ensure the Bill's impacts are fully understood and are, through the Project Board, ensuring that the interdependencies in Custody, Criminal Justice, ICT (including i6) and Estates are being addressed. Strategic Plan To ensure that Police Scotland is fully prepared for the proposed implementation of the Criminal Justice Bill (Scotland). In order to fully understand such resultant changes and their impact, a project team has been established, under ACC Major Crime and Public Protection, to ensure that the necessary ICT, training, operational practice, process and procedural amendments are delivered, in order to ensure the proportionate and defensible application of legislative powers. Tactical Plan Project Plan with appropriate milestones created with Board overseeing delivery. Project Team fully engaged with i6 with regard to ICT requirements and potential training abstractions. Sub-groups established to manage ICT and estates requirements. Regular engagement with partners, including SG, COPFS with regard to draft legislative provisions and to support the Parliamentary process. External and internal stakeholder engagement plan in place. Training requirements relative to the bills introduction now being progressed by Training Division.	(1) Date of Approval: 18 March 2015 (2) Current Score - The delay in the Bill (and the detail of Lord Bonyon's recommendations) are to be announced in April 2015. This makes detailed planning for change more complex and challenging to co-ordinate with other change such as i6, training delivery and the review of the Custody estate. All timescales being equal it is likely there will be less time to implement more change. (3) Target Score - Has been identified through a professional assessment of the anticipated change and the expected recommendations by Lord Bonyon, with an assessment of the Government and Non-Government amendments for Stage 2 of the Bill. In turn, these have been assessed against a scale of change for the service in the time available (assuming a 1/4/16 target) and the impact on the service and our delivery to the public. (4) Target Date - It is anticipated that the mitigation plans will achieve target score by 1 April 2016 when the Bill is scheduled for delivery. (5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are the development of a Training Delivery Plan, taking into account the potential combined abstraction with i6 training; a review of custody facilities so that the estate can be fit for purpose; engagement with Lord Bonyon's Reference Group to anticipate recommendations and the likely scale of change; co-ordination with SCD and Criminal Justice developments in regard to a Digital Strategy and BWV which may provide solutions which will address future recommendations by Lord Bonyon. All milestones are currently being met, although an entire review will be required on the outcome of Lord Bonyon's recommendations in April 2015 , at which point the level of risk probability will require to be reassessed.	Untreated	5	5	25	12 HIGH STATIC  Previous Score: 12	DCC Crime and Ops Support	Public									
					Target	3	3	9												
					Current	3	4	12												
					<table border="1"> <thead> <tr> <th colspan="6">Police Scotland Priorities</th> </tr> <tr> <th>Violence & Disorder</th> <th>Road Safety & Crime</th> <th>Protecting the Vulnerable</th> <th>SOCT</th> <th>Major Events</th> <th>Corporate Strategy</th> </tr> </thead> <tbody> <tr> <td>X</td> <td>X</td> <td>X</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Police Scotland Priorities						Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy	X
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X	X	X																		

Police Scotland Corporate Risk Register - March 2015 (Public) - Note: This represents the Risk Register as reported to the Audit and Risk Committee on 15th April 2015

Risk ID	External Meeting	Risk Description	Mitigation Plan	Risk Owner Assessment	Scoring			Risk Trend Score	Risk Owner	Public / Private										
					Probability	Impact	Risk Score													
SRR 039 Date Identified: 12/12/2013	Finance and Investment Committee SPA ARC SPA Board	<p>Risk Title: Financial Savings 2014-2015</p> <p>Description: In financial year 2014-2015, Police Scotland is required to save £68.2 million. For any organisation, the requirement to save such a sum will bring significant challenges and as such Police Scotland has undertaken considerable planning to ensure delivery. This risk has been raised to reflect the challenges associated with making such savings, the impact of failure to deliver the savings and our efforts to negate this.</p> <p>Potential Impact: 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.</p>	<p>Method by which risk is assessed There is a absolute focus upon savings identified within this financial year and clear scrutiny of progress to ensure their resultant delivery. There is significant governance of this risk, demonstrated within Star Chamber, SLB and SPA Finance & Investment Committee.</p> <p>Strategic Plan A significant strand within Police Scotland's Corporate Strategy is to deliver the financial savings required by the Scottish Government. In striving to meet these savings, both Police Scotland and the SPA are working collaboratively through the Business Change Working Group in order to consider different options in order to achieve the required savings.</p> <p>Tactical Plan Cost reduction programmes initiated during 2013/14 identified savings of £58.4m in 2014/15. These savings were removed from the allocated budget moving into financial year 2014/15. This leaves a remaining balance of £9.8m to be identified and delivered during 2014/15. Every business area within Police Scotland has reviewed / is reviewing existing processes to identify means of saving money, with DCC Portfolio Boards driving this business. VR/ ER scheme is in place and has been promoted. Robust vacancy management process in place. Workshops held with senior management to assist in identifying further opportunities for savings. A detailed capital programme has been developed, focussing upon delivering efficiency and capital savings. Significant dialogue with Scottish Government regarding POCA funding. A Corporate Finance and Investment Board is being established, which will further exercise governance in this arena.</p>	<p>(1) Date of Approval: 18 March 2015</p> <p>(2) Current Score - Mitigating action has been taken to address the shortfall last reported to the Finance and Investment Committee. The Director of Finance reports that a review of the current budget position at at 1 April provides greater confidence that the budget will now be balanced for the financial year and will reach target score after verification by audit and year end process.</p> <p>(3) Target Score - Has been identified because there is a statutory requirement to balance the budget in the current financial year.</p> <p>(4) Target Date - It is anticipated that the mitigation plans will achieve target score by 30 June 2015.</p> <p>(5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are as identified within the tactical plan.</p>	Untreated	5	5	25	<p>4 LOW REDUCED</p> <p>↓</p> <p>Previous Score: 15</p>	Director of Financial Services	Public									
					Target	1	1	1												
					Current	1	4	4												
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					X															
SRR 049 Date Identified: 12/12/2013	Finance and Investment Committee SPA ARC SPA Board	<p>Risk Title: Financial Savings 2015-2016</p> <p>Description: In financial year 2015-2016, Police Scotland is required to save an indicative circa £68m This is in addition to the £64m which was saved in 2013-14 and the £68m savings required for 2014-2015. For any organisation, the requirement to save such a sum will bring significant challenges and as such Police Scotland has undertaken considerable planning to ensure delivery. This risk has been raised to reflect the challenges associated with making such savings, the impact of a failure to deliver the savings and our efforts to negate this.</p> <p>Potential Impact: 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.</p>	<p>Method by which risk is assessed There is a absolute focus upon savings identified within this financial year and clear scrutiny of progress to ensure their resultant delivery. There is significant governance of this risk, demonstrated within Star Chamber, SLB and SPA Finance & Investment Committee.</p> <p>Strategic Plan A significant strand within Police Scotland's Corporate Strategy is to deliver the financial savings required by the Scottish Government. In striving to meet these savings, both Police Scotland and the SPA are working collaboratively through the Business Change Working Group in order to consider different options in order to achieve the required savings.</p> <p>Tactical Plan Every business area within Police Scotland has reviewed / is reviewing existing processes to identify means of saving money, with DCC Portfolio Boards driving this business. VR/ ER scheme is in place and has been promoted. Robust vacancy management process in place. Workshops held with senior management to assist in identifying further opportunities for savings. A detailed capital programme has been developed, focussing upon delivering efficiency and capital savings. Significant dialogue with Scottish Government regarding POCA funding. A Corporate Finance and Investment Board is being established, which will further exercise governance in this arena.</p>	<p>(1) Date of assessment: 31 March 2015</p> <p>(2) Current score - current score reflects the assessment of the Budget Strategy following approval of the Revenue Budget Plan 2015/16 by the Full Authority. This approval was subject to the inclusion of an Addendum which requested that SPA officials prepare an Action Plan.</p> <p>(3) Target score - Has been identified because there is a statutory requirement to balance the budget within the financial year.</p> <p>(4) Target date - It is anticipated that the mitigation plans will achieve target score by 31 March 2016. i.e. financial year end</p> <p>(5) Ongoing work - The key ongoing pieces of work to reduce the scoring are as indicated within the tactical plan . In addition the requested SPA Action plan will include formal monitoring of the savings options and also of the as yet unidentified savings of £10.994m (1.1% of budget).</p>	Untreated	5	5	25	<p>25 VERY HIGH STATIC</p> <p>↔</p> <p>Previous Score: 25</p>	Director of Financial Services	Public									
					Target	1	1	1												
					Current	5	5	25												
					<table border="1"> <thead> <tr> <th colspan="6">Police Scotland Priorities</th> </tr> <tr> <th>Violence & Disorder</th> <th>Road Safety & Crime</th> <th>Protecting the Vulnerable</th> <th>SOCT</th> <th>Major Events</th> <th>Corporate Strategy</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </tbody> </table>			Police Scotland Priorities						Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy	
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Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy															
					X															
SRR 051 Date Identified: 30/06/2014	SPA ARC SPA Board	<p>Risk Title: Public Space CCTV</p> <p>Description: Public space CCTV has a significant role in preventing crime, maintaining order and keeping people safe in our communities. Police Scotland is therefore acutely aware of the importance of public space CCTV. We also recognise however that due to unconfirmed funding streams and differing management agreements across the country and the lack of formal governance arrangements, there is potential that the existing public space CCTV may become dated, under resourced or unfit for purpose. This risk reflects the challenges there are in maintaining and improving existing public space CCTV systems for Police Scotland and our communities and the impact that any reduction in service would have. It is acknowledged that this is an area where Police Scotland does not have any influence to direct the outcome.</p> <p>Potential Impact: 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 (not for Police Scotland) 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.</p>	<p>Method by which risk is assessed Police Scotland conducted a comprehensive review of all Public Space CCTV provision across the country, assessing and prioritising the issues. This report has been forwarded to the Scottish Government for attention.</p> <p>Strategic Plan To work with partners to ensure the continued delivery of open space CCTV, reflecting the import role this has in community safety.</p> <p>Tactical Plan Discussions initiated with COSLA and Solace in order to outline concerns of Police Scotland. A full report has been presented to Scottish Government outlining the impact that any diminution in public space CCTV service would have and potential options to mitigate. The National Digital Image Steering Group has been reconvened. A structured interface has been established with CCTV operators to identify system weaknesses and to put in place remedial activity and business continuity programmes.</p>	<p>(1) Date of Approval: 18 March 2015</p> <p>(2) Current Score - Reflects the limited ability of Police Scotland to take action to reduce the score any further. A comprehensive review of all Local Authority provision has been undertaken and areas have been prioritised for action. The risk has been reduced in Glasgow City and Renfrewshire LA areas which has contributed to the reduction in score between untreated and current. A number of meetings have been held and colleagues in COSLA are preparing an Options Paper for consideration by Ministers and Local Authorities. This Options Paper will be scrutinised by Police Scotland prior to submission.</p> <p>(3) Target Score - Has been identified because of the significant investment required in this area and the ongoing technological developments. The impact on preventing / investigating crime will be significantly reduced if a co-ordinated effort is established to refresh public space CCTV.</p> <p>(4) Target Date - As the risk does not sit with Police Scotland it is not known how and when the target score will be achieved. Police Scotland can influence discussions and decision-making with CCTV provision, however, as responsibility for the systems sits outwith Police Scotland's control, it is unlikely this will be achieved without significant investment and co-ordination by external bodies.</p> <p>(5) Ongoing Work - The scale of the problem remains the same in all areas apart Glasgow City and Renfrewshire. The score is currently being reviewed as there is little further that Police Scotland can do to mitigate this risk.</p>	Untreated	5	5	25	<p>16 HIGH STATIC</p> <p>↔</p> <p>Previous Score: 16 High</p>	DCC Crime and Ops Support	Public									
					Target	3	2	6												
					Current	4	4	16												
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X		X		X																

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Risk ID	External Meeting	Risk Description	Mitigation Plan	Risk Owner Assessment	Scoring				Risk Trend Score	Risk Owner	Public / Private									
					Probability	Impact	Risk Score													
SRR 053 Date Identified: 01/09/2014	Finance and Investment Committee SPA ARC SPA Board	<p>Risk Title: Resources - Future Change Requirements</p> <p>Description: In recent years policing in Scotland has undergone substantial transformational change. This work continues with a number of ongoing projects and others in development. Police Scotland recognises that many of these projects are intrinsically linked to delivering the savings targets set by Scottish Government and also for delivering the aims of police reform. A balance however requires to be struck between staffing urgent transformational change projects and delivering existing policing services. This risk reflects the challenge there is in sufficiently resourcing change projects, whilst maintaining service delivery and the potential impact of failing to do so.</p> <p>Potential Impact: The organisation's ability to make savings and efficiencies may be adversely impacted, which in turn would impact on Service delivery and the organisation's reputation.</p>	<p>Method by which risk is assessed</p> <p>The Change Board reviews and approves all project activity, including the resources allocated to individual projects. The Change Board will determine the viability of individual projects, balancing against competing demands to ensure resources are deployed in line with Police Scotland priorities.</p> <p>Strategic Plan</p> <p>Working to the Police Scotland Corporate Strategy, we strive for excellence in the delivery of police services with the opportunity to build a more efficient, resilient and forward thinking organisation which is equipped to deal with future challenges and be transformational in its collaborative approach to deliver positive outcomes for the communities of Scotland and the benefits of Police Reform.</p> <p>Ongoing collaboration with Scottish Police Authority and other partners to develop the co-production agenda.</p> <p>Tactical Plan</p> <p>Star Chamber has an absolute focus on cashable savings and business design options.</p> <p>Change Board established to manage and prioritise Police Scotland projects.</p> <p>DCC Programme Boards to monitor project and change activities and deliver savings within their areas of responsibility.</p> <p>Extensive project and programme governance in place via Organisational Development through the Transforming the Service Programme.</p> <p>Resource Governance Group established to monitor and ensure the balance between operational activities and corporate need.</p> <p>Medium term transformational plan being developed, including options for flexible deployment model, lean (continuous improvement work), estates transformational strategy, ICT enabling activity & co-production agenda with clear internal timelines being established.</p> <p>A workstream has been established to examine opportunities to radically reform the delivery of Police Scotland's policing approach has been created.</p>	<p>(1) Date of Approval: 18 March 2015</p> <p>(2) Current Score - The Futures Strategy has been developed and agreed by the Executive Team. In addition, a Portfolio Brief has been agreed with the creation of a small team. This team will produce a Portfolio Initiation Document within the next 4-6 weeks and will determine the resources needed to support the strategy. The score remains unaffected and will reduce when additional resources are identified.</p> <p>(3) Target Score - Has been identified due to the absolute need to resource projects in order that they deliver the required outcomes.</p> <p>(4) Target Date - It is anticipated that the mitigation plans will achieve target score by end of financial year 2015/2016 (31 March 2016).</p> <p>(5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are robust programme management approach.</p>					<p>15 HIGH STATIC</p> <p>←→</p> <p>Previous Score: 15 High</p>	DCC Designate	Public									
					Untreated	3	5	15												
					Target	2	2	4												
					Current	3	5	15												
		<p>Police Scotland Priorities</p> <table border="1"> <tr> <td>Violence & Disorder</td> <td>Road Safety & Crime</td> <td>Protecting the Vulnerable</td> <td>SOCT</td> <td>Major Events</td> <td>Corporate Strategy</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </table>			Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy						X				
Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy															
					X															
SRR 054 Date Identified: 23/09/2014	HR and Remuneration Committee SPA ARC SPA Board	<p>Risk Title: Resource Management - SI SCOPE</p> <p>Description: The introduction of SI SCOPE in August 2014 was a significant milestone in Police Scotland's ability to manage resources nationally in a standard and consistent manner. Police Scotland however recognises that this is a new system, still in its infancy and that as with any similar venture, there is potential for introductory issues to emerge. This risk reflects the significant role that Si Scope plays in supporting operational policing and the potential impact that any failure in the system will have. Specifically this risk relates to: (1) the capacity of the IT network to support SCOPE; and (2) the accuracy of SCOPE data, and its updating, to ensure efficacy of statutory reports (Equal Pay Audit, Office of National Statistics (ONS), etc), strategic reports to inform long term decision making and management / operational reports.</p> <p>Potential Impact: Any adverse effect on SCOPE will impact directly on PS ability to effectively manage STORM and Airwave. Could impact on payment of salaries to officers/staff. Inability to provide data in accordance with commitment to maintaining 17,234 police officers in Scotland. Competing demands in IT may restrict availability of skilled IT development staff to support ongoing SCOPE improvements.</p>	<p>Method by which risk is assessed</p> <p>This is measured from two perspectives. The IT element of this risk is a reduction in unplanned downtime. From an HR perspective, the occurrences of inaccurate data (and the risk of same), inaccurate SCOPE process, e.g. OT or AL calculation, etc, failure of audit regime and capacity to interrogate SCOPE (skills/staff).</p> <p>An HR&DM Programme Board meets monthly and provides strategic oversight of SCOPE.</p> <p>Strategic Plan</p> <p>The creation of a centralised update team to closely manage and control data updating on SCOPE providing governance over the reliability of information to ensure SCOPE remains and effective resourcing and people management tool.</p> <p>Work with ICT Department to maintain a stable platform which provides management information to deliver a policing service.</p> <p>Tactical Plan</p> <p>Daily tactical meetings are held between SCOPE project team, the national management team, ICT support and SCOPE developers to address emerging and day to day problems.</p> <p>Weekly management meetings are held involving senior ICT and SCOPE managers to manage and prioritise issues, to ensure operational policing is supported.</p> <p>Close liaison with ICT to ensure appropriately trained staff are available to support SCOPE system development.</p> <p>The close liaison with IT will be required to:</p> <ol style="list-style-type: none"> maintain SCOPE functionality; ensure functionality pre 28.8.14 is fully restored; and provide the necessary development in line with the Corporate Strategy. <p>To this end, a project plan, articulating the development work required, is being prepared for consideration by the Director, P&D, and thereafter for the Force's Business Change Board.</p> <p>Further to that, a Project Initiation Document has been prepared to establish a project to undertake further work to standardise the content of the national system and ensure supporting processes and governance are consistent, efficient and effective.</p>	<p>(1) Date of Approval: 18 March 2015</p> <p>(2) Current Score - Reflects the mitigation to date, the actions by IT to update SCOPE functionality and the creation, by P&D, of an additional centralised updating team to more confidently assure the quality of data being entered on SCOPE.</p> <p>(3) Target Score - Has been identified because there is a clear organisational and legislative need to ensure SCOPE is fully functional (to support STORM, I6, etc) and that the data is accurate, relevant and up to date.</p> <p>(4) Target Date - It is anticipated that the mitigation plans will achieve target score by the completion of the proposed SCOPE Project Plan in June 2016.</p> <p>(5) Ongoing Work - The key ongoing piece of work to reduce the scoring is the creation of a project team to standardise the content of the national system and ensure supporting processes and governance are consistent, efficient and effective.</p> <p>The creation of the Si SCOPE was challenging but was delivered within the requisite timescales. Combining 10 legacy SCOPE systems continues to present challenges of data standardisation, consistency of structures/posts and homogenising values and calculations. These are being progressed.</p> <p>The updating of SCOPE in December and February, together with the implementation of the Project Plan has provided further improvements to support operational policing.</p>					<p>15 HIGH STATIC</p> <p>←→</p> <p>Previous Score: 15 High</p>	Director of People & Development	Public									
					Untreated	5	5	25												
					Target	2	3	6												
					Current	3	5	15												
		<p>Police Scotland Priorities</p> <table border="1"> <tr> <td>Violence & Disorder</td> <td>Road Safety & Crime</td> <td>Protecting the Vulnerable</td> <td>SOCT</td> <td>Major Events</td> <td>Corporate Strategy</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </table>			Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy						X				
Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy															
					X															
SRR 056 Date Identified: 06/01/2015	Finance and Investment Committee SPA ARC SPA Board	<p>Risk Title: Financial Savings 2016-2017</p> <p>Description: In financial years 2013-2016, Police Scotland has been required to save circa £200m. Further unquantifiable financial impacts are anticipated for the financial year 2016-17 due to this being the first year of the Comprehensive Spending Review which will impact on local and central government funded services. It is also unclear as to whether funding from the Police Reform Budget will remain available as is the impact of the additional VAT liability which is an unavoidable cost pressure. For any organisation, any reduction in financial receipts through the requirement to save more or increased liabilities will be extremely challenging. Accordingly this risk has been raised to reflect the challenges in making currently unquantifiable savings and develop mitigation plans to ensure that Police Scotland continue to deliver high quality policing services within its available budget.</p> <p>Potential Impact: 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.</p>	<p>Method by which risk is assessed</p> <p>There is an absolute focus upon savings identified within this financial year and clear scrutiny of progress to ensure their resultant delivery.</p> <p>There is significant governance of this risk, demonstrated within Star Chamber, SLB and SPA Finance & Investment Committee.</p> <p>Strategic Plan</p> <p>The focus of mitigation is to participate in discussion with Scottish Government to understand the impact of the CSR and to make representation, where appropriate, to reduce its impact. Regular meetings are held with the Scottish Government in this regard.</p> <p>Tactical Plan</p> <p>Tactical plans will be developed once further information becomes known, however reduction in costs, maximising efficiencies and delivery of maximum value for money services are a priority for the Senior Leadership Team of Police Scotland.</p>	<p>(1) Date of Approval: 18 March 2015</p> <p>(2) Current Score - Reflects the uncertainty as to the impact of the financial position for 2016-17 and the impact of a failure to balance the Police Scotland budget. Uncertainty will remain until further details are available regarding the Comprehensive Spending Review which is expected late Summer.</p> <p>(3) Target Score - Has been identified because there is a statutory requirement to balance the budget in the current financial year.</p> <p>(4) Target Date - It is anticipated that the mitigation plans will achieve target score by 31 March 2016.</p> <p>(5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are as identified within the tactical plan, primarily the dialogue which is ongoing with the Scottish Government.</p>					<p>25 VERY HIGH STATIC</p> <p>←→</p> <p>Previous Score: 25</p>	Director of Financial Services	Public									
					Untreated	5	5	25												
					Target	1	1	1												
					Current	5	5	25												
		<p>Police Scotland Priorities</p> <table border="1"> <tr> <td>Violence & Disorder</td> <td>Road Safety & Crime</td> <td>Protecting the Vulnerable</td> <td>SOCT</td> <td>Major Events</td> <td>Corporate Strategy</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </table>			Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy						X				
Violence & Disorder	Road Safety & Crime	Protecting the Vulnerable	SOCT	Major Events	Corporate Strategy															
					X															

Police Scotland Corporate Risk Register - March 2015 (Public) - Note: This represents the Risk Register as reported to the Audit and Risk Committee on 15th April 2015

Risk ID	External Meeting	Risk Description	Mitigation Plan	Risk Owner Assessment	Scoring			Risk Trend Score	Risk Owner	Public / Private	
					Probability	Impact	Risk Score				
SRR 059 Date identified 28/01/2013	HR and Remuneration Committee SPA ARC SPA Board	<p>Risk Title: Ongoing engagement of Staff/Officers at a time of significant change</p> <p>Description: An organisation's people are its greatest asset and that is the case with Police Scotland. Police Scotland has undergone and continues to undergo a significant organisational change programme. Whilst this brings both opportunities and challenges we understand that this can have an impact upon our staff. There is a risk that as a result of the significant transformation programme being undertaken, Staff/Officer engagement may be impacted.</p> <p>Potential Impact: If Staff/Officers become disengaged this would create a personnel risk in relation to individual contribution/resilience which could, in turn, impact on our own ability to deliver business as usual while continuing to develop the organisation.</p>	<p>Method by which risk is assessed A suite of indicators are reviewed in order to understand and manage this risk. These include; organisational performance, absence management, staff grievances, staff turnover. Further to this, engagement with staff associations, feedback from external audits and groups and management engagement with staff are all considered.</p> <p>Strategic Plan Developing integrated "Staff Engagement Strategy". Range of reviews taking place: • Ethics Review • Promotion Process • Leadership Strategy • HMICS Review • UNISON / ASPS Survey (ongoing)</p> <p>Tactical Plan 1. Ongoing review of metrics i.e. attendance, H&S etc, Operational Performance (ongoing). 2. Opinion Survey to be progressed end 2014/15 early 2015/16 (ongoing). 3. Health, Safety and Wellbeing Group formed to identify areas of risk/opportunities to support officer/staff wellbeing (ongoing).</p>	<p>(1) Date of Approval: 18 March 2015</p> <p>(2) Current Score - Reflects that several reviews have been conducted independently of one another. Work is now progressing to bring this together to accurately assess the probability and impact of this risk. At this stage, the risk is considered high until such time as the ongoing mitigations can be fully assessed to understand their impact on the risk score. This risk has been raised as a replacement for SRR 019 Staff Morale which has been approved for closure by Senior Leadership Board on 19 March 2015.</p> <p>(3) Target Score - Has been identified because it is envisaged that this multi pronged approach to engage with staff (as described within the mitigation plan) will highlight areas of importance and will result in actions being prioritised in these areas so as not to negatively impact on individual contribution/resilience. It is assessed that through this continued engagement, which includes the evidencing of changes to staff, there will be a reduction in the probability of the risk materialising and the impact.</p> <p>(4) Target Date - It is anticipated that the mitigation plan will achieve target score 31 March 2017.</p> <p>(5) Ongoing Work - The key ongoing piece(s) of work to reduce the probability/impact scoring - To inform our first organisation wide Opinion Survey, it is viewed that senior management will be in a more informed position by Q1 2015/16 to assess the probability and impact of staff/officer "engagement" and what that could mean for us going forward.</p>	Untreated	3	4	12	<p>12 HIGH</p> <p>Previous Score: NEW</p>	Director of People & Development	Public
					Target	2	2	4			
					Current	3	4	12			
					Police Scotland Priorities						
										X	

Police Scotland Corporate Risk Register - risks recommended for closure March 2015

Risk ID	External Meeting	Risk Description	Mitigation Plan	Risk Owner Assessment	Scoring			Risk Trend Score	Risk Owner	Public / Private				
					Probability	Impact	Risk Score							
SRR 019 Date Identified: 28/01/2013	HR and Remuneration Committee SPA ARC SPA Board	<p>Risk Title: Staff Morale</p> <p>Description: An organisation's people are its greatest asset and that is the case with Police Scotland. Police Scotland has undergone and continues to undergo a significant organisational change programme. Whilst this brings both opportunities and challenges we understand that this can have an impact upon our staff. When this is considered in conjunction with the bringing together of 10 culturally different organisations, changes to terms and conditions and the challenging financial climate within which we are working, we recognise that there is a risk that the morale of our staff may be adversely impacted. This risk reflects the importance upon which we place staff morale and our efforts to maintain and improve this.</p> <p>Potential Impact: Service delivery and operations could be compromised Confidence could be affected if service is compromised.</p>	<p>Method by which risk is assessed A suite of indicators are reviewed, in order to understand and manage this risk. These include; organisational performance, absence management, staff grievances, staff turnover. Further to this, engagement with staff associations, feedback from external audits and groups and management engagement with staff are all considered.</p> <p>Strategic Plan An engagement strategy has been developed and is being delivered. This includes an effective communication plan to ensure staff feel involved, valued and empowered as part of Police Scotland. A staff survey is being developed.</p> <p>Tactical Plan Regular review of this risk is undertaken at management meetings throughout the organisation. Robust monitoring of indicators undertaken to ensure any change in morale (positive or negative) is identified in early course. Regular meetings held between staff and line managers as part of PDR process. Engagement and leadership events held on a regular basis, bringing senior managers into contact with staff from across Scotland. Formalised engagement and dialogue with staff associations. The organisational change process has been closely monitored through governance groups, with a focus being understanding the impact upon staff. Further to this, it has been subject to external review to understand industry best practice and further improve our processes.</p>	<p>(1) Date of assessment: 26 February 2015</p> <p>(2) Current score - within the Q3 update, it was reported that there had been no obvious change to this staff morale risk. In the absence of any direct measures of staff morale, we are using key indicators such as absence, grievance, overall performance. None of which are showing signs of having been impacted within Q4. On this basis, the People and Development Programme Board are proposing to bring this risk to a close within the Corporate Risk Register and replace it with a new risk in relation to engagement with staff during times of change. The rationale for this is that the Staff Morale is the impact of a wider issue which relates to how we engage with staff, value their opinion and communicate during this period of significant change. The Staff Engagement Risk will provide greater opportunity to measure improvement in this area and the revised risk score reflects the fact that further information is being sought on areas of importance to staff.</p> <p>(3) Target score - has been identified because the Force Executive acknowledge the potential threats to morale as part of sound governance and leadership and appreciate the need to work with staff to ensure that morale is not adversely impacted during this period of significant organisational change, the changing financial climate and the bringing together of legacy forces with differing procedures and cultures. The target score is reflective of this, along with the ongoing harmonisation of police staff roles and reform of police pensions which all contribute to this risk.</p> <p>(4) Target date - It is anticipated that the mitigation plans will achieve target score by 31 August 2015.</p> <p>(5) Ongoing Work - The key ongoing pieces of work to reduce the scoring are the Engagement Strategy to identify trigger points that affect whether morale is stabilising, increasing or reducing. A detailed internal employment strategy is being developed which will include development and implementation of a full organisational employee opinion survey (EOS). This will focus on staff/officer and seek feedback in relation to the organisation since Police Scotland was created but also create a facility that will enable officer/staff to engage in the future development of the service. Following the survey, focus groups will be convened to gather more qualitative data/information from across the service. In addition to the EOS, the Force Executive are also gathering information from a variety of sources including the Stonewall Survey; survey around Leadership and Development; the review of the promotion process etc to gauge where we are as an organisation and what we need to focus on as part of the future OD strategy, to better engage our officers/staff and consequently improve satisfaction and morale across the service.</p> <p>It is recognised that a number of the factors involved in this risk lie outwith the control of Police Scotland and accordingly there may need to be a greater toleration of the probability score whilst these factors remain.</p>	Untreated	5	5	25	<p>9 MEDIUM STATIC  Previous Score: 9</p>	Director of People & Development	Public			
					Target	2	3	6						
					Current	3	3	9						
					<p>Police Scotland Priorities</p> <table border="1"> <thead> <tr> <th>Violence & Disorder</th> <th>Road Safety & Crime</th> <th>Protecting the Vulnerable</th> <th>SOCT</th> <th>Major Events</th> <th>Corporate Strategy</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </tbody> </table>			Violence & Disorder				Road Safety & Crime	Protecting the Vulnerable	SOCT
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					X									