



JOINT AUDIT RISK ASSURANCE COMMITTEE

REPORT TITLE	OPCC RISK MANAGEMENT UPDATE
REPORT BY	ANDREW DALE (CHIEF OPERATING OFFICER & S151 OFFICER)
DATE	24 JULY 2025

PURPOSE OF THE REPORT

To update JARAC on the updated assessment of Strategic Risk faced by the PCC (including specific operational risks related to the OPCC) together with both planned and existing mitigations.

ATTACHMENTS

None

RECOMMENDATIONS

- i. To note the update on the OPCC Risk Register
- ii. To note that the OPCC Risk Register has been updated to take account of the published Police & Crime Plan and associated delivery plans

CONTACT FOR ENQUIRIES

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1. HOW THE OPCC WILL MANAGE RISKS AND REPORT BACK

- 1.1 The Chief Operating Officer & s151 Officer (COO/s151) leads on risk management for the Police and Crime Commissioner (PCC) (including oversight of the Force's arrangements) and maintains the OPCC's risk register in conjunction with the OPCC's Senior Leadership Team (SLT).
- 1.2 Following the recent appointment of the Deputy Chief Finance Officer (DCFO) who undertook a desktop review of the current practice and subsequently added an issues log to the overall process. This stage was added to create further assurance that items that were outside the risk register parameters, are still being discussed and managed, and can be elevated as a risk if required. Plus, to capture confidential risks, which are restricted to only the OPCC.
- 1.3 The Risk Register, and issues log is regularly discussed at key meetings within the OPCC (Team meeting, SLT and OPCC Management Board) to ensure that the opportunity to discuss the risk register, including any emerging risks or issues, is available.
- 1.4 Political, reputational and financial risks in particular are embedded in how the OPCC Management Board work. They meet regularly and jointly consider strategic risk areas and agree suitable mitigations or responses.
- 1.5 The COO/s151 or their deputy, attends the Force's Risk Management Board and will keep any possible cross-over or duplication of risks under review. Where the Force is already managing a given risk, the COO/s151 will seek assurance from that process rather than duplicate the work. In addition to this, the Chief Constable provides an overview of operational risk areas to the PCC at their regular meeting which is also attended by the COO/s151.
- 1.6 A strong line of communication already exists with the Chair of JARAC. Where the COO/s151 identifies an area of concern or risk that the Chair needs to be urgently made aware of, a briefing will be provided to the Chair (confidentially if




necessary) and consideration made to how the JARAC should be updated in due course.

2. CURRENT OPCC RISKS

- 2.1 The OPCC's risk register is a combination of strategic risks related to the Police & Crime Plan and operational risks related directly to the activities of the Commissioner's office.
- 2.2 The COO/s151 and the SLT have reviewed strategic risks facing the Commissioner.

Increase in risk score	
Decrease in risk score	
No movement in risk score	

2.3

Title: Partner disinvestment in key services						
Latest Update: - Risk reviewed and financial element increased to a 4, as local income is over £1m.						
Risk Review Date: 19/12/2025						
Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Assurance Level	Movement
STR0016	4	2	8 	4	 Limited	
Risk Owner: OPCC Deputy Chief Finance Officer				Responsible Officer: OPCC Deputy Chief Finance Officer		
Risk Department: OPCC				Risk Category: Financial		
Risk Description: Financial implications for the PCC due to the impact of austerity on partner agencies and their budgets. Where cuts have been made to key services, this will pass the burden to other partners including the PCC and Police (by extension)						
Assurance Level: Limited						

Comments:

Existing Controls:

Title: OPCC Commissioning Strategy provides for partnership solutions to service sustainability

Notes:

Responsible Officer: Andrew Dale

Review Date: 19/12/2025

Title: OPCC Commissioning Team has strong links to partner agencies

Notes:

Responsible Officer: Dawn Robinson

Review Date: 19/12/2025

Title: PCC able to take ownership and control of critical services where partners have disinvested (provided it remains relevant to the Police & Crime Plan)

Notes:

Responsible Officer: Andrew Dale

Review Date: 19/12/2025

Title: Ongoing budget management in OPCC to track impact of partner disinvestment on finite PCC funds

Notes:

Responsible Officer: Andrew Dale

Review Date: 19/12/2025

Title: PCC has key focus on victims and the needs of the public. It is a statutory duty under the 'victims act'

Notes:

Responsible Officer: Andrew Dale

Review Date: 19/12/2025

Title: Formal partnerships are underpinned by Partnership agreements that provide reassurance to all partners

Notes:

Responsible Officer: Dawn Robinson

Review Date: 19/12/2025

Title: Partnership working with both major councils is developing at an officer-level, and where it is well-developed, it is delivering clear benefits.

Notes:

Responsible Officer: Dawn Robinson

Review Date: 19/12/2025

Title: Young People Strategy has established a multi-agency partnership which will promote joint working and discuss emerging threat and risk associated with financial constraints and service priorities

Notes:

Responsible Officer: Dawn Robinson

Review Date: 19/12/2025




Pending Controls:

2.4

Title: Government grant funding to OPCC for commissioning services




Latest Update: - Reviewed on 19/06/2025 after the spending review and no further clarification was given on the funding.

Risk Review Date: 19/12/2025

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Assurance Level	Movement
PCC0156	4	2	8 	4	 Limited	
Risk Owner: OPCC Deputy Chief Finance Officer				Responsible Officer: OPCC Deputy Chief Finance Officer		

Risk Department: OPCC	Risk Category: Community Engagement and Partnership
Risk Description: There is a risk that reductions to grant funding received from the Ministry of Justice and Home Office to commission services could either cease or reduce placing future uncertainly on a range of services that support the delivery of the Police and Crime Plan. This has been caused by ministerial policy and decisions meaning that funding is 'time-limited' and reviewed yearly and could result in cutting those services thereby damaging community engagement.	
Assurance Level: Limited	
Comments:	
Existing Controls: Title: Planning for alternative funding sources where viable Notes: Planning for alternative funding sources where viable e.g. Force base budget, partner contributions, other external funding. Making any necessary changes to operating models and streamlining services in order to reduce costs. Responsible Officer: Andrew Dale Review Date: 19/12/2025 Title: OPCC Management Board Notes: The Board is chaired by PCC Nicolle Ndiweni and provides a platform to discuss the priorities, blockages and opportunities. Additionally, the Board discuss funding streams in order to meet Police and Crime Plan priorities. Responsible Officer: Andrew Dale Review Date: 19/12/2025 Pending Controls:	

2.5

Title: Failure to deliver the Police and Crime Plan 2024-2029						
Latest Update: -						
Risk Review Date: 19/12/2025						
Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Assurance Level	Movement
STR0163	4	1	4 	4	 Adequate	
Risk Owner: OPCC Deputy Chief Finance Officer				Responsible Officer: Policy & Partnerships Officer		
Risk Department: OPCC				Risk Category: Governance & Legislative Compliance		
Risk Description: There is a risk that failing to deliver on our Police and Crime Plan can expose both the Police and Crime Commissioner (PCC) and the Force to reputational damage caused by insufficient resources, ineffective strategies, or lack of public engagement resulting in a failure to achieve objectives, negative public perception, and potential legal or financial repercussions.						
Assurance Level: Adequate						
Comments:						
Existing Controls: Title: Delivery Tracker implemented and maintains progress. Notes: Maintaining progress via creation of a delivery tracker by our Performance and Delivery Team. In addition, regular reviews are scheduled in throughout PCC's term of office. Responsible Officer: Jennifer Connolly-Thompson Review Date: 25/06/2026						

Title: Police and Crime Panel - regular progress updates provided

Notes: Regular progress updates are provided to the Police and Crime Panel, including via our Annual Report and updates from the Public Assurance Meetings process.

Responsible Officer: Jennifer Connolly-Thompson

Review Date: 25/06/2026

Title: Regular review and monitoring of Force performance.

Notes: Regular review and monitoring of Force's performance via:

Force delivery plans,

Attendance at force boards,

The Performance Assurance Board meeting (DCC led) including process and internal/informal meetings

Responsible Officer: Jennifer Connolly-Thompson

Review Date: 25/06/2026

Title: JARAC oversight

Notes: The Joint Audit and Risk Assurance Committee (JARAC) has responsibility for providing assurance that organisational risks for both the Force and OPCC are being managed effectively. The committee receives formal reports from the Chief Constable and the Office of the Police and Crime Commissioner (OPCC) on risk management activity.

Responsible Officer: Andrew Dale

Review Date: 25/06/2026

Title: Increased robustness of Grants process.

Notes: Increased robustness of Grants process, which is also linked into our Police and Crime Plan objectives.

Responsible Officer: Sarah Greensmith

Review Date: 25/06/2026

Pending Controls:

3. **CLOSED RISKS**

- 3.1 The following risks have been successfully mitigated and closed since the desktop review. In closing a risk, a risk owner must provide a brief description to the COO/s151 of why the risk is to be considered for closure and removal from the strategic risk register. An archived risk may also contain important information, because they can be reopened again or information regarding these risks might be useful for management of other risks.

3.2

Status	Location	Current Risks	Number
To archive	Keto	Failure to deliver single CORE victim service	1
To archive	Keto	Failure to meaningfully engage with young people	1
To archive	Keto	Financial liability as contract-holder for Jointly Commissioned services	1
To archive	Keto	Impact/Success of the Police & Crime Plan	1
To archive	Keto	Policing uplift places pressure on existing MTFP	1
To archive	Keto	VFM & Outcome of Commissioning/Grants process	1
To archive	Keto	Working to provide strong and effective partnership working	1
To archive	Keto Total		7
To archive	Word Doc	OPCC Capacity to represent and engage with partners	1
To archive	Word Doc	OPCC use and monitoring of performance data	1
To archive	Word Doc	STR High Risk Offenders Scheme	1
To archive	Word Doc Total		3
To archive Total			10

4. **RECOMMENDATION**

- 4.1 Our Strategic Risk Register has been reviewed to ensure that our risks are accurately recorded. This report combined with tracking and monitoring the OPCC's highest risks via our software system is a record of the principal risks that the OPCC faces and the existing/planned controls to address these risks as far as is reasonably practicable.



JOINT AUDIT RISK ASSURANCE COMMITTEE

REPORT TITLE	FORCE RISK MANAGEMENT
REPORT BY	CHIEF CONSTABLE
DATE	24 JULY 2025

PURPOSE OF THE REPORT

To provide a summary report to the Joint Audit, Risk and Assurance Committee (JARAC) of the arrangements with regards to the management of risk and to update the committee on work being undertaken to mitigate those risks.

RECOMMENDATIONS

To determine if the Police and Crime Commissioner can gain direct assurance that this area of business is being managed efficiently and effectively.

CONTACT FOR ENQUIRIES

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1. **INFORMATION AND ANALYSIS**

- 1.1 The Chief Constable is responsible for the management of the force's operational and strategic business risks and is supported by an Executive Team which determines the force's appetite for risk.
- 1.2 It is important to note that risks are liable to change as circumstances alter and the corporate risk register presents the position at a particular point in time. The register continues to be refreshed by its risk owners, so it remains focused and relevant.
- 1.3 The remainder of this report focuses on changes that have been made in the latest review.

2. **FINDINGS - STRATEGIC RISK REGISTER REVIEW**

- 2.1 Appointed risk owners have reviewed their risks via an intranet-based software system in consultation (where applicable) with their Command or Senior Management Teams. Risks held on behalf of the Office of the Police and Crime Commissioner (OPCC) are not included in this report.
- 2.2 Our key risks have been assessed, analysed, and re-scored using the risk matrix and a total of 46 risks now exist following the latest review. Currently, there are 6 risks with high (Red) residual scores, 18 risks with medium (Amber) residual scores and 22 risks with low (Green) residual scores. The latest review has seen a further 3 risks added to the risk register including the closure of 10 risks of which our highest scoring risks are also briefly outlined below.
- 2.3 **St Mary's Wharf (PFI) lease expiry**

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR0052 Estate and Assets	4 Very High	3 High	12 Red	12 Red	↔ Static	Treat
Description	There is a risk of failing to deliver policing services to the public from our largest operational policing base caused by expiry of the buildings 30-year lease period (Feb 2029) resulting in the need for the force to give notice of intent to either terminate the agreement and vacate the site, extend the lease period or purchase by mutual consent.					
Risk owner	Head of Strategic Assets					
Scrutiny board	Strategic Estates Board					
Existing controls	<ul style="list-style-type: none"> Strategic Estates Board – PCC receives regular progress updates and monitors negotiations with building's owners. Estate and Fleet meeting – ACO receives regular progress updates Exploring funding options with Home Office/Treasury with regular engagement Private Finance Initiative (PFI) agreement conditions. 					
Planned controls	<ul style="list-style-type: none"> Risk assessing operational requirements including multiple options being explored relating to either site purchase, downsizing or site relocation. 					
Assurance level	Limited					
Comment	The negotiations for a potential site purchase are commencing in September at this point the PFI provider will have settled their					

	debt for the site. It's too early to anticipate what their stance and expectations will be in respect of the site's sale. However, with few options in the way of funding guarantees with the Home Office, contractually our negotiating position could be difficult and costly.
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2.4 Cyberattack resulting in data breach or corruption of data.

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR1960 Security (Technology/ Cyber/ Physical)	4 Very High	3 High	12 Red	12 Red	↔ Static	Treat
Description	There is a risk if insufficient cyber security measures are not in place of significant and prolonged impacts on our IT infrastructure causing major disruption to the delivery to critical services across the force thereby resulting in a partial or total interruption of force operations and our ability to deliver policing services.					
Risk owner	Director of DDaT					
Scrutiny board	Performance Assurance Board					
Existing controls	<ul style="list-style-type: none"> • Patching regime including policy - in place. • DDaT Cyber Security Team – in place • Targeted systems monitoring • DDaT Board / Security Management – meet quarterly with departments risk register a standing agenda item • Proactive Monitoring Systems - Security Incident and Event Management (SIEM) software in place • Hardware updates and penetration testing conducted • Cyber table-top exercises periodically undertaken • Staff education - training being undertaken as part of a phishing campaign • Disc encryption (laptops) 					
Planned controls	N/A					
Assurance level	Limited					
Comment	IT Health Check is underway and due to report on the outcome of in March. In addition, the Cyber Strategy and supporting programme is due to be published in April 2025.					

2.5 Failing to meet operational requirements against the capital maintenance programme

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR1035 Estate Assets and	4 Very High	3 High	12 Red	12 Red	↔ Static	Treat
Description	The operational effectiveness of the organisation could be adversely affected by the deteriorating condition of our estate and building infrastructure due to a failure of building systems. The is also currently					

	being compounded by staff resourcing issues and difficulties attracting experienced and qualified engineers given the higher salaries being presently offered in the private sector which adds an additional challenge to employing candidates with the required levels of knowledge and experience.
Risk owner	Head of Strategic Assets
Scrutiny board	Strategic Estates Board
Existing controls	<ul style="list-style-type: none"> • Strategic Estates Board overviews all estate activities with frequent progress updates against the Property Strategy • Assets Disposal Working Group • Strategic Assets and IT Governance Programme Board • Property Strategy – monthly reporting against the strategy • Assets Building Management software solution – Concerto in place
Planned controls	N/A
Assurance level	Adequate
Comment	<p><u>Custody Suite (Dunston Site)</u> - Planning permission is currently subject of judicial review and subject to consent including the Force confirming planning conditions are acceptable. In terms of Biodiversity Net Gain (BNG) the vendor made a last-minute change to the T&C's of the sale. We've had discussions with a new potential supplier and informed the original one their terms are not acceptable. It is intended to tender for the Dunston build in August.</p> <p><u>New Clay Cross Stn.</u> - We are commencing the build imminently.</p> <p><u>New Killamarsh Stn.</u> - Will be operational and coming on stream in June.</p> <p><u>Long Eaton Stn.</u> - being market tested having had 'best and final' offers in with a significant offer made above market value. We are currently looking at the wider disposals strategy which might free up both Dronfield (staff moving to the Dunston Custody Suite site) and Newbold site (staff moving to the new Killamarsh site).</p>

2.6 Discoverer reporting tool for HR Gateway - no product support.

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR0109 Security (Technology/ Cyber/ Physical)	3 High	3 High	9 Red	9 Red	↔ Static	Treat
Description	There is a risk that if a replacement for HR Gateway's reporting tool is not found, then there will be no people data reporting capabilities available to the force. This will cause a significant risk to the forces ability to provision any data both internally and nationally. Discoverer is highly vulnerable to any system changes due to it being unsupported since 2017, which could result in the reporting tool becoming inoperable. In addition, any future upgrades will not include new system items which means the ability to report in general will become					

	extremely restricted. Discoverer is also used to provide management and operational resource planning data. Hence if the system were to go down without planned contingencies, it would have far-reaching operational consequences for the Force. It would not only seriously affect the day-to-day operations but also the long-term strategic planning. Due to the unsupported nature of the product, it also generates a real vulnerability around security and cyber-attacks.
Risk owner	Director of People Services
Scrutiny board	Our People Board
Existing controls	<ul style="list-style-type: none"> Contract Review Group – meeting quarterly. Strategic Gateway Board – meeting quarterly with progress updates provided to the 'Our People Board' as a standing agenda item and chaired by ACO National User Group
Planned controls	N/A
Assurance level	Limited
Comment	The Strategic Gateway Group comprising of key stakeholders from Derbyshire and Leicester continue to meet with good progress made in respect of acquiring an upgrade to the Gateway system and its migration to the Cloud. Initial priorities include confirmation of costs from NEC for migration to the Cloud, strengthening the customer relationship with NEC, and the requirement for a confirmed timeline for the Gateway upgrade so impact on service users can be assessed. Due to the unsupported nature of the product, it also generates a real vulnerability around security and cyber-attacks and therefore the risk scoring should remain at its present level.

2.7 Failing to provide suitable facilities to deliver operational policing services.

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR0088 People	3 High	3 High	9 Red	9 Red	↔ Static	Treat
Description	There is a risk of failing to provide suitable facilities to deliver operational policing services caused by long-term neglect and underinvestment in the force estate that has left a legacy of backlog maintenance and obsolescence issues, which has resulted in unaffordability due to the significant costs, impact of inflation and the cost of borrowing allied to generally poor condition of the building stock.					
Risk owner	Head of Strategic Assets					
Scrutiny board	Resources Board					
Existing controls	<ul style="list-style-type: none"> Strategic Estates Board (chaired by PCC and attended by CC) overviews all estate activities with frequent progress updates against the Property Strategy Estates and Fleet meeting (chaired by ACO) – meet monthly with estate overview provided by HoD and includes emerging estate risks Estates Brochure – provides details of the force estate portfolio 					
Planned controls	N/A					

Assurance level	Limited
Comment	<p>The capital programme was recently revised and incorporates an Accreditation Hub based at FHQ. In terms of the mothballed Chesterfield Custody Suite, we have now identified another suitable site at Dunston, we are also at a point where we can resolve any biodiversity net gain with planning permission and our case to be heard in the next few weeks. Therefore, subject to planning consent we should be able to complete in the coming weeks on the sites acquisition and proceed to the final design stage (phase 3) moving to obtaining a price (phase 4) and finally award of contract following its approval. However, the proposed new site is too small to house a DHQ as well therefore funding has been identified for the refurbishment of the existing Beetwell Street site.</p> <p>Given the Accreditation Hub has been postponed it means the CSI base at Chesterfield will not be freed up and given we are vacating Rolland House, accommodation is needed for these staff. It is also likely we will construct new custody suites in Chesterfield and Derby with all other staff being located at FHQ and other sites with space availability. Discussions have also taken place regarding the sale of Long Eaton station.</p>

2.8 Digital forensic unit (DFU) network infrastructure failure

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
EXEC0102 Executive	3 High	3 High	9 Red	6 Amber	↑ Increasing	Treat
Description	There is a risk that the Digital Forensic Unit (DFU) network infrastructure could temporarily fail specifically around archiving data and supporting the longevity of the current infrastructure, caused by the backup and Review, Retention and Disposal (RRD) of digital forensic data being insufficient, resulting in the potential of data loss and/or inappropriate retention of data, which could also result in enforcement action being taken by the Information Commissioners Office and/or loss of accreditation.					
Risk owner	Head of Technical Forensic Services					
Scrutiny board	Resources Board					
Existing controls	<ul style="list-style-type: none"> Temp system administrator appointed within DFU Force Accreditation Board overviews progress Management of DFU infrastructure now managed by DDaT Data scoping project completed Mandate to define requirements for new sustainable infrastructure (DDaT) 					
Planned controls	<ul style="list-style-type: none"> Developing long-term plan for cloud-based storage Reviewing retention and disposal policy to ensure it is in-line with national guidance Identifying training/compliance gaps including case information 					

	<ul style="list-style-type: none"> Case management system to be set up to be interoperable with Niche.
Assurance level	Adequate
Comment	Data scoping project has moved to the next stage, in-depth review to take place before actions for progress to be defined. In addition, priorities around this risk were also discussed at the Executive Planning Day.

2.9 Transitioning from Forensic Science Regulator (FSR) Codes v7 to FSR Statutory Code

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
EXEC0103 Legislative Compliance	2 Medium	1 Low	2 Green	4 Green	↓ Decreasing	Tolerate
Description	There is a risk Derbyshire will be unsuccessful in transitioning its accreditation from Forensic Science Regulator (FSR) Codes v7 to the FSR Statutory Code. This is caused by the level of detail required by UKAS with accreditation not held in areas covered under the Forensic Science Regulator, FSR's statutory Code which carries a risk to admissibility and the potential of regulatory action.					
Risk owner	Head of Quality . .					
Scrutiny board	Resources Board					
Existing controls	<ul style="list-style-type: none"> Regional support and desk-based review of evidence Mapped all FSA's being performed in Derbyshire 					
Planned controls	N/A					
Assurance level	Adequate					
Comment	The risk is split into two parts and in terms of transitioning to the codes this part has been successfully mitigated. In terms of certain areas not covered by the code this element remains outstanding. However, the risk scoring has been reduced due to the success of the transition and further work is being conducted by the Quality and Compliance Unit's alongside the TFS Units.					

2.10 PCOT demand

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
CRIME0154 Operational	4 Very High	2 Medium	8 Amber	-	NEW	Treat
Description	There are insufficient resources to deal with demand in our Protecting Children Online Team (PCOT) resulting in enforcements not being conducted within agreed timescales, therefore having a detrimental impact on the safeguarding of vulnerable children.					

Risk owner	Head of Crime Directorate
Scrutiny board	Victims, Crime and Vulnerability Board
Existing controls	<ul style="list-style-type: none"> • Trial of triage process (from Jan 2025) • Case file backlog includes regular progress updates to the VCV Board • Overtime allocated for supervisor reviews (Sgts) • Secondment of additional officer resources • Increase in overtime expenditure approved • Reallocation of 'Tier 3' images to Youth Engagement Team
Planned controls	<ul style="list-style-type: none"> • Business submitted case for additional resources
Assurance level	Limited
Comment	N/A

2.11 Fleet sustainability and decarbonisation

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR0135 Operational	2 Medium	2 Medium	4 Green	-	NEW	Tolerate
Description	There is a risk to both operational efficiency and cost savings if we do not diversify our fleet to incorporate other forms of sustainable fuels as they become available caused by a high cost of switching to electric vehicles, their operational limitations and establishing an estate charge-point infrastructure resulting in excessive economic costs and compatibility issues with the current estate infrastructure.					
Risk owner	Head of Strategic Assets					
Scrutiny board	Strategic Estates Board					
Existing controls	<ul style="list-style-type: none"> • Strategic Estates Board – overviews all fleet activities with regular progress updates provided by the Head of Strategic Assets • Estates and Fleet meeting – meets monthly with groups remit to ensure the forces transport needs are understood and reflected in our future policing strategies and to keep fleet safety at the forefront by monitoring and acting on key fleet metrics • Fleet business model in place and based on a full lifecycle approach and operational requirements 					
Planned controls	N/A					
Assurance level	Adequate					
Comment	N/A					

2.12 Employee assistance programme inadequate support

Risk	Impact Score	Likelihood Score	Residual Score	Previous Score	Current Direction of Travel	Expected Direction of Travel
STR0157 People	2 Medium	1 Low	2 Green	-	NEW	Treat

Description	There is a risk in the short-term that we will be unable to provide adequate assistance support to our employees as part of our wellbeing programme caused by the new contracted service provider failing to provide there Data Protection Impact Assessment including confidential data concerns around their administrative support function, which is based in India resulting in us having to re-negotiate and revert back to our previous EAP provider.
Risk owner	Director of People Services
Scrutiny board	Our People Board
Existing controls	<ul style="list-style-type: none"> Contract negotiations underway with previous EAP service provider Blue light champions providing in-house support
Planned Controls	N/A
Assurance level	Adequate
Comment	N/A

3. CLOSED RISKS

- 3.1 The following risks have been successfully mitigated and closed since the last reporting period. In closing a risk, a risk owner must provide a brief description to the Risk Management Panel of why the risk is to be considered for closure and removal from the strategic risk register. An archived risk may also contain important information, because they can be reopened again or information regarding these risks might be useful for management of other risks.

Risk	Risk Title	Risk Score	Archived Date	Division/Department
STR0090	Physical security of joint headquarters site	4	22/04/25	Operational Support
STR0136	VMWare licensing changes (Broadcom)	6	03/03/25	DDaT
STR0128	DART risk reviews	4	03/03/25	Crime Directorate
STR0148	External audit backlog	8	26/02/25	Finance & Procurement
STR0100	Niche access control levels (ACL's) application errors	6	26/02/25	Corporate Services
FIN0082	Uniform & Equipment (supply chain issues)	4	26/02/25	Finance & Procurement
STR0057	Fleet operations (national vehicle contracts / manufacturer delays	4	21/02/25	Assets
OPS0075	Road's policing / armed response units – BMW N57 engine – crankshaft bearing failures	4	21/02/25	Assets
STR0112	Non-attendance and completion of force training courses	4	20/02/25	People Services
STR0115	Fleet electrification and charging infrastructure	2	24/01/25	Assets

4. RISK MANAGEMENT AUDIT 2025

- 4.1 In October, and as part of the internal audit plan for the Office of the Police and Crime Commissioner our internal auditors (MAZARS) will be conducting an independent and objective audit of the forces processes and controls to ensure they are effective in managing risks. This will include policies, procedures and systems in place to identify, assess and mitigate potential risks. The audit aims to provide assurance to our senior management and the Police and Crime Commissioner that the force is adequately managing its risks and operating within a sound governance and control framework. The audit team will produce a report detailing their findings, conclusions and recommendations.

5. PETROL RECEPTION TRAINING INCIDENT – UPDATE

- 5.1 In February 2021, a number of officers sustained burn injuries during a petrol reception training incident at a Manvers training facility operated by South Yorkshire Police. In April 2025, following numerous force enquiries regarding the investigations progress the Health and Safety Executive's (HSE) Principal Inspector wrote to the Chief Constable stating that they had concluded their investigation. Their Legal Services Division have now taken the decision to bring various charges under Health and Safety at Work Act 1974 in respect of the injuries the officers sustained during this training activity. The case is to be listed at Sheffield Magistrates Court for the first hearing.

6. FINANCIAL IMPACT

- 6.1 Risks if uncontrolled can result in a drain of resources that could be directed to front-line services. Indirect financial impact can arise from poor risk management systems that fail to identify, monitor, and eliminate risks that carry financial consequences. Conversely good risk management will help reduce our exposure to financial loss that may arise from a risk being poorly managed of which this report is a key part of that process.

7. LEGAL IMPLICATIONS

- 7.1 Failure to manage risk properly can result in incidents occurring that could place the force in breach of statutory obligations and duties. This report and the risk management process that underpins it are therefore important tools in ensuring that legal implications are mitigated and reduced wherever possible.
- 7.2 The force also recognises that well managed risk taking is desirable where it offers opportunities to provide an effective policing service in a more cost-effective manner. It is also a key element of good corporate governance and contributes to an effective focused organisation that understands the challenges it faces.

8. RECOMMENDATION

- 8.1 Our Strategic Risk Register has been reviewed to ensure that our risks are accurately recorded. This report combined with tracking and monitoring the force's highest risks via our software system is a record of the principal risks that the force faces and the existing/planned controls to address these risks as far as is reasonably practicable. The Risk Management

Board is ultimately responsible for considering and accepting the risks and agree any further actions or controls it deems appropriate regarding the risks being reported on.