

Operational and Corporate Risks (in numerical order) - excludes Joint OPCC/Constabulary Strategic Risks

Risk Ref	Risk Title	Risk Owner	Corporate Objective	Risk Area	Category (Risk)	Corp/Op	Cause & Effect	Initial Impact Initial Likelihood Initial Risk Priority	Current Impact Current Likelihood Current Risk Priority	Created	Last Updated	Next Review Date	Current Controls	Current Actions	Commentary
273	273 Service failures may occur if tri-force solutions do not deliver anticipated outcomes in a timely manner	Alec Wood	2. Maintain local police performance within available budgets	BCH Collaboration Tri-force Solutions	Risk	Corporate	Cause: Tri-force solutions do not deliver anticipated outcomes after resources have been re-organised on basis that they will do so. Resources are moved to fill the gaps. Effect: Service failures and in worst case scenario, could lead to claims for unfair dismissal.	2 - Moderate 2 - Possible Medium (4)	2 - Moderate 2 - Possible Medium (4)	10/10/2013	13/06/2017	31/07/2017	FEB monitoring Joint Chief Officer Board monitoring Risk Review Board monitoring	Monitor and seek countermeasures as appropriate	BCH Athena go live postponed from January to May 2018 and consequently, ABLE HR (including Payroll and L&D) and Duties postponed from April to October 2018. Local Policing Review being scheduled to utilise window that is now open prior to Athena.
289	289 Risk of adverse outcomes due to insufficient resources being available in Procurement	Niki Howard	2. Maintain local police performance within available budgets	BCH Collaboration Procurement	Risk	Corporate	Cause: Lack of interest in vacancies, failing vetting, maternity leave, low skill levels and loss of consultancy help to Collaboration Team. Effect: Inability to complete all tasks in a timely manner, reduced morale.	3 - Significant 4 - More likely than not High (12)	2 - Moderate 2 - More likely than not Medium (8)	14/04/2014	19/06/2017	31/07/2017	Director of Finance & Resources reviews risks both via SMT and sitting on the Risk Review Board. FEB monitoring HR assistance in recruitment Organisational Support Programme Board Procurement Board reviews Risk Review Board reviews risks monthly	Request for HR to help resolve issues including reviewing salary scale Review procurement model with a view to possible restructure Seek replacement staff	Temps have been utilised while efforts to secure permanent staff have been undertaken with some success. Work with HR on market supplements continues.
294	294 Risk of inadequate condition and lifespan of Parkside Custody and breaches of ECHR/PACE/APP/DDA/Equality Act	Vicky Skeels	3. Reduce crime and disorder(particularly that having greatest impact in localities)	BCH Collaboration BCH Custody	Risk	Corporate	Cause: Current physical condition of Parkside Custody even following remedial work and perceived limited continued lifespan. Effect: As condition of Parkside Custody deteriorates again, possible breaches of ECHR/PACE/APP/DDA/Equality Act and risk to wellbeing of DPs.	4 - Major 4 - More likely than not Very High (16)	2 - Moderate 3 - Probable Medium (6)	09/12/2014	16/06/2017	30/09/2017	FEB monitoring Gold Group HMIC Inspection Parkside Custody Board Risk Review Board TP SMT review	Monitor Parkside Custody Board progress	Custody Project Board, chaired by Niki Howard, meets quarterly. Land search is ongoing. PCC is engaged. Capital spend is committed. No firm ETA currently.
300	300 Risk of increased threat to officers / staff during heightened security threat level	Dan Vajzovic	4. Maintain resilience of Protective Services(ensuring local focus is balanced to county-wide and National issues)	Chief Officer Group	Risk	Corporate	Cause: The national security threat level has been increased and while the threat in Cambridgeshire and Peterborough is not perceived to be as high, the threat exists and actions to mitigate are required. Effect: If precautionary actions are not taken, danger to life and limb will remain higher than necessary. Op Faversham set up in Cambs	4 - Major 2 - Possible Medium (8)	4 - Major 2 - Possible Medium (8)	23/12/2014	16/06/2017	30/09/2017	ACC Co-ordination Meeting Estates FEB monitoring Gold Group National Security Risk Group Nationwide Safety Publications Penetration Testing Risk Review Board Staff Vigilance Briefings Territorial Policing SMT	Monitor threat and need for further mitigating actions	The change to the terrorism threat level, from Severe to Critical and back to Severe, tested many force contingency plans. There is considerable engagement with staff and safety messaging. Review and update of plans continues. Risk severity reviewed and considered to still be correct.

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304	304 Risk of BCH Vetting Unit non compliance with NPCC & CoP Guidance or reduce backlog or staff employed without vetting	Amanda Bell	4. Maintain resilience of Protective Services(ensuring local focus is balanced to county-wide and National issues)	BCH Collaboration PSD	Risk	Corporate	Cause: The BCH Vetting Unit does not comply with the NPCC Guidance on Vetting and an assessment of the College of Policing proposed guidance has identified that the unit will be unable to comply. There are insufficient staff/processes to comply and prevent an unacceptable backlog continuing. Staff are taken on without being vetted. Impact: There is a constant two week backlog of between 250-350 applications that have not been started. An HMIC Inspection will identify significant differences in the Vetting Unit process and the NPCC Guidance and Vetting Code of Practise There is effectively no Aftercare on police officers and police staff. Only posts where there is a significant risk is this conducted on a case by case basis and is strictly limited. The Vetting Unit has never conducted the Events search as standard if this was enacted for all applications then the time to complete a vetting application would significantly increase and effectively bring recruitment to a standstill. Increased recruitment without vetting impacting on integrity of the forces	4 - Major 4 - More likely than not Very High (16)	4 - Major 4 - More likely than not Very High (16)	05/01/2015	21/06/2017	15/07/2017	BCH PCCs and senior officers Cams Risk Review Board Dip Sampling PSD SMT	Monitor and record actions and progress towards resolution and provide regular updates.	Vetting expiry dates are being included on new passes. A two year plan has been created and substantial progress (estimated by PSD at over 50%) has already been made. Additional resource and ICT work required was agreed at JCOB on 20th June. Risk is currently under review by Amanda Bell, PSD, with a view to reducing the severity in the light of the controls, mitigating actions and progress.
305	305 Risk that Senior Investigator capability could be reduced	Mel Dales	3. Reduce crime and disorder(particularly that having greatest impact in localities)	Investigations	Risk	Corporate	Cause; There are a high number of projected retirements of senior investigators across the force Effect: This could result in a lack of contingency or capacity once they start to leave.	3 - Significant 3 - Probable High (9)	2 - Moderate 2 - Possible Medium (4)	12/01/2015	20/06/2017	31/07/2017	Detective Resource Group Crime & Ops Support SMT Force Executive Board monitoring Investigations SMT Personal & Organisational Development Group Requirement for a fully maintained PIP portfolio at appropriate level Risk Review Board Senior Detectives Meeting	Identify Sergeants/Inspectors to follow a fast track/bespoke development program Implement action plan to improve detective capability Senior Detectives development programme	Detective continuous professional development is addressed through CPD events throughout the year. Work has ben undertaken to project and plan the next tranche of senior detectives, taking stock of all staff at DS/PS, Insp/DI, Ch Insp/ DCI across the force, mapping expected departures, and identifying options to ensure that there is resilience the planning.
312	312 Risk of sanctions due to non-compliance in some areas of H&S	Vicky Skeels	2. Maintain local police performance within available budgets	HR	Risk	Corporate	Cause: Failure to consistently apply best practice due to disjointed H&S management and lack of focus due to insufficient monitoring, application and advice across the force. Effect: Increased risk of injury, illness or accidents which in turn gives rise to risk of fines, notices and formal sanctions.	3 - Significant 4 - More likely than not High (12)	2 - Moderate 2 - Possible Medium (4)	26/06/2015	21/06/2017	30/09/2017	Appointment of H&S Adviser External H&S Audit FEB monitoring Fire Authority Inspections BCH H&S Strategic Group Risk Review Board	Monitor progress of risk including controls	BCH H&S Strategic Group continue to review H&S risks, issues and actions, quarterly. Most matters are improving and those of concern are being addressed e.g. building contractors not signing in daily, some CCTV quality.

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313	313 Potential monetary liability related to decision in Allard and Ors v Chief Constable of Devon and Cornwall Police 2015.	Niki Howard	2. Maintain local police performance within available budgets	Finance	Risk	Corporate	Cause: Decision reached in the High Court and upheld in the Court of Appeal in Allard and Ors v Chief Constable of Devon and Cornwall Police 2015 potentially opens the way for historical overtime claims to be made by covert officers. One claim has already been lodged. However, the Court of Appeal decision is the subject of challenge in the Supreme Court. Effect: If the decision is upheld in the Supreme Court, then subject to legal advice on how far the decision extends, there is potential for claims totalling a very substantial amount to be lodged against the Constabulary.	4 - Major 4 - More likely than not Very High (16)	4 - Major 4 - More likely than not Very High (16)	07/07/2015	19/05/2017	31/07/2017	Finance Governance Board Finance SMT Force Executive Board National Working Group People Board Risk Review Board	Monitor and seek updates on the progress of the court case in the Supreme Court along with other developments, liaising with Finance as necessary. Ensure that RRB and FEB are kept updated on progress.	Ch/Insp Mark Greenhalgh represents Cambs on the National working group: Undercover officers: Attempting to settle test case out of court. Three other cases currently stayed pending outcome. CHIS Handlers: 14 claims intimated - one detailed and being validated.
314	314 Safety risk arising from a large number of officers being out of PST licence due to training backlog	Amanda Rickwood	3. Reduce crime and disorder(particularly that having greatest impact in localities)	HR	Risk	Corporate	Cause: There are currently around 500 officers out of PST licence due to a backlog of Personal Safety Training. Effect: The risk to safety of the public and officers due to lack of recent training: damage to public confidence in the Constabulary due to reputational damage if the media reported on the extent of the backlog or if injury to members of the public or officers occurred and the lack of recent PST became public knowledge.	3 - Significant 3 - Probable High (9)	3 - Significant 2 - Possible Medium (6)	05/08/2015	19/06/2017	31/07/2017	CDD SMT FEB monitoring HR SMT Risk Review Board Tri-force L&D Review	Monitor action to reduce backlog of abstraction planning for PST in RMU	Although a PST licence may have expired, this does not mean that the skills have been lost. Nevertheless, work continues to reduce original backlog (now across BCH).
315	315 Risk of permanent failure of door security system forcewide	Mark Hotchkin	2. Maintain local police performance within available budgets	Finance	Risk	Operational	Cause: Although Cambs door access system has been upgraded, a new system will still be required, most likely on a tri-force basis. Effect: Risk of failure and inadequate door security on all sites with risk of security breaches and H&S issues.	4 - Major 4 - More likely than not Very High (16)	4 - Major 1 - Remote Medium (4)	28/09/2015	17/04/2017	31/07/2017	Estates sub group FEB monitoring Risk Review Board reviews	Monitor progress of risk	The immediate concerns were successfully addressed and resolved by February 2016. The remaining risk relates to a long term BCH solution.
319	319 Risk that Athena operational implementation will impact on Cambs risks increasing existing severities	Alan Baldwin	2. Maintain local police performance within available budgets	Constabulary Strategic Risks & Issues	Risk	Corporate	Cause: Athena implementation is resource intensive particularly related to training and abstraction as well as BCH ICT resources Effect: Severity of other risks and issues may be estimated with the assumption of an otherwise level playing field but the call on resources by Athena may increase the severity of other risks or issues	4 - Major 4 - More likely than not Very High (16)	3 - Significant 1 - Remote Low (3)	09/10/2015	13/06/2017	31/07/2017	Athena BDA FEB monitoring ICT SMT reviews Joint Chief Officers Board Organisational Support Programme Board Risk Review Board	Monitor and review risks and issues in relation to Athena implementation	Postponement of BCH Athena go live from January until May 2018 pushes the risk further back in time.

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321	321 Risk that the Constabulary does not adequately understand or resource demand	Natalie Benton	1. Keeping people safe (tackling DV and serious sexual offences in Partnerships)	Strategic Constabulary Strategic Risks	Risk	Corporate	Cause: The constabulary does not fully understand the different demands placed on it of how best to spread resources. Effect: Inadequate resources to police demand in some areas resulting in danger to the public, officers and staff.	4 - Major 3 - Probable High (12)	4 - Major 2 - Possible Medium (8)	27/10/2015	01/06/2017	31/07/2017	FEB monitoring Follow the recommended methodology from HMIC National Efficiency report (published Oct 2015). Linking to Strategic Tasking Coordination Group scheduled for Jan 2016 Local Policing Review Risk Review Board monitoring	Monitor risk and liaise with CDD Commander Scope requirements in order to reach an acceptable level of confidence	Work continues to understand demand and we are reasonably satisfied with where we have reached. Severity remains correct. A simulation is being undertaken in July following which the risk and severity will be reviewed again.
322	322 Risk that once Athena comes into operation, the corporate MI or other functions will not be able to continue	Alec Wood	2. Maintain local police performance within available budgets	Chief Officer Group	Risk	Corporate	Arises from CDD Risk 2.02 Cause: It is currently unclear how management information will be extracted from Athena plus allowing the corporate MI function to continue to operate seamlessly (CORA). Effect: Ability to produce meaningful corporate MI will be lost and with it, the capacity to make fully informed decisions.	4 - Major 4 - More likely than not Very High (16)	4 - Major 1 - Remote Medium (4)	06/11/2015	13/06/2017	31/07/2017	CDD SMT FEB Monitoring ICT SMT review and planning Organisational Support Programme Board review and tasking Risk Review Board monitoring, directing and tasking Tri-force Information Management Project Board are aware of this risk and are seeking solutions	Commission readiness to implement Athena in Cambs assessment Establish totality of Athena risks via Athena boards, partners and Northgate Monitor risk and progress towards solution and flag up any increasing concerns to CDD SMT and RRB. Review & question Athena Risks & Issues and escalate to RRB as necessary	Postponement of BCH Athena go live from January until May 2018 pushes the risk further back in time. It is not intended that this risk will be allowed to materialise without at least workarounds.
324	324 Risk of adverse impact on operational delivery through inadequate influence over resourcing decisions in JPS	Dan Vajzovic	4. Maintain resilience of Protective Services(ensuring local focus is balanced to county-wide and National issues)	Constabulary Strategic Risks & Issues	Risk	Corporate	Cause: Failure to ensure that operational delivery is aligned to our objectives due to having insufficient influence over allocation of resources in JPS. Effect: A mismatch between demand and resources, reduced performance resulting in operational objectives not being adequately met with consequential risk to the public, officers and staff of injury or loss and/or a loss of public confidence in Cambridgeshire.	3 - Significant 1 - Remote Low (3)	3 - Significant 1 - Remote Low (3)	12/02/2016	14/06/2017	31/07/2017	FEB monitoring JPS Board Risk Review Board monitoring	Monitor efforts to build closer relationships with JPS management	We remain satisfied with partnership with JPS and risk remains low severity.
329	329 Risk that the UCP enquiry reveals material which undermines confidence in use of UCP	Dan Vajzovic	4. Maintain resilience of Protective Services(ensuring local focus is balanced to county-wide and National issues)	Chief Officer Group	Risk	Corporate	Cause: If the Under Cover Policing (UCP) enquiry reveals adverse material Effect: Confidence in the Constabulary and/or in the use of UCP is undermined or the Constabulary faces litigation	3 - Significant 2 - Possible Medium (6)	3 - Significant 2 - Possible Medium (6)	19/02/2016	20/06/2017	31/07/2017	FEB monitoring Governance of resources providing research Independent legal professionals Risk Review Board monitoring	Monitor developments liaising with CDD and TP Commanders	Constabulary will not have notification of any specific risks prior to disclosure at the Public Inquiry, so this risk cannot be mitigated in the meantime. The first relevant public evidence may start to appear in the Summer 2017. Recent case in the media did not relate to service in Cambs Constabulary.

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330	330 Risk that IICSA Enquiry into Child Abuse will identify issues for Cambs Constabulary	Dan Vajzovic	1. Keeping people safe (tackling DV and serious sexual offences in Partnerships)	Chief Officer Group	Risk	Corporate	<p>Cause: Concerns regarding the extent and handling of CSE nationwide, resulting in the IICSA Enquiry into child abuse</p> <p>Effect: If matters come to light within Cambridgeshire, work may be required to correct for the future any failings identified and not already addressed. There could also be a loss of public confidence in the Constabulary.</p>	4 - Major 2 - Possible Medium (8)	4 - Major 2 - Possible Medium (8)	19/02/2016	19/06/2017	31/07/2017	<p>FEB monitoring</p> <p>Investigations SMT</p> <p>Risk review Board monitoring</p> <p>Transfer of 28 officers and staff into PPD</p>	<p>Monitor developments and escalate to RRB/FEB as required</p> <p>Progress actions to build an effective unit with the 28 transferees</p>	Progress on IICSA Enquiry is awaited.
333	333 Acknowledgement that the organisation handle cryptographic material and accepts the risk and are managing that risk in line with IS4 principles	Ian Bell	4. Maintain resilience of Protective Services(ensuring local focus is balanced to county-wide and National issues)	Constabulary Strategic Risks & Issues	Risk	Corporate	<p>Cause: The constabulary may fail to safeguard cryptographic material to the required standard.</p> <p>Effect: Loss or interception of sensitive material by unauthorised parties causing danger to the public and/or individuals or hindering national covert investigations</p>	4 - Major 2 - Possible Medium (8)	3 - Significant 1 - Remote Low (3)	22/03/2016	16/06/2017	31/10/2017	<p>CESG Audit</p> <p>FEB monitoring</p> <p>Force Crypto Custodian</p> <p>ICT SMT</p> <p>Risk Review Board monitoring</p>	Document that cryptographic material is handled in accordance with IS4	This risk is recorded and worded on advice of CESG auditor to demonstrate that we are cognisant of this risk and ensuring compliance.
334	334 Risks related to late or non delivery of Emergency Services Mobile Comms	Nick Lyall	2. Maintain local police performance within available budgets	BCH Collaboration Public Contact	Risk	Corporate	<p>Cause: There are a number of project related risks which are covered by this overarching entry:</p> <ul style="list-style-type: none"> International Standards applicable to ESMCP Airwave contract extensions Coverage Devices Vehicle device installations Control Room services Migration of business from one network to another <p>Effect: Failure to deliver an effective ESMC service would prevent the Constabulary from operating effectively and place the public, officers and staff at unnecessary risk of threat and harm.</p> <p>Public Contact have requested that this risk is logged on each of the BCH corporate registers. Herts have recorded as STR 557.</p> <p>This risk does not relate to the financial implications which are covered under Issue 335.</p>	4 - Major 2 - Possible Medium (8)	4 - Major 2 - Possible Medium (8)	12/04/2016	19/05/2017	31/07/2017	<p>BCH ESN Project Board monitoring and direction</p> <p>BCH Operational Support Programme Board monitoring and direction</p> <p>Coverage validation and agreement to defer until 100% coverage geographically</p> <p>ESMCP Board monitoring and direction</p> <p>FEB direct monitoring</p> <p>Group Transition Manager</p> <p>JCOB monitoring</p> <p>NPCC sub group monitoring and direction</p> <p>Regional Implementation Manager</p> <p>Risk Review Board monitoring</p> <p>Sale of Airwaves to supplier of ESN</p>	<p>Monitor developments and escalate to RRB/FEB as necessary</p>	<p>Implementation has been delayed from 2018 by one year nationally. There is a potential hard deadline of March 2020 (so in effect by the end of 2019 in case of bugs in the new system) when Airwaves may no longer function due to products from sub-contractors no longer being available/supported. There is growing widespread concern over how the programme is being handled nationally.</p>

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342	342 Risk of predatory sexual behaviour by officers and staff towards other officers and staff or vulnerable members of the public	Alec Wood	1. Keeping people safe (tackling DV and serious sexual offences in Partnerships)	Chief Officer Group	Risk	Corporate	Cause: Officers or staff in positions of power may use this power to groom, coerce or control their subordinates or vulnerable members of the public. Effect: Harm to officers, staff or members of the public who are victims and potential loss of public confidence in the Constabulary.	4 - Major 3 - Probable High (12)	4 - Major 2 - Possible Medium (8)	10/08/2016	13/06/2017	31/07/2017	Departmental Senior Management Teams including Territorial and Investigations FEB review monthly RRB reports under direction of DCC. Monitoring by PCC via BCB PSD Governance Board PSD monitoring Risk Review Board Monitoring Training - Rachel Gourlay is a member of the Gold group with a view to developing training	Monitor progress of initiatives and report to RRB	New policy was launched on 1st April 2017 with communications plan in place. All police officers and staff are subject to national integrity checks on PDR. HMIC feedback on plan is good.
347	347 Increased risk of musculo-skeletal injuries due to increased agile working	Rachel Wilkinson	2. Maintain local police performance within available budgets	HR	Risk	Corporate	Cause: Musculo-skeletal injuries due to increased agile working Effect: Impact on productivity, levels of sickness absence, and possibly lead to personal injury litigation against the force. Note: 1. There are reduced resources in Occupational Health to address this. 2. Escalated from HR R01	3 - Significant 2 - Possible Medium (6)	3 - Significant 2 - Possible Medium (6)	03/11/2016	21/06/2017	15/07/2017	Agile Programme Board review BCH HR SMT review and management BCH Workforce Health and Wellbeing Strategy Workstreams Plan Cams FEB Monitoring Cams Risk Review Board Monitoring	Monitor controls and progress and escalate to RRB as necessary	The risk is being managed by means of guidance in the policy, the use of properly set up agile working zones and ongoing monitoring of trends in terms of causes of sickness absence.
348	348 Risk that a detainee will suffer permanent damage or death due to there being many gaps in medical cover at Thorpe Wood and Parkside custody suites Child risk to 218 above	Dan Vajzovic	2. Maintain local police performance within available budgets	Chief Officer Group	Risk	Operational	Cause: Lack of resilience within G4S, despite G4S being contracted to provide 24/7 medical cover. Acute conditions are taken to A&E but even so, the 'golden' 10-15 minutes until the ambulance arrives are lost due to the absence of medical staff. Effect: Detainee will suffer permanent damage or death. Officers' time is tied up remaining at A&E awaiting and during detainee treatment. Escalated from Territorial Risk TPC 13. This is a 6-force risk.	4 - Major 2 - Possible Medium (8)	4 - Major 2 - Possible Medium (8)	13/11/2016	19/06/2017	30/09/2017	BCH Custody Board review FEB monitoring Mitigating processes (999 ambulance, first aid training, training defibrators Risk Review Board Monitoring Territorial SMT review and action	Monitor progress to resolution and refer to RRB and FEB as required	Herts DCC is negotiating new contract but it is likely to be several months before this becomes effective. In the meantime, mitigating workarounds are in place as indicated in the third control.
351	351 Risk of leakage from, or failure of air-conditioning units in close proximity to critical ICT equipment leading to failure of equipment	Jonathan Black	2. Maintain local police performance within available budgets	ICT	Risk	Corporate	Cause: Air-conditioning units in some Cams Communications rooms have been installed directly above critical ICT equipment. Event: These units may leak or fail causing damage to and failure of critical ICT equipment. Effect: ICT systems will be lost temporarily with detriment to business efficiency through loss of service. Cost will be incurred in replacing damaged ICT equipment. Escalated from ICT Risk SR 17.	2 - Moderate 2 - Possible Medium (4)	2 - Moderate 1 - Remote Low (2)	11/01/2017	16/06/2017	31/07/2017	FEB monitoring Head of Estates Risk Review Board monitoring Tri-force SMT	Estates to liaise with ICT, identify and deliver solution to avoid the risk. Monitor progress towards resolution and escalate as necessary	ICT have documented the units that concern them and Estates are working with ICT to resolve the concerns.

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352	352 Risk to officer safety due to need to use 'gateway' mode on Airwaves at Histon	James Sutherland	2. Maintain local police performance within available budgets	Territorial Policing South Cambs	Risk	Operational	Cause: Lack of Airwaves coverage at Histon Police Station requiring switching radio to 'gateway' mode. Effect: Risk concerning officer safety if radio is on gateway mode and when leaving station (possibly quickly in response to an emergency) the officer forgets to switch their handsets back to 'trunked mode' (Normal mode), the officer will be unable to communicate with the control room/other offices if they get into any trouble. This risk will be avoided once ESMCP replaces Airwaves.	4 - Major 3 - Probable High (12)	3 - Significant 1 - Remote Low (3)	24/01/2017	19/06/2017	30/11/2017	Briefings ESMCP (avoids risk when goes live) FEB monitoring Warning signs Risk Review Board monitoring TP SMT reviews	Monitor the risk and escalate to RRB/FEB as required.	The risk is mitigated as far as possible but needs to be monitored until ESMCP comes into operation in order to ensure that the situation remains under control and acceptable until then.
353	353 Risk of major incident occurring where response is not covered by current Major Incident Plans	Andrew Browning	2. Maintain local police performance within available budgets	Chief Officer Group	Risk	Corporate	Cause: Although there are a number of response plans related to specific types of major incident, there is no current overarching major incident plan. Effect: If a major incident occurs which does not fall into one of the individual plans, there will be insufficient reference points to guide the most efficient response and more decisions will need to be made under pressure in the heat of the moment resulting in delay and/or non-optimum decisions, actions or non-actions which might result in avoidable injury, death or damage.	4 - Major 3 - Probable High (12)	4 - Major 2 - Possible Medium (8)	24/01/2017	19/05/2017	31/07/2017	Civil Contingency Unit review and rewrite of plan CONTEST information sharing CONTEST Tactical Lead FEB Monitoring Risk Review Board	Liaise with partners while rewriting plan Monitor controls, assurances and progress Update overarching plan	This relates to the overarching plan and not local plans. Andrew Browning is rewriting the plan which is expected to take until June/July 2017. Full resolution is expected by early 2018. The plan is bespoke and cannot be based on a previous plan or on other police forces as it is dependent on the precise set up.
355	355 Risk of loss of key contractors due to requirements of IR35 which applies only to the public sector Cross reference with Issue 354 (on Issues tab)	Dan Vajzovic	2. Maintain local police performance within available budgets	Chief Officer Group	Risk	Corporate	Cause: From April 6 2017, the rules regarding engaging workers through their own Personal Service Companies (PSC) will change. The types of workers affected include consultants, trainers, and some temporary specialist staff engaged through agencies. These workers have been treated as self-employed and taken responsibility for their own PAYE and National Insurance. However the new rules mean that we are likely to pay most of these workers via payroll from April which is disadvantageous to the contractors and Constabulary. Effect: Key contractors may choose to seek employment in the private sector. Cross reference with Issue 354 related to increased costs for the Constabulary. This risk has been raised on the ABLE (HR Finance ERP) Programme as it employs several contractors in key positions.	3 - Significant 4 - More likely than not High (12)	2 - Moderate 2 - Possible Medium (4)	19/03/2017	13/06/2017	15/08/2017	ABLE Programme Board FEB Monitoring Organisational Support Programme Board Risk Review Board monitoring	Monitor progress with ABLE and escalate to RRB as required	Although one contractor left, the situation with others appears stable. This risk will be monitored for a further month approximately and if nothing untoward arises, the risk will be closed.
356	356 Risk that 2017-18 budget will not balance without use of reserves	Niki Howard	2. Maintain local police performance within available budgets	Finance	Risk	Corporate	Cause: Increased demand, reduced income and delayed delivery of projects and consequent savings. Effect: The budget will not balance without drawing from reserves which is not sustainable in the long term.	4 - Major 4 - More likely than not Very High (16)	4 - Major 4 - More likely than not Very High (16)	06/04/2017	21/06/2017	30/09/2017	Business Co-ordination Board Director of Finance & Resources FEB Monitoring Risk Review Board Monitoring	Liaise with Director of Finance & Resources to monitor risk	This risk is renewed annually. HMRC have recently closed an investigation into use of unmarked fleet cars, without action, so allowing Cambs to avoid substantial financial implications arising from an adverse outcome, which would have been met from reserves. Nevertheless, pressure on balancing the budget, without use of reserves, remains the same.

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357	357 Risk that structure lockdown required for Athena will delay delivery of Local Policing Review solutions	Chris Mead	2. Maintain local police performance within available budgets	Local Policing Review	Risk	Corporate	<p>Cause: Athena delivery requires that Constabulary structure is "locked down" approximately five or six months before Athena 'go live'.</p> <p>Effect: LPR restructures may have to be delayed until after Athena go live, slowing delivery of savings and requiring subsequent changes in Athena to reflect new structures.</p> <p>Escalated from Local Policing Review risk LPRR014 and issue LPRI001.</p>	3 - Significant 2 - Possible Medium (6)	3 - Significant 2 - Possible Medium (6)	19/04/2017	14/06/2017	31/07/2017	<p>FEB monitoring</p> <p>LPR Programme Board</p> <p>Risk Review Board monitoring</p>	Monitor risk and liaise with LPR and Athena as required. Escalate to RRB/FEB as required.	Local Policing Review outcomes are being planned to utilise the window that has opened with the postponement of BCH Athena go live until May 2018.

Please continue to the 'Operational & Corporate Issues' tab if not already reviewed