

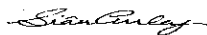
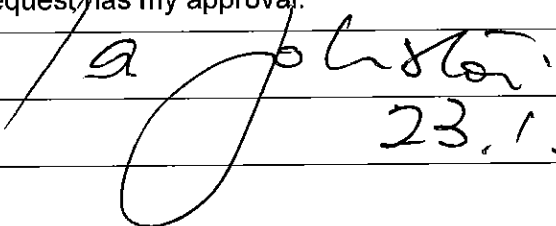
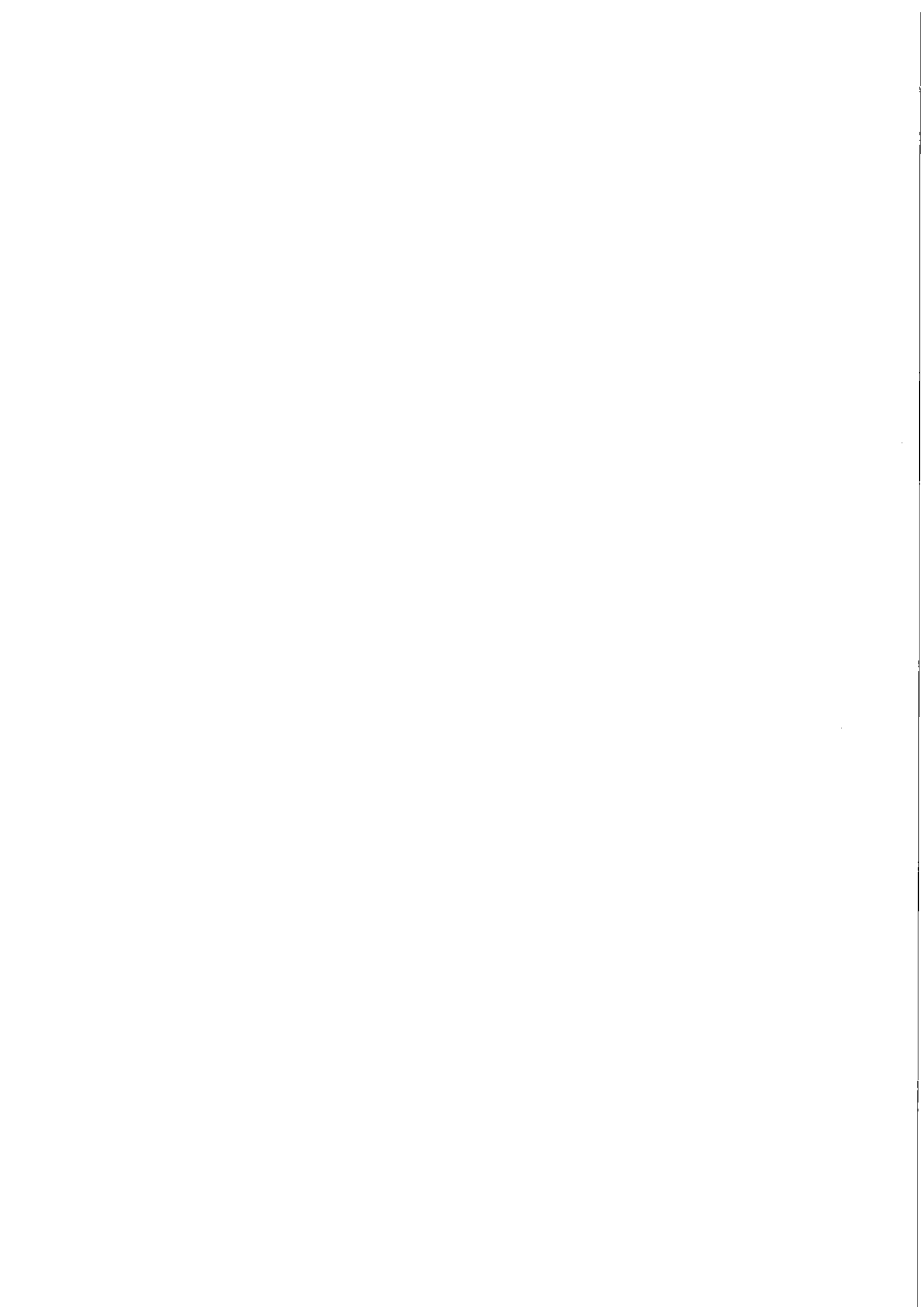


DECISION NUMBER: PCCG-2016-006	
<u>OFFICE OF POLICE AND CRIME COMMISSIONER</u>	
LEAD CHIEF OFFICER:	DCC Guildford
TITLE:	Strategic Risk Management
DATE:	5th January 2016
TIMING:	Routine
PURPOSE:	For monitoring
1.	<u>RECOMMENDATION</u>
1.1	The Police and Crime Commissioner is requested to consider the contents within the Strategic Risk Strategy contained within the Annex at 12.1.
2.	<u>INTRODUCTION & BACKGROUND</u>
2.1	The Joint Strategic Risk Strategy report contained within Annex 12.1 is reviewed annually both by the Chief Officer Team and by the Strategy and Performance Board (SPB). Whilst the Strategy was reviewed in July of this year, no changes to the Strategy have been made during 2015. The Strategy and Policy will be next reviewed in July 2016 and scheduled for SPB in September 2016 according to the Office of the Police and Crime Commissioner (OPCC) scheduling.
3.	<u>ISSUES FOR CONSIDERATION</u>
3.1	The Commissioner is requested to consider the contents within the Joint Strategic Risk Strategy contained within the Annex at 12.1.
4.	<u>NEXT STEPS</u>
4.1	Risk mitigation will continue through the Business Tasking and Co-ordination Group and scrutiny of the Joint Strategic Risk Register will be on-going through Force and OPCC governance board meetings.
5.	<u>FINANCIAL CONSIDERATIONS</u>
5.1	None. Financial implications of risks are dealt with through the allocation of funds through the BTCG.
6.	<u>PERSONNEL CONSIDERATIONS</u>
6.1	There are no specific staffing implications resulting directly from the matters raised in this report.
7.	<u>LEGAL IMPLICATIONS</u>
7.1	There are no legal implications arising from this report. Where necessary legal issues arising from individual strategic risks are dealt with on a risk by risk basis and any legal action is included within the updates to the BTCG and

	held on the organisation's Strategic Risk Register database.
8.	<u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u>
8.1	This report has been considered against the general duty to promote equality, as stipulated under the Single Equality Scheme and has been assessed not to discriminate against any particular group.
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.
9.	<u>RISK</u>
9.1	No additional risks have been identified from the matters arising from this paper which are not currently captured on the Strategic Risk Register.
10.	<u>PUBLIC INTEREST</u>
10.1	Not available to public. Exempt Report.
11.	<u>CONTACT OFFICER</u>
11.1	Head of Service Development Ch. Supt. Kirk
12.	<u>ANNEXES</u>
12.1	<p>Joint Strategic Risk Strategy</p>  <p>Joint Strategic Risk Management Strategy</p>

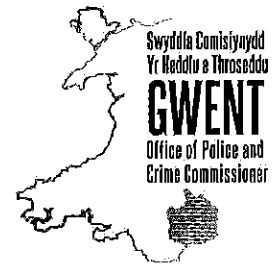
For OPCC use only

Office of the Chief Constable	
I confirm that the Strategic Risk Management report has been discussed and approved at a formal Chief Officers' meeting. It is now forwarded to the OPCC for monitoring purposes.	
Signature: 	
Date: 5th January 2016	
	Tick to confirm (if applicable)
Financial The Chief Finance Officer has been consulted on this proposal.	✓
OPCC (insert name) The Policy Officer, Victims has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	✓
Legal The legal team have been consulted on this proposal.	N/A
Equalities The Equalities Officer has been consulted on this proposal.	N/A
Chief Executive/ Deputy Chief Executive: I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.	
Signature: 	
Date: 18/01/16	
Police and Crime Commissioner for Gwent I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. The above request has my approval.	
Signature: 	
Date: 23.1.16.	





Heddlu
Gwent
Police



**GWENT POLICE
AND
OFFICE OF THE POLICE AND CRIME
COMMISSIONER**

**JOINT STRATEGIC RISK MANAGEMENT
STRATEGY 2016**

Last Updated: July 2015
Date of Next Review: July 2016

1.0 Introduction

- 1.1 Risk Management is central to any organisation's strategic management and is a fundamental element of good corporate governance. It is a strategic decision making tool that assists an organisation in identifying and managing risks that would prevent or disrupt them from meeting objectives. It also protects the organisation whilst leading to improved decision making, better use of resources, optimises service delivery and organisational reputation.
- 1.2 Gwent Police (GP) and the Office of the Police and Crime Commissioner (OPCC) recognise that they have a responsibility to ensure there is an effective framework in place for managing risk and maximising opportunity. Such a framework enables a focus on the most significant risks that would prevent the achievement of the Organisation's vision and strategic objectives. To be effective, strategic risk management and its framework must be embedded into the culture of the Organisation as a shared responsibility.
- 1.3 Gwent Police and the OPCC are two corporations sole. However, the OPCC and Gwent Police have adopted a joint strategic management approach to managing strategic risk. It should be noted therefore, that where reference is made to 'the Organisation', for the purposes of this document the term refers to both the OPCC and Gwent Police jointly.

2.0 Declaration

- 2.1 This strategy has been drafted in accordance with the principles of relevant documentation and legislation, including:
- The Account and Audit (Amendment) Regulations 2006
 - The Risk Management Standard (Institute of Risk Management).
 - Health and Safety Act 1974
 - Management of Health and Safety at Work Regulations 1999.

3.0 Aim

- 3.1 This Strategic Risk Strategy¹ sets out the OPCC's and Gwent Police's joint approach to strategic risk management and outlines the supporting framework in place.
- 3.2 Strategic risks are those risks that will impact on the Organisation as a whole. They therefore require higher levels of management action and monitoring due to their potential impact. This strategy will be underpinned by a Joint Risk Management Policy² and the Joint Strategic Risk Register (Risk Register) which details the threats and contingencies the Organisation has and will put into place to manage each risk.

¹ The Risk Strategy is available on the Force Intranet under Business Change in the Service Development Section.

² Policy available on the Force Intranet under the Policy Section.

3.3 This Strategy aims to:

- Communicate Gwent Police and the OPCC's joint approach to Strategic Risk Management
- Provide a definition of a strategic risk
- Define the strategic risk management process within the Organisation
- Outline roles and responsibilities for strategic risk management within the Organisation.

4.0 Objective

4.1 The objective of the Organisation in relation to strategic risk management is to:

- Continuously integrate strategic risk management into the culture of the Organisation and existing processes
- Prevent or minimise the potential consequences of events which could have been reasonably foreseen
- Prevent or reduce events and/or actions that could damage the reputation of the Organisation
- Improve decision making, planning and the allocation of resources
- Anticipate and respond to changing political, economic, sociological, technical, environmental, legal and organisational requirements
- Maximise the opportunity to achieve objectives and underpin corporate governance
- Preserve and enhance effective service delivery
- Protect its staff, public and communities.
- Continually review and improve risk management processes within the Organisation

4.2 Risk management also aims to support the main areas of strategic focus for the OPCC and force:

- To deliver the best quality of service available
- To reduce and prevent crime
- To take more effective action to reduce anti-social behaviour
- To protect people from serious harm
- To make the best use of resources and provide value for money

These areas of strategic focus are interdependent and rely on each other. They support the Organisation's plans to keep people safe from harm and inspire the highest levels of public confidence.

4.3 Risk Management supports these areas of focus by:

- Establishing clear roles, responsibilities and reporting lines for risk management
- Identifying and assessing on an on-going and timely basis the risks to which the Organisation is exposed
- Considered decision making, planning and prioritisation using unified procedures

- Maintaining a Joint Strategic Risk Register aligned to the OPCC and force's purpose and objectives
- Encouraging all staff to develop and maintain a risk management ethic and to report concerns accordingly.
- Ensuring that risk management is integrated into the Organisation's core management processes

5.0 Definition of Risk Management

5.1 The management of risk can be defined as follows:

"It is the process whereby organisations methodically address the risks attaching to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities. The focus of good risk management is the identification and treatment of these risks."³

- Strategic Risks are those that may affect the achievement of the organisation's strategy and objectives.
- Operational risks re those that affect an organisation's ability to execute its strategic objectives

The task of risk management is to manage exposure to risk, which is the probability of specific risks occurring and the potential impact if they did occur. However, risk management is also a tool for exploiting opportunities as well as being a safeguard. Best practice in Risk Management recognises that a certain amount of risk taking may be desirable in order to maximise opportunities but negative threats can potentially have a disastrous impact on delivery objectives.

6.0 Approach

6.1 There will be a two-tiered approach to managing risk within the Organisation. Firstly, the strategic level, which involves management of high level, corporate risks that could impact the OPCC and force as a whole and upon the achievement of the objectives of the Organisation⁴. Secondly, the departmental/local level where risks relate to day to day, operational activities specific to that area. Where necessary, local area risks should be escalated to strategic risk level by using the risk process set out within this Risk Strategy.

6.2 The OPCC will maintain its own risk register holding those risks specific to the business of the OPCC only. Where necessary risks will be escalated to the strategic level and monitored through the Business Tasking and Co-ordination Group. The register will be held on the Gwent Police Force Management Database and monitored through the OPCC monthly Board meeting. The OPCC will have oversight of the joint strategic risk register once it has been reviewed at BTCC.

³ Risk Management Standard – Institute of Risk Management 2002

⁴ Refers to both force and PCC objectives and priorities.

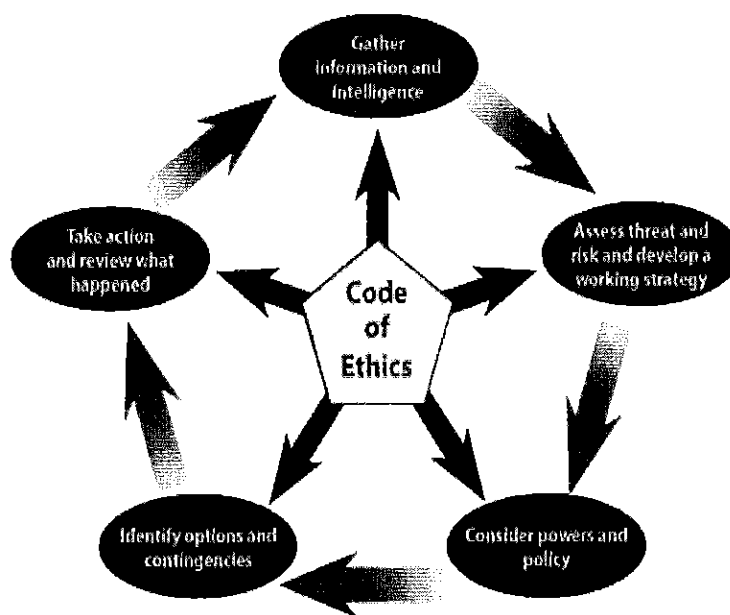
6.3 The Business Tasking and Co-ordination Group (BTCG) monitors joint strategic risk. Both current and new risks are submitted and reviewed at BTCG and meetings take place on a bi-monthly basis. These meetings are chaired by the Deputy Chief Constable, and attended by Heads of Service Areas, representatives from the OPCC, and staff associations.

6.3 The Joint OPCC and GP risk management process via BTCG:

- identifies new and emerging risks
- assesses a risk for its potential impact and probability
- puts into place mechanisms to absorb and control any consequences arising from a risk
- monitors mitigation of registered risks
- acts as the driver for implementing strategic changes in risk management
- integrates the management of risk with the business of the Organisation.

7.0 The Risk Process

7.1 In order to successfully manage risks, the Organisation follows the five effective stages of the Risk Management Cycle which are based upon the National Decision Model. These should be considered when assessing a risk:



The risk management process that is then followed is set out in Appendix 2.

7.2 Risk Identification / Assessment

7.3 In order to manage risk, the Organisation needs to know what risks it faces, and to evaluate them accordingly. This is an essential process as it defines what it is we are to manage, measure and monitor. Any subsequent action plans to mitigate the risks will be flawed and ineffective if risks are not correctly identified.

7.4 Risks may be identified via the Strategy and Performance Board and meetings within the OPCC and Force Corporate Governance framework, internal and external audit and inspection activity and risks arising from partnership and collaborative projects. However, all staff members within the Organisation have the responsibility to identify and raise risks and should a local area/operational risk need to be considered as a strategic risk, a risk assessment⁵ should be undertaken and escalated via the line manager to the Force Risk Manager for review by the Business Tasking and Co-ordination Group.

7.5 Following risk identification a risk assessment should be carried out for each risk or opportunity and a Risk Assessment Form⁶ (Appendix 1) must be completed prior to submission. Risks scored based on perception will not enable a true picture of the risk and mitigation may therefore not be sufficient or appropriate. Staff completing the Risk Assessment Form should therefore carefully consider and take into account the criteria outlined in the risk assessment matrix. This will enable a true assessment of the risk's impact and probability and a true scoring can be achieved.

7.6 As the risk matrix criteria sets out, careful consideration should be given to impact upon:

- Financial resources and assets
- Reputation and public confidence
- Information Security
- Business continuity and service disruption
- Breaches of compliance, law and regulation
- Privacy Impact
- Staff, public and community

Every aspect of business will include some or most of the above and it remains the responsibility of all those who work for the Organisation to ensure that necessary protective measures are put into place.

7.7 There are two stages when assessing a risk – the initial phase that gives Risk Owners the *inherent* risk score and the post evaluation phase that achieves the *residual* risk score, which is then recorded on a risk register. Initial assessment through multiplying the *Probability* score by the *Impact* score will achieve the *inherent* risk score (prior to further detailed evaluation).

7.8 All risk assessment is affected to some degree by impression and subjectivity but risks do need to be assessed both in terms of their *likelihood* and *impact*. When assessing the level of likelihood and impact against the matrix criteria, the Organisation will use a number rating system of 1 – 4 (1 = Low, 4 = Critical) to summarise the measurement of risk level and threat (as outlined on the Strategic Risk Assessment form shown in Appendix 1).

⁵ The Strategic Risk Assessment Form is available on the Force Intranet under Business Change in the Service Development Section.

⁶ The Strategic Risk Assessment Form is available on the Force Intranet under Business Change in the Service Development Section.

7.9 The score attained from any of the columns in the impact table should be multiplied by the probability to give an initial risk score:

Impact	Critical	4	8	12	16
	High	3	6	9	12
	Medium	2	4	6	8
	Low	1	2	3	4
		Unlikely	Possible	Likely	Almost certain/ Certain
Probability					

Overall Risk Score = Impact Score x Probability Score

Risk Level
Low: 1, 2, 3 Medium: 4, 6, 8 High: 9, 12 Critical: 16

7.10 However, while Strategic Risk Management sits within the BTCG, should a risk incur any financial remedy that requires strategic approval the risk will be both assessed using the matrix above and the business matrix to assess funding priority.

7.11 Once completed and scored the Risk Assessment Form should be sent directly to the Risk Manager for submission and review by the members of BTCG at the next meeting. This scoring process will then assist BTCG in the overall assessment, treatment and management of that risk.

7.12 Risk Assessment Forms will be retained by the Risk Management Officer and the information contained within the Assessment will be entered onto the Joint Strategic Risk Register.

7.12 Risk Appetite

When reviewed, the risks need to be considered in terms of opportunity and threat, the impact on the capability of the OPCC and the Force, its delivery, performance and its reputation as defined by the impacts above. Therefore the Risk Appetite which is defined as "The amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time" (HM Treasury) will be an important part of this process.

There are five levels of Risk Appetite published by HM Treasury which are defined in the Table below:

Appetite Levels	Description
Averse (Low)	Avoidance of risk and uncertainty is a key objective.
Minimalist (Medium / Low)	Preference for ultra safe options that have a low degree of inherent risk and only have a potential for limited reward.
Cautious (Medium)	Preference for safe options that have a low degree of residual risk and may only have limited potential for reward.
Open (Medium / High)	Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward.
Hungry (High)	Eager to be innovative and to choose options based on potential higher rewards (despite greater inherent risk).

By establishing a clear position on risk appetite, decisions can be made as to how to prioritise each risk in order of when they should be pursued and for how long. The Organisation adopts a 'Cautious/ Medium' approach to strategic risk management with a preference for treating risks where possible.

How a risk will be addressed will be considered by using one of the approaches described below:

- **Transfer** This may be done through conventional insurance methods etc.
- **Tolerate** The ability to take effective action against some risks may be limited, or the cost of taking action may be disproportionate to the potential benefit gained.
- **Treat** Most risks will be in this category. The purpose of treatment may not necessarily be to terminate the risk but to plan a series of actions to contain the risk to an acceptable level.
- **Terminate** This involves quick and decisive action to eliminate the risk altogether.

BTCG will initially chose how to treat a risk based on the risk assessment. It is therefore important that as much detail as possible is included in the risk assessment, and mitigation plans are clear. These plans should include an action plan, tasks, cost, and timescales. As per the ISO 31000 guidance, risk treatment options should be prioritised in order of when they should be pursued and for how long.

Regular review and scrutiny of actions against the agreed timetable will allow the BTCG to monitor progress on risk mitigation and where necessary to decide when to tolerate the risk.

8.0 Insurance

Part of the Joint Risk Management Strategy includes the purchase of insurance cover to protect assets and liabilities. Insurance is a mechanism for the funding of losses, which cannot be reduced or eliminated, i.e. it is a means to transfer the risk. It is not a substitute for risk management and must not be viewed as justification for unmanaged risks.

9.0 Monitoring/ Mitigating Risks

9.1 Once control action has been agreed by BTCG these actions must be effectively monitored and managed and continually updated in response to changing external and internal events. To ensure this, assigned risk owners must provide update accounts to BTCG within agreed timeframes. Risks that can be discharged following approved mitigation action can only be removed from the Risk Register following agreement by the BTCG and full approval of the Strategic Owner with elevation back to BTCG should the issue escalate at a later date.

9.2 New risks and risk updates should be delivered at BTCG by the appropriate risk owner. Where the risk owner does not deliver the briefing to the BTCG there is a risk that members of the group are ill-informed or the risk cannot be viewed and managed appropriately. Risk owners are therefore accountable and if they are unable to attend BTCG they should ensure that a suitably informed delegate is in attendance at the meeting to present the risk.

9.3 When an established risk is reviewed by the BTCG, again any assessment cannot be based upon subjectivity or perception. Re-prioritisation and risk decisions should be based upon the force's risk matrix criteria, taking into account the revised likelihood and impact score.

9.4 All strategic risks are held on the Joint Strategic Risk Register which is held as a subsection of the Force Management Database. The Risk Register acts as one of the primary assurance mechanisms of risk management and corporate control. The Register is a live database that is reviewed and amended on an on-going basis and all risk entries will include:

- A risk identification code
- A description of the risk, clearly defining the source and consequence
- The risk owner
- The control measures attributable to the risk
- Mitigation action
- A review date.

Entries mitigated will be closed and logged in an archive.

9.0 Access to the Strategic Risk Register is available to both police and OPCC relevant personnel via the Force Management Database hosted on the force Intranet. A login is required from the ICT department. This allows risk owners to monitor and update risks directly.

10.0 Governance

- 10.1 Strategic Risk Management is reviewed within BTCG meetings which are held bi-monthly. This integration ensures that key strategic risk and business elements are considered together to safeguard the Organisation from exposure to unnecessary risk and that risk awareness, identification and mitigation is fully integrated into all areas of OPCC and Force business.
- 10.2 While all strategic risks are currently monitored and mitigated by the BTCG, the Joint Strategic Risk Register is also reviewed in other organisational forums as follows:

Chief Officer Team	Monthly
Joint Audit Committee	Quarterly
Strategy and Performance Board	Annual Strategic Risk Report

- 10.3 In Force, governance is achieved through the Operational/Departmental Governance Board frameworks aligned to Chief Officer and directorate portfolios eg. the Information Assurance Board⁷. In the OPCC, this is monitored via the OPCC Board. Risk management and reporting should run as a central theme through these meetings, ensuring that risks are discussed in relation to their portfolios and that they are thus able to escalate potential strategic risks to the BTCG.
- 10.4 The Governance Board frameworks should follow the same process and procedures outlined within this strategy. That is, identified risks need to be assessed using the risk assessment and risk matrix criteria as set out in Appendix 1. A full risk assessment will allow each Governing Board to ascertain whether the risk should be maintained within the relevant portfolio area or escalated to the BTCG. Following any risk assessment, if a score of 6 or above is reached it will be the Chair of the meeting's decision as to whether the risk should be escalated to the BTCG.
- 10.5 As with the strategic meetings and BTCG, any department/operational governance meeting must record its acceptance, tolerance or mitigation risk action through full meeting minutes.
- 10.6 Risk Management is a key aspect of The Annual Governance Statement.

11.0 Roles and Responsibilities

- 11.1 Deputy Chief Constable: Registered owner of the Joint Strategic Risk Management Policy and Strategy and responsible for the management of the Joint Strategic risk Register on behalf of the Commissioner and the Chief Constable.

⁷ Note: For any breaches of data please contact the Data Protection Department as a matter of urgency for advice. For other guidance please see the Information Security Policy and Guidance on the force intranet.

- 11.2 OPCC: Jointly identify, prioritise, manage and control risks facing the organisation and the public, maintain the OPCC risk register, maintain a strategic overview of risk management issues and report as appropriate to the relevant OPCC Board. Responsible for oversight and scrutiny of the force's strategic risk management.
- 11.3 Head of Service Development Department: Responsible for authorising the Corporate Risk Management Policy and Strategy and ensuring they remain up to date and fit for purpose.
- 11.4 Divisional Commanders and Heads of Departments: Responsible for identifying and managing risks within their portfolios and for managing individual risks within the Strategic Risk Register. Each identified strategic risk will have an appropriate appointed owner responsible and accountable for ensuring that prepared responses are timely and implemented and that overall progress of risk mitigation is monitored. The force does not have an allocated Strategic Risk Manager. This role lies with the BTCG as a whole.
- 11.5 Operational Owners/ Heads of Service Areas: Responsible for completing all actions as directed by supervisors and the BTCG and providing timely updates in relation to progression of work as directed to prevent and mitigate the risk.
- 11.6 Heads of Service Areas: Identify and make decisions in respect of risks facing their department and escalate risks to a strategic level where appropriate.
- 11.8 Risk Management Officer: Responsible for ensuring strategic risk management records are properly maintained, the Strategic Risk Management Strategy and Policy are updated where necessary, decisions are recorded accurately and that clear audit trails exist in order to ensure openness and accountability.
- 11.9 Policy Officer: Responsible for providing professional advice and guidance on the Strategic Risk Management Policy, support the risk management process and update policies and procedures to underpin and ensure compliance with the Joint Strategic Risk Management Strategy.
- 11.10 All Staff: Responsible for identifying any potential areas of risk or opportunity impacting on the organisation and bringing any risks to the attention of their line manager.

Appendix 1

RISK MANAGEMENT RISK ASSESSMENT FORM

Please complete the assessment below as fully as possible and return to Rachel Jones, Service Development Department (Ext. 710 3545).

PART A (To be completed by the person identifying the risk)			
Subject (<i>Title of Potential Strategic Risk</i>)			
Person Identifying (<i>Name, department</i>)		Date	
Information Background (<i>include history of issue, source information, details of body or organisation, legislation. Attach supporting information where applicable.</i>)			
Impact - Potential Risks or Opportunities Identified (<i>Nature and likely impact on Gwent Police and Gwent OPCC</i>)			
<p><i>Please consider the following when making an assessment. :</i></p> <ul style="list-style-type: none"> • <i>Financial impact</i> • <i>Staff and public confidence</i> • <i>Legal implications</i> • <i>Data Security</i> • <i>Collaboration / partnership opportunities</i> • <i>Service delivery</i> • <i>Compliance/ complaints</i> • <i>Corporate Manslaughter/ Health and Safety</i> 			
Areas affected (<i>Departments, service areas, partnerships, public</i>).			
Suggested Action <i>Please consider the following:</i>			
<ul style="list-style-type: none"> • <i>Outline action: State whether action already in place, or proposed</i> • <i>Anticipated timeframe for completion based on the above</i> • <i>Cost/ resourcing implications.</i> 			
Risk Score/Rating (Please base your opinion on the criteria set out below:)			
Definition of Impact		Definition of Probability	
Critical 4 <ul style="list-style-type: none"> • Major impact on finances/assets greater than £1million • Effect on Organisation/ Beyond Strategic – force boundaries, Home Office, partnerships, public, community • National media attention • Exceptional damage to reputation and public confidence • Multiple fatalities or permanent injuries • Very high impact upon business continuity / service disruption • Breaches of data, compliance, complaints, insensitive or unethical behaviour, corruption or misconduct having very high impact • National procedures, external facing policies 	Almost Certain 4	<ul style="list-style-type: none"> • Already occurring, newly occurred or likely to be a regular occurrence, daily, weekly, monthly. • 90%-100% chance • This will occur in most circumstances 	
High 3 <ul style="list-style-type: none"> • Serious impact on finances/assets greater than £500,000 • High effect on the organisation • Regional media attention • Significant reputational damage and public confidence • Multiple fatalities or multiple permanent injuries • High impact upon business continuity/ service disruption • Breaches of data, compliance, complaints, insensitive or unethical behaviour, corruption or misconduct having high impact 	Likely 3	<ul style="list-style-type: none"> • A reasonable change that this could happen and may have occurred recently • 50% - 90% chance • Expected to happen 	

Medium 2	<ul style="list-style-type: none"> External facing policies Significant impact on finances/assets greater than £250,000 Effect on Division/ Department level Local media attention Some negative reputational consequences and public confidence Single Fatality or severe injury to staff member or public Medium impact upon business continuity/ service disruption, relevant and noticeable by stakeholders Breaches of data, compliance, complaints, insensitive or unethical behaviour, corruption or misconduct having medium impact External/ internal facing policies 	Possible 2	<ul style="list-style-type: none"> Possible at some point. May occur annually or less frequently. 25% -50% chance
Low 1	<ul style="list-style-type: none"> Minor impact on finances/assets up to and greater than £100,000 Unit/ Section level/ individual Low impact upon business continuity/ service disruption Minor/contained negative consequences relating to reputation and public confidence Minor or slight injury to staff member or public Breaches of data, compliance, complaints, insensitive or unethical behaviour, corruption or misconduct having low impact Internal facing policies 	Unlikely 1	<ul style="list-style-type: none"> Unlikely to occur at any given point. May occur annually or less frequently. 0% - 25% chance
Gross Risk Score (Impact x Probability) (Without controls in place) =			
Impact 1-4		Probability 1-4	
Impact	Critical	4	8
	High	3	6
	Medium	2	4
	Low	1	2
		Unlikely	Possible
			Likely
			Almost Certain/ Certain
Probability			
Risk Level			
Low: 1, 2, 3		Medium: 4, 6, 8	

APPENDIX 2

OFFICE OF THE POLICE AND CRIME COMMISSIONER AND GWENT POLICE STRATEGIC RISK MANAGEMENT PROCESS

