

Ref	Risk Description	Links to - Constabulary Strategic Objectives/Operational priorities/PCCs Police and Crime Prevention Plan	Actions	Triggers	Controls	Mitigation/updates	Inherent Risk			Residual Risk Score			Short / Medium / long	Risk Lead	Date last reviewed
							Impact Score	Likelihood Score	Total Score (I x L)	Impact Score	Likelihood	Total Score (I x L)			
SRR001	Finance (revised wording October 24) There is a risk that we will not be able to balance the current years budget, identify £7.5m of savings to balance the 2025/26 budget by January 2025 for agreement by the Police and Crime Panel on 4th February 2025 and a further £5m of savings for delivery in future years.	High Professional Standards/Strengthening your Constabulary	<p>To create an efficiency team to drive the savings programme</p> <p>The Capital Programme will be reduced to save interest and debt repayment costs</p> <p>To introduce a mutually agreed resignation scheme , achieving in-year and ongoing savings</p> <p>Introduce a vacancy freeze</p> <p>Restrictions on overtime</p> <p>Set up a senior team to agree further savings initiatives</p> <p>Ensure only essential spending is agreed</p>	<ul style="list-style-type: none">Government grant announcement in December 2024 and Spending Review announcements.Level of Council Tax precept - capping criteria not known until December 2024 <p>Police and Crime panel agree budget and precept on 4th February 2025</p>	<p>Budget Gold meets every two weeks</p> <p>Monthly budget monitoring reports are produced for Finance panel, CGB and PCCGB</p> <p>Progress on savings are reported monthly</p> <p>The MTFP is being updated, based on spend to 30th September 2024, giving more accurate forecasts</p> <p>A permanent CFO for the Constabulary started 7th October 2024, supported by the OPCC CFO meaning the Force and OPCC are fully established at a CFO level for the first time in over two years</p> <p>The Force CFO is a permanent Member of PACE and CGB, the senior leadership team of the Force and has direct access to the Chief Constable</p> <p>The Reserve strategy and Capital Strategy have been updated, September 2024, providing funds for change management</p>	Jan 25 - An efficiency team have been created to drive the savings programme. The Capital Programme was reduced by £11m by the Infrastructure and development board on 17th July 2024 and approved at PCCGB on 30th July 2024, saving interest and debt repayment costs. A mutually agreed resignation scheme was introduced on 3rd October 2024 with a cohort of staff estimated to leave by 31 December 2024, achieving in-year and ongoing savings. A vacancy freeze is in place with exceptions agreed by a senior panel - SEMP. Restrictions have been placed on overtime. Budget Gold comprising the CFO, three ACCs and the ACO meet fortnightly for two hours to agree further savings initiatives. Only essential spending is agreed. Road Shows led initially by the Chief Constable and CFO started in October to explain to all staff the financial situation. SDF met 08.10.24 to go through savings in detail. Autumn Leaders forum, five meetings of team managers will have presentations and have the budget position explained. Confident the whole Force will understand and own the position, ensuring the impact of any problem will be less, and the level of risk. There is still a significant savings gap and low reserves meaning the risk is still high. This will not be reduced until the budget is agreed in February 2025.	5	5	25	4	4	16	LOW	Chief Constable/Force CFO	Jan-2025
SRR002	Unit 4 There are a number of snagging issues and interface problems with the Unit 4 system.	High Professional Standards/Strengthening your Constabulary	This is being mitigated by a few members of staff who are working through the glitches and resolving the teething problems with some technical support.	No system administrator in place No ongoing support from UNIT4 due to Licence expiry	Employ a System administrator Ensure UNIT4 is in licence and suitable support in place to develop and improve the systems functionality and end user experience.	April 2024 No further updates at this time. July 24 – Managed service not yet in place - SWPPS have been instructed to start tender process. System Administrator role vacant; out to advert w/c 1/7/24. The organisation does not have the capability to perform in-depth defect resolution so Vision are still providing hyper care. 6 CCNs still outstanding and 12 defects @01.07.24. A key CCN 'disconnect from position' has been achieved but with some ongoing defect resolution required. Ongoing work between HR, PQBI and Finance to reconcile establishment and build in Unit4. Demand on PSC as a result of Unit4 leave issues is significant; work ongoing with Unit4 to rectify this. Oct 2024 - Managed service not yet in place - awaiting FCO sign-off for G-Cloud to commence. System Administrator role filled - full System Admin course required to be fully capable to manage system internally and perform in-depth defect resolution - Vision are still providing this hyper care. 6 CCNs still outstanding and 5 defects @07.10.24. Ongoing work between HR, PQBI and Finance to reconcile establishment and build in Unit4. Large data cleanse exercise has been scoped but needs resource to complete the activity. Demand on PSC is still significantly high; work to move absence functionality into GRS is ongoing. Jan 25 -	4	4	16	4	3	12	short	Unit 4 PM	Jan-2025
SRR003	Information Management - Data Protection, Compliance, Information disclosure, Info Sec and data quality - There is a risk that a lack of compliance and poor data quality could result in loss of confidence, reputational damage and a potential referral to the ICO.	High Professional Standards/Strengthening your Constabulary	Implement recommendations from findings in reports. (ICO, Internal Audit, HO and PDS) Set action plans for areas that need improvement. have regular meetings to review recommendations with Gov and Compliance SLT members. Section 62 log in requirements from DP Act state we must to be compliant on all law enforcement systems for compliance of systems between 2016-2023. 2023 deadline. Work being undertaken between G&C and ICT to ensure no systems are missed during any review. Working group set up to review the PSNI ICO recommendations to ensure Glos processes are compliant.	The impact it will have on BAU if we fail to implement recommendations from various reports such as inspections and audits, Police digital service (PDS) peer reviews if they identify any failings. Backlogs of FOIs and SARs	Update from PDS - Overall, improvements have been made for each function since the last assessment of the SyAP. Each function has a minor increase in its maturity rating. There are now four categories rated as "Repeatable", compared to only one in the previous assessment. Most categories, nineteen of twenty-three, are still rated as "Initial", and in doing so fail to meet the baseline minimum target. The "Identify" category remains Gloucestershire's highest rated, though has only seen a marginal increase in its maturity rating since the last assessment (+0.12). The category which has seen the greatest increase in its maturity rating is "Protect" (+0.44). There are several quick wins for Gloucestershire Police to implement within financial year 2024.	March 2024 - there has been a national increase in FOI requests, this was raised at the Quarterly NPCC Risk Management Forum, some Forces looking to increase publication of data on their websites. The ICO have issued a notice to all Forces asking senior leaders to take FOIs seriously and not allow huge backlogs to build up - 3 Forces have received ICO sanctions due to FOI backlogs. Glos triage and manage FOIs effectively, putting sufficient measures in place to not allow backlogs to rise like they did in 2020, when we self referred ourselves to the ICO and were put on a 12 month action plan. July 2024 - Planning underway to prepare papers for the ICO audit- they are undertaking in an inspection of our data breach process and procedures in Oct 2024. They will review how we manage breaches. If we have an up-to-date personal data breach policy and associated procedures which provide guidance to staff, and ensure compliance with reporting requirements. This will include - recognising a personal data breach; internal process for recording breaches, including those that don't need to be reported; how to escalate a security incident to the appropriate person when a breach has occurred; formal mechanisms for reporting relevant data breaches to the Information Commissioner; and a process to assess likely risk to individuals as a result, notifying affected individual without undue delay. Oct 2024 1- All paper and policies submitted to the ICO portal, inspection starts mid Oct, all focus groups and interviews set up. We are informed that the findings should be with us by early December. 2 -The Records Manager and DQ lead are involved in workshops and prep for the launch of NICHE, they will feedback to Gov and Compliance subject matter experts. ov 2024, ICO report has come back Constabulary have now received the draft report from the auditor and we received the rating of "High Assurance", which is the highest rating achievable for this audit. It is great to have this level of independent assurance around our processes direct from the regulator. Jan 25 - Dec comms message issued re security and data breaches, we will continue to promote security and compliance standards through our regular comms to the organisation. New InfoSec Officer started in role on 6 January 2025.	5	4	20	4	3	12	Medium	Head of G&C	Jan-2025

SRR004	<p>Legal and CJ - There is a risk that any death whilst in police custody, RTC, in police transit or following relevant police contact the force will suffer significant reputational and financial impact and may be prosecuted due to death because of police contact.</p>	<p>High Professional Standards/Strengthening your Constabulary</p>	<p>A robust H&S checklist (now taken over by Noonan). Custody which is a high risk area has an Inspector/Sergeant who has a rigorous checking process in place to ensure all procedures for high and low risk inmates, vulnerable people in custody are adhered to. This also applies to officers transporting detainees across the county. Make sure officers are sufficiently trained in their roles</p>	<ul style="list-style-type: none"> • Failure of the Constabulary to understand the implications of the Corporate Manslaughter Act. • Failure to have policies and procedures to cover CMA (.e - all areas of death) • Failure to investigate a death • Deaths having been released from custody as per IPCC guidance (2 weeks) Serious sanctions against COG members • Failure to adhere to current H&S regulations. 	<p>Custody delivery is subject to a complex and strict set of legal, statutory and best practice provisions which include PACE and the COP APP. The building is purpose built, modern and complies with existing standards. Regular custody training sessions are held and quality controls are maintained by supervisors although historically that has been disjointed. mental health awareness by officer which is part of training.</p>	<p>July 2023 - Area considered at the quarterly Strategic Custody meeting. Welfare support in Custody remain good. HMIC recommendations being progressed. Internal mini inspection to be carried out in September. CPD sessions introduced for CDO's twice a year. Oct 2023 - No further update. April 24 - There have been no adverse custody incidents reported in the last quarter, booking-in times and overall process times area acceptable and there have not been any specific issues raised, so the risk appears to be managed effectively at the current time. A request has been made to RMP to recruit further CDO's to assist. Whilst numerous custody pauses were recorded in the latter part of 2023, there have not been any recorded in recent months. It has been agreed that 24/7 PACE cover will be implemented which will potentially reduce process time and improve capacity. This awaits the current PS to Insp promotion process in order to post Insp to the role (potentially May/June 24). A request was made via RMP to recruit an additional 6 Custody Sergeants but only 3 posts could be agreed due to capacity issues within Local Policing (unable to release Sgts to the posts). The number of trained custody Sgts is being addressed to ensure the resilience of the Custody backfill function with an additional 6 Sgts being trained on a course in June 24. Plans are in place for a new custody scrutiny panel meeting to review custody cases, identify learning and improve the detention and custody environment, including the safety of detainees and others within that environment. Gloucestershire Police are currently supporting Operation Safeguard which facilitates the 'overflow' of prisoners within the prison population. When not actively used, the additional staff provide further capacity for BAU custody functions. The CCTV system in custody is reaching end of life – this is currently under review but poses a minimal risk as it is still functional and is a stand-alone system. ICV visits continue – no significant safety concerns reported and any issues raised are being addressed. We had an independent Health and Safety inspection at Compass House Custody Suite – a report will follow and plan to address any issues raised. We are looking to land ADHD screening in Custody and have met with ADHD Liberty (a charity that provides training). July 2024 - no further updates. Oct 2024 -We have improved staffing and processes across Custody focussing on findings of both the recent HMIC Inspection report and a follow up peer assessment report. Most of the findings have now been signed off or in the process of sign off by the Chief Constable. Custody now has a permanent cadre of PACE Inspectors that are developing the knowledge to professionalise this role and to intervene where threat and risks are identified. There has also been an uplift in Custody Sergeants to staff a new baseline of three custody sergeants per shift 24/7, which reduces the volume of detainees per sergeant and therefore the risk of adverse occurrences. There is a recruitment process for Custody Detention Officers ongoing that is expected to bring numbers to capacity and therefore also reducing the detainee load</p>	5	3	15	5	2	10	Long	Legal /CJ Supt	Jan-2025
SRR005	<p>Intelligence -There is a risk that the Intelligence Records Management Team are unable to deal with the backlogs and workload, the impact of this as a consequence if not uploaded onto the system is no one is able to make the links to cases, this is particularly pertinent if it relates to behavioural issues e.g. ASB, mental health, harassment/stalking type incidents. To be removed Jan 25</p>	<p>Safe Communities/Creating Safer Communities</p>	<p>Update required in June 2024 to determine whether a restricted officer is sufficient to reduce the risk, with a plan detailing how this will be managed in the long-term.</p>		<p>Training a new restricted officer to deal with the backlogs, offers of overtime.</p>	<p>April 2024 - There is a restricted officer starting shortly who will be trained to assist with publication of the backlogs. We are also trying to displace some of the other demand to other departments who are better placed to deal with it. The risk in a backlog of unpublished intelligence reports is that if there is something in that queue that if published would have prompted police action opportunities to prevent harm and keep people safe could be missed. To mitigate this the team triages the backlog but the importance of a piece of intelligence is not always obvious unless you can see the full picture around one piece of intel. The figures are reported into the Chief's PACE meeting every month. If intelligence reports are sitting in a backlog and not uploaded onto the system, no one is able to make those links because they are not readily available. This is particularly pertinent if it relates to behavioural issues e.g. ASB, mental health, harassment/stalking type incidents and any related precursor incidents, it was also highlighted in the most recent murder. July 2024 - No further updates. SEPT 2024: can be removed as no longer a risk</p>	4	4	16	4	3	12		Supt Intel	Sep-2024
SRR006	<p>ICT The effectiveness and loss of ICT systems/loss of force data due to a compromise from malware/cyber attack, viruses or an insider threat.</p>	<p>High Professional Standards/Strengthening your Constabulary</p>	<p>Implement if restrictions to corporate assets as described in the NEP 2019 designs, together with regular reporting of AV, Malware and external media to the SIRO. Ensure that access rights are removed by ICT immediately to prevent a malicious insider threat.</p>	<p>Malware / viruses introduced into the corporate network via embedded links or inappropriate websites could result in penetration of our defences, together with an insider threat taking force data out of our network into the public domain. Additional requirement for Oracle database licenses requires further purchase of licenses beyond the current allowance and forces uptake of a different licensing model, potential first year costs circa £389k Auditing systems in use and limiting access to applications if not required. Registered for potential involvement in national purchasing contract Exploring option to increase licensing under terms of existing arrangements Audit of licensing for Oracle revealed potential to exceed current allowance Reduction of usage through limiting access to Oracle-based applications, Moving systems off of Oracle (esp. Workforce, Apex apps)</p>	<p>AUP (User acceptance Policy) is in place to stop all staff from taking force data inappropriately, together with AV and malware protection. Re Cyber attack, the controls in place are patch management, verifying access controls, penetration testing.</p>	<p>Jan 24 -Recent SyAp report has shown an increase in our status to 1.76. Contract resource in place with ICT to deliver documentation and processes to further increase this. March 2024 -Our current average score is now up to 1.86, I believe there may be a couple of controls under review that will push this up slightly more but we're now getting into the realms of needing brand new policies to cover the outstanding items rather than just processes, ICT are laying the groundwork for these but they will likely be more of a joint effort with the new ISO when he starts than completely written be Gurjit. July 2024 - New ISO in post SyAP work underway to improve the score, it is slowly improving. Oct 24 - The SyAp score has now increased to 1.99 reflecting the work being done between G&C and ICT in relation the policies and procedures needed. This has shown the work being done is having a material impact on our risk position. This work, post the 1.99 SyAp report continues with plans being put in place to identify the next areas needed to target and continue with. Essential replacement of the aged estate continues with some key areas such as network storage and compute projects coming towards closure again to reduce the risk being carried and therefore the impact of loss of services. Jan 25 - current SyAP score is 1.99 with the appointment of ISO the plan for 2025 is to achieve 2.50' which will put us above national average, in combination of capital budget for ICT along with the recently approved growth in ICT and the replacement of old systems to become compliant, it will reduce non-compliant of other systems.</p>	5	4	25	4	3	12		Head of ICT	Jan-2025

SRR007	Fallback control room The current Fall Back control room is based in Stroud but has significant limitations on access to systems and our ability to manage major incidents. It has no facility to co-locate all call handlers answering 999 and 101 calls, has only desktop radios which provides limited despatch capability. There is also no call handling capability outside of GTEC building which is where the Constabulary's current Force Control Room is located.	Safe Communities/Creating Safer Communities	Fallback facilities reviewed and a business case submitted (pre 2019) recommending a suitable site be located within Gloucestershire. Explorations have taken place across the Estate but any fall back would require significant financial investment to develop and will require a new Business Case to be submitted.	Due to financial restrictions no new fully functional fallback control room was created when Talbot House was decommissioned. Current facilities at Stroud only have desktop radios and the ability to manage a major incident from this facility would be challenging.	The Force Control Room has callout procedures in place with IT to ensure any reported faults are dealt with as quickly as possible, contingency plans exist for business continuity for loss of ICT systems including paper based solutions. 999 calls can be diverted to our Buddy Force (Wiltshire) in the event of a move to Fallback if GTEC is unavailable. Desktop and handheld radios are available in event of Cortex failure.	July 2023 -There is potential if GTEC is shut down, then Artemis (mapping) will be lost. The ability for ACU and PSD to carry out historic investigations will be lost, as recordings of transmissions can only be done via GTEC. There is a fall back telephony recorder in Stroud. There are only hand held radios in Stroud and so no priority on the network. The airwave solution in GTEC is a direct connection to the airwave network, There is no satellite phone in Stroud, this is the means by which FCR re notified is there is any loss in the national infrastructure)The ability to stun radios in Stroud is lost, which can be done instantly in GTEC. IN the event of the need to stun whilst in Stroud would require the call out of an engineer (Internal ICT) Ambient listening (linked to cortex functionality) – the feature which allows to listen to everything on the radio even if the button is not pressed, will be lost. (This can be used in the event to monitor officers in the event of an officer unable to transmit e.g. kidnap scenario) Storm servers are run from Headquarters and not GTEC. However is Waterwells was also lost, the ability of external, i.e. Transfer incidents to other forces and receiving them back. Silver accommodation for any dynamic incidents is lost in Stroud and the use of BWV for tac advice recording only available from GTEC. There is no CCTV capability from Stroud and would only have access to city safe radios from GTEC as comes under cortex umbrella. There is no capacity to accommodate any triage function at Stroud. It is estimated that 80-90% efficiency is lost if GTEC is out of action and FCR is moved to Stroud. April 2024 - no further updates, Sept 2024 - The risk remains and is wider than just the Artemis system as the functionality at Stroud is significantly lower than you would want from a backup room that is needed for anything more than a few hours. There have been several incidents over the last few months where we have lost the phone lines or ICT in the room where if we had a purpose built back up we would have moved. Instead we run at reduced capacity and are reliant on buddy forces to assist through these times. There are far more issues than listed for the backup (ability to not map ate zeros, not cut officers off, no coretext). With the Force Control Room I do not have the capacity for a full scoping exercise and this would require project support and come at a notable cost. Neither things at this moment in time make it viable. October 24 :The risk remains and is wider than just the Artemis system as the functionality at Stroud is significantly lower than you would want from a backup room that is needed for anything more than a few hours. There have been several incidents over the last few months where we have lost the phone lines or ICT in the room where if we had a purpose built back up we would have moved. Instead we run at reduced capacity and are reliant on buddy forces to assist through	5	4	20	5	3	15	Medium	Head of Contact Mgmt/FCR	09/01/2025
SRR008	CMIS - The CMIS RIT do not have the capacity to deal with the risk/threat (resources to meet demand on ORA). The potential risk to the constabulary is exposing itself to of a failed or inappropriately handled case leading to public criticism, media attention, a DHR, coronial process or IOPC intervention. Agreed in July Risk Review Group (RRG) to consider reducing this risk to Amber in Oct 2024 RRG meeting. Performance data will show an improvement for the next update indicating the risk has reduced. oct 2024 - Supt Bourne agreed this risk can reduce to Amber.	Safe Communities/Creating Safer Communities	*	Organisational financial difficulties – changes to tactical deployment of officers to support gaps in response and custody by DPU changes from using OT to existing officers on duty – RIT staff used at PS/DS and constable ranks to support other areas of business on frequent basis. Increase of SLA detainee process in Oct 2024 – previous RIT dealt with 70% of all detainees against their capacity and was raised to 100%. Continued necessity for RIT to manage PIP 2 crime to support gaps in crime command. Extractions to Operational training to improve standards of investigation, such as Operation Sherlock (Oct 24 and Jan 25).		Jan 25 - RIT development Board chaired by Supt since May 2024 – reviewed demand issues and looked at organisational support in potential circuit breakers. RIT Wellbeing plans and wellbeing committee put in place since Oct 2024 – to support staff with an holistic and diverse approach to physical and mental health and includes the implementation of monthly welfare clinics and psychological screening to monitor welfare/prevention/intervention plans in place to support teams, assisted by Wellbeing team – results were concerning and shows the contextual demand on a snap shot of the officers. Bespoke support in place for some, and themes being supported with wellbeing plan. AFI removed in December 2025 for change in student support through OCP, University and L&D. Role and risk profiles reviewed to reflect role and responsibilities. RVR – project team highlight potential data from other forces of increase in conviction for DA of 15-20%, which will largely sit with the RIT. DCDHEP programme will support staffing from April 2025- September 2025 with 27 officers before they start their DDP. New student flight pathway will arrive as DCDHEP leave owing some stability to staffing for a period. Review of NTE & baselines may affect staffing in RIT to support the outcomes of those reports	5	5	25	4	4	16	Medium	CMIS Supt	Jan-2025
SRR009	Operational/HR Failure to recruit and retain staff and officers, to deliver efficient processes of service delivery and ensure training needs are meet.	Magnificent People/Strengthening your Constabulary	<ul style="list-style-type: none">DA & CP demand within that is 1	Requirement to recruit 300 additional officers and support staff through the national uplift and the PCCs commitment pledge for the County. Covid-19 has not impacted on resources to undertake recruitment proceses. This is on track to meet the required number of officers to meet the workforce plan and Uplift.	A Workforce Tactical Group has been introduced to manage moves and posting of staff. This Group will provide consistent and fair management of workforce moves and will provide exception reports to the Workforce Strategic Group. Risks will be highlighted and escalated to PDB where appropriate. Operational Uplift (Government Recruitment Pledge) Working Group are meeting to address and plan for this increase in recruitment of police officers initially (police staff roles to follow to support this requirement). A risk register for Operation Uplift has been completed. Update will be provided at RRG.	March24 - No further update. July 2024 - Managed service not yet in place - SWPPS have been instructed to start tender process. System Administrator role vacant; out to advert w/c 1/7/24. The organisation does not have the capability to perform in-depth defect resolution so Vision are still providing hyper care. 6 CCNs still outstanding and 12 defects @01.07.24. A key CCN 'disconnect from position' has been achieved but with some ongoing defect resolution required. Ongoing work between HR, PQBI and Finance to reconcile establishment and build in Unit4. Demand on PSC as a result of Unit4 leave issues is significant; work ongoing with Unit4 to rectify this. Oct 2024 no further updates Jan 2025 - current data suggests the final target will be acheived on 31 March 2025.	3	4	16	4	3	12	Short	HR Manager & L & D Manager	15/01/2025
SRR010	Launch of NICHE delayed from early Oct 2025 to late Nov 2025. Programme risk but now added to SRR. To be developed.	Operational Priorities	<ul style="list-style-type: none">The establishment and deployable constables and sergeants on the RIT is:			Nov 24 - Additional resource has been secured from Avon and Somerset police to support the team through the "to be" configuration stage. This has enabled the majority of workshops to take place and significant progress has been made. The system admin team will now be completing configuration of the system through November ready for user acceptance testing to start in December. Alongside this work the ICT team have been working on the integration with other systems such as Storm and scoping of back record conversion of other source systems is nearly complete. The current timeline shows a slippage of 4 weeks with training starting in April and go live being closer to November 2025. Jan 25 - Additional work has taken place with all work stream leads to assess burn down rates for each phase. This has enabled a more robust project plan. Additional SME resource has been obtained along with additional trainers and recruitment of technical resource. There are still gaps however in some technical roles which are actively being recruited to. Extraordinary change boards have been convened to monitor the activity and timeline closely and a review of governance has led to clearer escalation routes. Additional training plans are being created including options of a shorter training window to mitigate any slippage in other phases. The risk still remains red due to the collapsing time frame and projected activity.	5	4	20	4	3	12	Short	Supt NICHE	07/01/2025

SRR011a - sub risk	HMICFRS - There is a risk that a PEEL Inspection will cause reputational damage to the organisation. Specifically that by failing to record crime in an accurate, comprehensive and timely fashion the constabulary provides a poor victim service. This is likely to undermine public confidence in Gloucestershire Constabulary. Jan 2025, recommendation that this risk is now closed. to be discussed in RRG Jan 25.	Safe Communities/Supporting victims and reducing reoffending/Targeting the cause of crime		Victims of crimes do not feel they are believed, failing victims and keeping stakeholders up to date and informed.	Background - CDI final report findings - inadequate immediate comms being prepared for MPs, stakeholders and media response, training process being reviewed. Crime recording inspection undertaken during March, hot debrief indications that we have a significant number of unrecorded crimes and data quality issues. Victims will therefore not receive the appropriate victim care service' or the opportunity to have the offence investigated. The compliance with crime recording standards are monitored and inspected by HMICFRS and results are published into the public domain. Feedback from HMICFRS states that crime recording is below standard, action plan in place, CDI improvement board in place (chaired by the DCC) to review action plan on a fortnightly basis until the COG are satisfied that all areas for improvement have been addressed.	April 2024 - sub risk - possible update for consideration: The recent HMICFRS report has awarded the Constabulary an Outstanding for recording data about crime with an accuracy of 97.65%. The CSB processes are imbedded as BAU with regular auditing work undertaken to QA compliance. Staffing retention for police staff remains an ongoing challenge however a proactive approach to recruitment is taken. The police staff supervisor roles are still ongoing for permanence, finance have confirmed the roles are showing as permanent establishment with those occupying the roles only having temporary contracts. This is with RMP for a decision and prioritised with HR due to the timescales. The CSIO establishment has unfortunately reduced to make this happen, so now stands at 20 rather than 24 however the business accepts the risk due to the skill set of the supervisors and their ability to input crime should the need arise at times of peak demand. CMIS are proactive in their engagement with the niche project to ensure a smooth transition of processes+G13s ensuring CDI is maintained and sustained going forward. July 2024 - No further updates. Sept 2024 - At a national briefing the HMICFRS team informed forces that PEEL 25/27 will begin in Sept 25. It is not known which tranches the force will sit in. A letter to the HMI has been sent outlining NICHE timelines and requesting deconfliction with the implementation. The force anticipates the new PAF questions in Nov and will begin assessment against those. Updates to current PEEL AFIs 23/25 are being obtained for the end of Qtr 2. 2024 by Supt Carl Bourne- I would recommend that this risk is now closed. HMICFRS have recently graded the Constabulary Outstanding in this area. It will now be our focus that we continue this good work until the next HMICFRS inspection	5	4	20	4	3	12	Short	Supt CSB	08.01.25
SRR011	Organisational - Inspection findings. There is a risk that the Force fail to implement any lessons learnt/action plan/best practice from audits and inspections for HMICFRS, IOPC, IPCO or any other regulators resulting in loss of reputation from media coverage, which could impact on performance & reduced confidence in the Constabulary	High Professional Standards/Targeting the causes of crime/strengthening your Constabulary	o 130 Constables – 8	<ul style="list-style-type: none">Catastrophic failure is a preventable event i.e. failure to adopt lessons learnt from previous event (Op Outlook)Failure to exercise effective governance monitoring & updates from HMICFRS Action Plans. Failure to adequately respond to recommendations in HMICFRS audits. Failing to respond to internal audit outcomes & recommendationsFailure to learn from critical incidents	Maintenance of an inspection framework Tracking of recommendations Maintenance of Force governance arrangements relating to Boards.	March 2024 - In the Force Management Statement (FMS) guidance, HMICFRS state that they are 'especially concerned with how the cost-of-living crisis is affecting your force, including inflation and the risk of recession.' To unpick the Constabulary held a workshop (and agreed to hold a workshop annually) to bring together wide internal departmental representation from across the force. This enables the space and time to undertake futures thinking. Using the PESTELO model, current and future issues, and a number of suggestions were highlighted, which will be channelled into relevant business plans to endorse improvements, either in relation to the management of the force and workforce costs; future demand and crime; and/or the effect on our people. July 2024 - The inspections and strategic planning team have worked through the opportunities identified in the cost of living report. These will either be considered as part of the Service Level Choice reviews, local business plans or the AIM database. Once added to local plans/AIM database it will enable the planning team to receive quarterly updates from the relevant business areas. Sept 2024 Representative from the Force have joined national FLO meeting to obtain updates from HMICFRS. The Supt Strategic Planning & Inspections has commissioned a roadmap that tracks all known and anticipated inspection activity including recommendations from other agencies and reports and a section on horizon scanning. Planning for an anticipated child protection inspection (NCPI) has begun with an audit of cases based on previous HMIC methodology. (updated - fore will receive NCPI inspection between Oct & Dec 24). Oct 2024- At this time I note that the responsible officer for this risk on this document is Supt CSB/FLO. I am currently the Supt for CSB but I do not understand what FLO is. In addition as we have put in place Supt Lydia Mason as the lead to understand inspections then it may be wise to place this action in a more suitable person's name. The fact that a Supt has been placed as Force lead for Inspections may even mitigate the risk so significantly that the score and the risk can be closed. Jan 25 - SOC and Child Protection report due, both of which are anticipated to contain some causes for concern regarding the force's performance. A new board put in place by the DCC, and the 'Roadmap' tracker will cover activity which is tracked and monitored, then when the specific reports are received any 'gold' or similar groups that may be instigated (if they are) are referenced in the next quarterly update.	4	4	16	4	3	12	Short	FLO	Jan-2025
SRR011b	IPCO - Inspection findings. There is a risk that the Force fail to implement and address the recommendations from IPCO, ICO resulting in loss of reputation from media coverage, which could impact on performance & reduce confidence in the Constabulary	High Professional Standards/Strengthening your Constabulary/Creating Safer Communities	o 20 Sergeants – Est <ul style="list-style-type: none">Average crimes per officer is 25.5	April 2022 - Correspondence from Sir Brian Leveson has detailed the below objectives, following the most recent IPCO inspection in February 2022. The new data assurance process will be used throughout the Constabulary with the aim of providing:- <ul style="list-style-type: none">A structured RRD process for current and future covert data applicationsA method for addressing the legacy material in existenceTraining and continuous professional development for all staff involved in the handling of covert dataA new IT package to maintain the highest standards.		March 2024 - IPCO have recognised the massive amounts of progress we have made. They will be back in the Autumn and they will be testing the processes we have put in place. This risk will be considered for closing or rescored after the findings from the next IPCO visit in the Autumn. We have now signed the Longarm contract to assist with Open Source Inspection findings and this is being progressed with an associated training request that has been submitted. Paul Taylor has now left the organisation because his short-term contract was unable to be extended due to financial pressures, this is a risk but has been mitigated where possible by the A/O meeting and agreeing retention dates with him and the CAB to ensure this work can continue and records are appropriately weeded and the data safeguarding review and retention dates have been agreed and written into policy. July 2024 - a discussion took place in the RRG and Constabulary governance board to reduce this risk from red to amber. For the following reasons - Gloucestershire continues to progress towards full compliance with the data safeguarding requirements of CoP. All legacy data and product preceding 2014 has been deleted in line with Policy. Data acquired between 2014 and 2018 has been reviewed and to 10-year weed dates applied. Data acquired between 2018 and the current date have 5-year weed dates but deletion is dependent upon the solution provider updating the version of Charter to allow of auto-deletion with the creation of stub records...albeit Charter does not yet facilitate adherence with policy and CoP safeguards, there is little else Gloucestershire Constabulary can do to secure compliance and as such the AoNC (Area of Non-Compliance) identified in the 2023 inspection has been discharged. +G15 we have an IPCO inspection on the 11/11/24 and suggestion that this remain Amber until after that date and can be removed if we get a clean bill of health. Jan 25 -	5	4	20	4	3	12	Medium	Supt Chicken	Jan-2025

SRR012	<p>Biometrics - A large volume of outstanding PNC impending prosecutions. As a result PNC is unable to automate the retention of biometrics for these records, and in some cases means biometrics have been prevented from weeding under the Protection of Freedoms Act. Biometric comparison being delayed or not permitted resulting in an unidentified crime</p>	<p>High Professional Standards/Strengthening your Constabulary/Targeting the causes of Crime</p>	<p>Jan 25 - ORA is being reviewed currently to reflect the current position</p>		<p>Oct 2022 - Process in place to close UI whiteboard records. Process being established for BAIL Whiteboard records</p>	<p>October 24 - Following discussions with the Executive to secure resource to work through the backlog of records, a member of staff was identified a posted to work with the Bail Manager. However, the staff member was only able to work on this for a matter of days prior to her taking pre-arranged extended leave and we have since been informed that she is now required to return to her previous post. Nevertheless, the Bail Manager has been steadily working through the backlog. I have requested an update from his to ascertain the extent of the current backlog and –whether further resource will be required to eliminate it prior to Niche implementation next year. The PNC manager to establish whether her calculations of the backlog reflect those of the bail manager.The Bail Manager is currently working through the backlog on the Bail Whiteboard. NICHE Project allocated someone to work through the backlog on the RUI Whiteboard, this work commenced 30/09/24. The UI backlog is 4600, average 5 records per hour are being closed. Closing the overdue records will send the relevant updates to PNC via the UNIFI interface, work to be completed before we move over to NICHE in Oct 25. Comms ready to go out and to Supts to ensure their staff and sticking the procedural guidance going forward. Data is being pulled from Barrie to share at the LPA Health Checks. We are monitoring what we take from Biometrics incase their biometrics are found in any scene comparisons post their convictionto manage organisational risk and any communications. Jan 25 - Work commences on the UNIFI UI backlog 30/9/24, so far 315 historic RUI records closed which has sent the associated updates to PNC, the Phoenix Bureau are absorbing associated 'failures' if the information fails to send to PNC from UNIFI. An additional resource has been identified to assist with the UNIFI UI backlog. There is a slight decline in PNC Impending Prosecutions for the first time in 12 months as a result of this work, from Sep 24: 13675 to Nov 24: 13639. Historic RUI records open prior to Feb 2022 have now been reviewed. The Bail/RUI mailbox has been reinstated and work re-commenced on managing the day to day RUI records.</p>	4	4	16	4	4	16	Short	Supt CJD	Jan-2025
SRR013, 15 and 29 are operational priorities/vulnerabilities risk	<p>Domestic Abuse - There is a risk of operation and reputational damage to victims, witnesses, perpetrators and the organisation if the constabulary does not response efficiently and effectively to domestic abuse incidents.</p>	<p>Safe Communities/Domestic Abuse/Targeting the causes of Crime/Supporting victims and reducing offending</p>	<p>There has been a Gold Group set up being chaired by the DCC</p>		<p>Operation Criteria is Gloucestershire Constabulary's organisational response to Domestic Abuse. This will focus on improving the investigation of domestic abuse ensuring victim and witness care and improve our understanding of the threat and risk that sits within offences recorded as stalking and harassment. We will also seek to understand the issue of repeat victims, offenders and locations and develop our investigative response including our approaches to restorative justice and out of court disposals. We will also focus on robustly managing offenders to protect victims, prevent offending and further harm.</p>	<p>March 2024 - There is now project support in place for the DA Critical incident. The team are considering DA team proposals which will include the use of RVR (Rapid Video Response) which is a virtual response team for DA. This team would provide an enhanced and timely response for grade 2 DA incidents on the basis that the quicker we respond to DA the lower the attrition rate for victims and thus providing a greater level of service. The team are also looking at a dedicated investigation team which would investigate all High risk DA crimes. The DA proposals are being reviewed at an extraordinary change board in April and will be presented to CGB in May. DA Matters training by Safe Lives has now concluded with over 900 Officers (including Chief Officers) and staff trained. The training will continue with our own in-Force Trainers and will also become part of BAU for new recruits. DA offences are currently being investigated by RIT officers who are very young in service. Detective establishment is approx 33% below where it should be prior to even considering the DA demand. July 2024- no further updates. Oct 2024 - The area of Domestic Abuse is currently under review with proposed changes to include establishing a Rapid Video Response Unit.</p>	5	4	20	4	4	16	Medium	Supt Fletcher	Oct-2024
SRR014	<p>Forensics - Departments which do not hold accreditation to the relevant ISO standard and the FSR's Codes of Practice, but continue to provide scientific evidence to the courts, could have their evidence discounted and their activities curtailed by the FSR. Following this, the FSR can issue a Compliance Notice to the force, which is a public facing document.</p>	<p>High Professional Standards/Strengthening your Constablaury</p>	<p>Recommendation that scientific evidence production must be accredited to the relevant ISO standard and FSR's Code. This must be as an extension to the existing FSR's Codes compliant Quality Management System operated within Forensic Services.</p>	<p>Science-based evidence may be given less credence by courts, and even deemed inadmissible, if the team(s) generating that evidence are not accredited to ISO laboratory standards and Forensics codes of practice. This could impact directly on justice, with cases not being heard and relevant evidence being attached and down played by Defence lawyers. The requirement takes effect on 2nd October, though the degree to which it will be enforced in the short-trm</p>		<p>July 2024 - As the Crime Command review progressed it was decided not to amalgamate the digital units situated outside of Forensic Services. This decision places an increased governance demand onto the Single Accountable Individual (SAI). A process is now required to ensure all areas practicing Forensic Scientific Activities (FSA) are tasked and monitored on their route to achieving full ISO and FSR's Codes accreditation. The risk attached to non-Forensic Services units requiring ISO and Code accreditation is recognised regionally and it appearing on all 5 forces' Strategic Risk Register. Oct 2024 - progress has stalled for unit activities outside of forensics. The next change to our processes is a change of Senior Accountable Officer back to ACC Ocone in Nov '24. Dec 2024 - The impact of this is that the DFU cannot upload reports from interrogated computers at all, and only from older versions of mobile device examination software. This in turn means the outputs from any examination of computers can only be viewed on a dedicated workstation within DFU, and investigating officers must attend the DFU in person to review their evidence, distracting them and DFU staff from normal duties. As no such arrangement is possible for mobile device outputs, the Unit is obliged to use older versions of the examination software which are CDaap compatible. This means that some devices cannot be interrogated at all, and others not as efficiently as is now possible, with obvious impacts on investigations, while the Force is paying for functionality, in those newer versions, that it cannot use. The server is end of life. At this point in time the riskcan be mitigated by a work around but that is not sustainable. Jan 2024 - Activity to ensure units outside of Forensic Services acquire the correct level of FSR accreditation (ISO and FSR Codes) and training is being discussed at DCS and ACC level. Any new discernible progress since the last update has yet to be seen. ACC Ocone is now back in force and has resumed the role of Single Accountable Individual (SAI) for the introduction of ISO and FSR Codes across the Force.</p>	5	4	20	4	3	12	Medium	Head of Forensics	Jan-2025

SRR015	RASSO staffing levels - There is a risk that staffing levels in the RASSO team are too low to undertake investigations of sexual offences.	Magnificent People/Violence against Women and Girls (including Rape and Serious Sexual Offences)/Tackling violence against women and girls/Targeting the causes of crime				<p>March 2024 - As a Force we still run with a split RASSO responsibility with DA RASSO offences being investigated by CID, Non-DA RASSO offences by the RASSO team and Child u13 RASSO offences managed by the CAIT. The introduction of a dedicated DA team will impact on this allocation further. To mitigate the Soteria direction for specialist staff to own and investigate RASSO Offences we have mandated that all DC, DS and DIs must complete the RISDP training modules. This training is scheduled to conclude in May/June 2024 in line with the Home Office guidance. July 24 - Further consideration will be required as to who completes the newly redesigned SAIDP training which has recently been released by the College of Policing and is aimed at specialist RASSO investigators. Recruitment of Detectives remain a problem with approx 33% of the establishment not recruited. The RASSO team are currently operating at under 50% of their establishment. This provides a risk of Officer exhaustion/stress, empathy and fatigue, both of which can result in a reduced quality of service to victims. Crime command paer submitted to CGB in May 2024, risk assessments undertaken in June 2024. Oct 24 - The demand analysis via the Crime Command improvement plan will provide the establishment figures required in CID. Once this has taken place, an active recruitment campaign will be undertaken for internal PC to DC opportunities, external transferees and DCDHEP. Jan 25 - no updates this quarter</p>	5	4	20	4	4	16	Medium	Supt Fletcher	Jan-2025
SRR017	Critical incident As a result of a critical incident - Epidemic/pandemic /cyber incident/large civil claim there is a risk that the Force will fail to implement sufficient Business Continuity Plans, identify priority workloads, or manage the issue adequately' which could result in loss of reputation & confidence.	High Professional Standards/Strengthening your Constabulary	Frequent review of the Business Continuity Plans, table top exercises, critical incident policy. Monitoring officer and staff fatigue, wellbeing - how to cope videos by the welfare officer, welfare undertaking counselling sessions.	Lack of training and knowledge on emerging Critical Incidents beyond specialised areas. Failure to understand connections around incidents and intelligence that may lead to a Critical incident issue. Abstractions impacts on local policing delivery. Increase in Dwelling burglary peaks, national media interest.	Gold and Silver meeting set up when an incident occurs, frequent messaging and comms across the force. Table top exercises undertaken, re cyber attack, lock down, Brexit, power outage, custody lockdown as a example.	Oct 2023: UKHSA have conducted a workshop with local partners in September for contiguous disease (risk is from influenza and MMR inoculations or the lack of). Exercise LITTLE ACORN is being held in October to test BCP within the organisation. Jan 2024 - Little Acorn was successful and well attended, there was request by the DCC to make sure all BCP plans were reviewed and updated by Dec 2023. March 2024 - TCG training for police officers carried out across two days to expose and upskill staff to chair meetings. In April 2024 - Ex SABULITE will be run with GCHQ to test TCG and SCG responses. June 2024 - Ex SABULITE has been tested, there has been Tactical Command training for Chief Inspectors in April 2024. Ongoing testing and exercising. July 2024, no further updates. Sept 2024 - Gold group set up to consider implications for Glos re the Cyber attack on Tewkesbury BC. ICT – impact on our systems, Estates/ICT – impact on police site at Tewkesbury, data loss, impacts on daily business, calls for service, resourcing. Community Impact, Protecting the vulnerable, Increased visibility, Community engagement NEV/CEV. Jan 25 - No updates	5	4	20	4	3	12	Short	Supt Ops planning	15/01/2025
SRR020	VISTS backlog Due to a lack of automation within VIST process, a lack of resource to support decision making and partnership working in areas of MARAC/Adults at Risk, backlog volumes become critical. Therefore we could fail to protect vulnerable children and adults, engage with partners statutorily, loses public confidence, places the health and wellbeing of staff in jeopardy.	Safe Communities/Targeting the causes of crime/strengthening your Constabulary	MARAC - £20k temporary funding for MARAC Decision Maker agreed by ACC Holden		MASH - Comprehensive PPU performance monitoring process with exception reporting to SLT	Sept 22 - aTs or High Risk referrals submitted to the MASH out of office hours, where children not open to CSC are at risk, will be shared with partners for consideration for the High Risk multi-agency morning meeting. Oct 22 - We continue to operate as per the new process. We have also introduced multi-agency quality assurance reviews to randomly select cases each week to check and test that decision making is sound and appropriate. Jan 2023 - Vists now deleted. Risk will remain on register, the risk was reviewed in the RRG meeting in Q3, it was decided to leave it on the register and review again in Q1 of 2023 (July). April 2023 - this risk will remain on the register until the end of 2023 and remain under review. July 2023 - No changes. Oct 2023 - no further updates. Jan 2024 - there is still a backlog, it is being dealt with in priority order and added to Unit 4. The residual risk needs to remain Amber. March 2024 - No changes. July 2024 - Staffing shortages and freeze in recruitment has led to an inability to record VIST and associated decisions within Core RMS. Only 30% of VIST transferred, consisting of High Risk and priority cases. Situation deteriorating due to further staffing leavers. MARAC delay is now 5 weeks before review/meeting due to demand and lack of admin support. Issue raised at Vuln + SOCEX Board. Paper submitted to CGB. Oct 2024 - A Scale 3 MASH administrator has been requested to September's Establishment Management Panel. The implementation of Niche may positively impact the team, however MASH resourcing requirements and processing changes will need to be reviewed. A MASH review is being considered as part of the Crime Command Review.	5	4	20	4	3	12	Medium	A Christopher	03/10/2024
SRR022	Capacity to process firearms and shotgun grant applications, and suitability reviews in a timely manner set against national standards. Aggravated by unforeseen staff shortages within the process(es) and no resilience To be scored at RRG Jan 25	Safe Communities	Realignment of delegated authority of chief officer to streamline suitability decisions. Recruiting to fill held vacancies. Growth bid for further FEO to help address backlogs in due course.	Failure to deliver key service functions. Non-compliance with APP. Incoming legislation since 2021 limiting capacity. Mandated training (CoP) for licensing staff. Backlogs static to increasing in face of forecast priority workload (renewals)	November 2024-temporary suspension of grant applications, but reinstated 2 December. Use of temporary bank staff to address immediate shortages to commence early 2025. Interviews conducted for 2x FEOs. Jan 2025-Interviews planned for 2x caseworkers. November 2024 - Gold Group established by ACC to monitor in conjunction with planned governance.	Jan 25 Update - The previous risk is exacerbated by the recent resignation of the Firearms Licencing Unit Manager who is due to leave around 3rd March 2025. Whilst processes are underway to recruit a replacement, the successful applicant will have little or possibly no hand-over from the current manager given the time-frame and will need time to fully understand the role and the relevant legislation to be able to effectively and efficiently manage the risk. Risks include the following areas of work: Appeals (date critical-one listed for full hearing 25/04). Most of the appeals (4 of the 5) are either listed for directions or are fresh appeals so we have some time to manage the risk. The highest risk is one listed for hearing on 25/4/25. Without an experienced FAL Manager in position, it would be usual for the CJD Det Supt or Chief Insp as the other staff with 'delegated authority' from the CC to attend court to provide evidence for the appeal. t Supt is on leave on this date and the preparation for the hearing could be considerable. Mitigation - details being checked of the case in order that if necessary, we can then request an adjournment to provide sufficient time to prepare. • Recruitment/Training Recruitment of new staff has taken place (2 x firearms Enquiry Officers and 2 x Firearms Caseworkers) with fast-track vetting to secure their early start dates. They will require considerable training which will initially impact negatively on process time, but will subsequently reduce it in the longer term. Others are in progress: (temporary Intelligence Researcher, 2 x TSB staff to support licence renewal applications and request to the Executive Board regarding the introduction of a Senior Caseworker to replace one of the current caseworker positions). Suitability Reviews (representing risk to public safety) Currently 111 outstanding reviews (180 as at July 2024) some dating back to 2021. They can only be reviewed by the Delegated Authorities (role of the FAL Manager, but some go to CJD Det Supt - currently 6 o/s). Those in possession of firearms are always prioritised as they present the most risk, but the reputational risk is significant still.	4	4	16	TBC	TBC		short	Supt CJD	13/01/2025

SRR023	Our CDaaP (Communications Data as a Platform) system is End of Life Added Dec 24	Safer Communities	There is an architect working on it with ICT. There is Project management resource allocated.		Currently it is running with old software.	Dec 2024 - The impact of this is that the DFU cannot upload reports from interrogated computers at all, and only from older versions of mobile device examination software. This in turn means the outputs from any examination of computers can only be viewed on a dedicated workstation within DFU, and investigating officers must attend the DFU in person to review their evidence, distracting them and DFU staff from normal duties. As no such arrangement is possible for mobile device outputs, the Unit is obliged to use older versions of the examination software which are CDaaP compatible. This means that some devices cannot be interrogated at all, and others not as efficiently as is now possible, with obvious impacts on investigations, while the Force is paying for functionality, in those newer versions, that it cannot use. The server is end of life. At this point in time the risk can be mitigated by a work around but that is not sustainable. Jan 2025 - There are ongoing discussions between the DFU and ICT to develop a solution for the future. This is not a quick fix and the risk will continue for in the short term/ medium term. In addition to the above issue, the external support for the server which stores the CDaaP data is coming to an end in April 2024. The simplest solution is to purchase a new server and transfer all current data across to the new kit. The Infrastructure Services Manager has been exploring options and believes the most cost-effective solution will be to procure two additional array shelves and drives for our existing NetApp arrays and migrate CDaaP data over from the soon to out of support drives. We can do this with little to no downtime of CDaaP. The ongoing risk of not using the latest investigative software will only be mitigated if ICT finish the work on modifying CDaaP. ICT is understood to have a fix but it could be months away. Until the fix is in place, all investigations across the Force that rely on DFU outputs are at increased risk.	4	4	16	4	3	12	short	Head of Forensics	09/01/2025
SRR024	Pension Remedy' There is a potential risk that Pension Remedy could mean the increased loss of skilled and experienced officers who may decide to retire earlier than planned due to the changes. There is a risk that due to lack of specialist resources we will not be able to comply with pension regulations, Police Officers could be given incorrect pension estimates or there are delays in providing them with information to make choices on their pension. There are single points of failure in the finance team who have had to pick this task up in addition to others.	High Professional Standards/Stengthening your Constabulary	Two members of staff in the Corporate Finance team have been covering the work virtually full time with significant input by the Head of Finance all to the detriment of other work in finance. The Head of Finance attends regular meetings with		<ul style="list-style-type: none"> Pension Administrator - data verification Pension Remedy Working Group Pension Portal Pension Road Shows/Communication NPCC now attending monthly scrutiny meeting with provider Regular Meetings with provider Good relationships with The Federation and NARPO 	<p>Background. Pension Remedy is the work required as a result of the McCloud/Sargeant legal cases. In December 2018 the Court of Appeal found that part of the pension reforms introduced in 2015 unlawfully discriminated against younger members of the pension schemes, transitional protection was only offered to older scheme members. The Courts required that this unlawful discrimination be remedied by the Government and should be addressed across all public service pension schemes, including Police Officers. This has and will require a massive amount of work to identify those affected individuals, ensure their data is accurate, update required systems and calculate the figures. There is a risk is we will not have enough skilled resources to ensure the management and implementation, especially when this will coincide with another high demand pension issues in the form of a pension transfer project.</p> <p>October 2024 -This continues to be a significant administrative burden on the Constabulary, as it is across all of UK policing. Our limited capacity internally is delivering the requirements as quickly and accurately as possible, but this does fall on selected individuals in the finance team who are not pension specialists.</p> <p>The first statutory deadline for ABS RSS delivery was to active members on the 31st August 2024. We met this for 78% of members (including ABSRSS/ Rolled Back ABS and Standard ABS). The vast majority of those who did not receive their ABS RSS on time were transferees, where we are awaiting data from other forces. We will continue to submit those GAD calculators as and when the data is received. 78% is a breach of the pension's regulations and therefore a declaration will be made to the Pensions Regulator to confirm the breach and to state our plan for compliance. It is understood that all forces in the UK have breached to some degree and will need to make the same notification to the Regulator.</p> <p>Staff continue to answer queries from Officers on remedy and updates are included in teh Force Bulletin.</p> <p>Regular meetings are held with Ian White from the Federation</p>	5	4	20	4	3	12		Constabulary CFO	Oct-2024
SRR0028	Uplift Funding - There is a risk that the organisation will achieve and indeed over achieve uplift targets but that this could result in an unsustainable workforce plan.	Magnificent People/Strengthening your Constabulary/Creating Safer Communities		With the removal of the compulsory retirement age it is now difficult to forecast when officers will retire and as today's 50-55 year olds are healthier than before and able to work for longer, this may result in a higher than expected number of officers being retained which is good for operational knowledge but has a negative impact on cost and finance. Hiring officers who have retired and still want to work can also lead to a need to abate the pensions (pay back to the pension fund the cost of the pension).	The recruitment plan needs to ensure that the workforce remains at an affordable level and does not result in higher than expected officer numbers. These plans are regularly monitored, reviewed and amended to minimise financial risk. A policy on abatement of pensions needs to be in place to clearly lay out the xpectations for officers.	<p>July 2023 - The uplift risk is as per the April 2023 update. An additional financial risk of increased recruitment (30 officers and 30 PCSOs) in this area has been introduced. Oct 23 Budget planning for 24/25 is well underway and mirrors recruitment plans/assumptions from HR workforce planning around recruitment and attrition. Jan 2024 - There will be a clearer picture of what the financial situation is by the end of Jan early Feb 2024. April 2024 - This risk is increased as the new "batches" are 'all or nothing' in terms of funding. This will therefore be very closely monitored between Finance and HR. July 2024 - This continues to be monitored and the next recruitment milestone against financial penalty is September 2024. Sept 24 - no further updates</p>	4	3	12	3	3	9	short	Head of Finance	01/09/2024
SRR0029 Operational Priority risk	CAIT Team Officers within the Child Abuse Investigation Team (CAIT) are under increasing demand and have been heavily under-resourced for a sustained period of time, which is now manifesting in significant health and wellbeing issues particularly emotional and psychological health.	Magnificent People/Child Abuse and Exploitation/Strengthening your Constablaury	Posting panel will prioritise the CAIT officers/staff when they meet on the 14th February, the objectives is to move a numebr of officers and some staff into this area asap. The Supt is organising a training day. Dates to be confirmed. 2024 - The work with the Boast programme is now underway.	The results of the recent College of Policing Psychological screening of Gloucestershire CAIT officers that shows significant adverse deviation from national benchmarking. The high probability of success for officers seeking civil/financial redress for psychological injuries caused if we fail to address these issues as per our obligations under Health & Safety legislation.		<p>Oct 2024 Team are working through the recommendations of the Gloucestershire Safeguarding Children Partnership report (which includes the Constabulary) and the obligation to comply with section 11 of the Children's Act 2004 re: safeguarding and promoting child welfare. It is a positive report with just a few recommendations for improved service. Engagement meetings are being held with the RIT to seek out interest from other officers to join the CAIT. Targeted variable payments have been agreed for CAIT Constable, Detective Constable, Detective Sergeant, and Police Constable. This may assist with staff retention.</p> <p>Jan 25 - CAIT resourcing for Constables is currently: • Establishment: 29.5 FTE • Actual: 23 (78%) • Deployable: 17 (58%). There has been some increase in staff since the risk was first added to the Strategic Risk Register in February 2023, however, this has been countered by staff resignations, retirements, transfers and promotion. The HMICFRS National Child Protection Inspection (NCPI) was conducted on the Constabulary in December 2024 and the resourcing of the CAIT was mentioned during the verbal 'hot debrief', specifically around the lack of improvement in the staff numbers, despite featuring as a strategic risk for nearly two years, and also being flagged through the Organisational Risk Assessments (ORA) and Force Management Statement (FMS). It was approximately 60% establishment when first added and remains around that that level, with no net gain of staff. The HMICFRS NCPI final written report is expected to be published around the end of March 2025 and will be a publicly available document; it is anticipated that this will make further adverse comment in relation to CAIT resourcing and is likely to influence the grading of the inspection. The ACC for Crime, Justice and Vulnerability, has reviewed the existing Crime Command Improvement Plan (CCIP) and has made a number of further recommendations, one of which is to immediately fill any remaining vacancies within some of the high risk vulnerability related teams, which would include the CAIT. This was presented at Constabulary Governance Board on Friday 10 January, and has been paused for further work. This was presented at Constabulary Governance Board on Friday 10 January 25 where the further recommendations were agreed. Work will start immediately in terms of a timeline and phased approach to improve staffing numbers and filling vacancies.</p>	5	5	25	5	4	20	Medium	Supt PPU	01/01/2025

SRR030	<p>PND An unknown quantity of GC data is incomplete or absent from PND, potentially jeopardising forces' ability to risk assess/safeguard/investigate incidents or situations.</p>	<p>High Professional Standards/Strengthening your Constabulary</p>	<p>Scored 28th June with Supt/Head of CJD/Head of G&C</p>	<p>The failure to be able to move across to the charging model means we will be the only force to fail to do so, this will cause reputational damage as well as the resource issues, without the correct resources the move to the new charging model would be unachievable with Unifi.</p>	<p>The UNIFI to CMS COMPASS will be testing ASAP and resource allocated. Longer term plan to reduce demand on case working for SJP's and the Traffic Department to own in the future. Overtime is being offered to reduce current backlogs. Reward and recognition being explored for current case workers. Wider File quality work on going. If we move to NICHE we know this has the capability to TWIF 24/7. We do not currently have an option with Unifi to TWIF 24/7 therefore will have to come to an agreement with CJS partners to sit outside of this national agreement.</p>	<p>Oct 2024 - Following communications with CPSD regarding the forces current situation, the new head of CPSD wrote to the Chief Constable advising that our current arrangements would be supported by CPSD until the end of October but at that point we must be in a position to send cases across the TWIF 24/7. After some discussion between ACC Ocone and CJD, ACC Ocone advised CPSD that we would implement our new process, utilising Custody Sgts and an on-call rota from 1st October in order to facilitate a 'bedding in' period and to enable use to address any teething problems. All relevant staff have now received training and the rota is in place. At the time of writing, this process has been in place for 5 days. There have been some initial issues involving access to specific functions in UNIFI to complete the creation and transfer of the file which have duly been addressed. There have also been some discrepancies around the payments in relation to the on-call rota which are being addressed. A further update is awaited to ascertain the effectiveness of the process.</p> <p>Jan 2025 Update- Despite some initial process issues, the arrangements now appear to be working effectively with Custody Sgts processing the majority of cases and only minimal reliance upon the on-call rota. The payment issues have been resolved. CJD staff continue to monitor the out of hours red cases and provide feedback and support where any issues are identified. The risk now would appear to be in terms of the longevity of the process. The original intention was utilise this process until the implementation of Niche which can enable investigators to send their files out of hours directly across the TWIF. However, after very recent conversations with the team, I understand that this may not be possible due to the poor quality of the majority of files that are submitted. The consideration is now that the function to enable investigators to send the files themselves will be switched off. This would mean a continued reliance on Custody Sgts and potentially the on-call rota (additional expense) vs poor quality files, additional work for CJD/CPS. We will now explore this issue further to ascertain how to manage the associated risk.</p>	5	5	25	5	4	20		Head of CJD	15/01/2025
SRR032	<p>The Force has no 24/7 Intelligence capability. Currently Intelligence officers work until 8pm 7 days a week. This leaves the Force without a dedicated intelligence research function out of hours and this is a risk when dealing with firearms deployments and other deployments without a dedicated research function. National inquiries have highlighted the need for Forces to be able to conduct research before/ when responding and this is linked to HMICFRS Peel Inspection recommendations too.</p>	<p>Safe Communities/ Creating safe communities</p>	<p>Force to decide on the creation of a 24/7 research function for FCR. This could be dedicated research staff, potentially the upskilling of existing staff in FCR or an on-call function. It is unlikely to be the provision of police officer IDOs on a 24/7 basis as there is no development function requirement and any on-call process will not provide the immediate response required to service a firearms deployment or associated threat to life incident. The research aspect is to inform police response and ensure all intelligence from Unifi and other force systems has been considered to inform decision making.</p>			<p>Oct 24 - Currently intelligence cover until 8pm 7 days a week and can provide this support during these hours. Out of hours this is mitigated by the ability to use KF1 or other staff to conduct research, but individuals performing these functions may not have the skills/ capacity to ensure that all information has been precisely researched. In addition, FDMs will be granted access to sensitive intelligence on Unifi to inform decision making but it is recognised that due to their role and likelihood that they will be the ITFC function that additional support to them is necessary. Nov 24 -Out of hours is mitigated by the ability to use KF1 or other staff to conduct research, but individuals performing these functions may not have the skills/ capacity to ensure that all information has been precisely researched. In addition, FDMs will be granted access to sensitive intelligence on Unifi to inform decision making but it is recognised that due to their role and likelihood that they will be the ITFC function that additional support to them is necessary. Basic level of intel training for operational staff i.e. Inspector and Chief Inspector rank so they can gather intelligence for any jobs that come in beyond 8pm. This risk has been on the SRR since Sept 2024 and is currently scored as Amber.</p> <p>Jan 25 - FDM's have been given access to charter so at least they can access sensitive Intel out of hours</p>	5	4	20	4	3	12	Medium	Supt FCR	09/01/2025