



Detailed Issue Pro Forma

Issue title	
Issue identification date	
Primary policing plan pillar to which issue relates	
Issue owner	
Business area where issue will be managed	
Issue monitoring and reviewing board	

Issue score history (for Governance team completion only)

Date	Impact score	Issue level
1.		
2.		
3.		
4.		

Initial Issue Record and Details

Issue identification and description

Please give a high level description of the issue which should set out clearly the **cause** and **unfavourable consequence** should it occur.

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Please set out the primary / main categorisation of the issue e.g. strategic, operational, financial, reputational (please refer to annex A).

Choose an item.

Issue assessment and analysis

Issue level	
Impact Score	Issue level (very high, high, medium, low, very low)

<p>Issue analysis</p> <p>This should set out a detailed analysis of impact including confidence levels (validity of the evidence), complexity and connectivity to other areas of business, time related factors, and effectiveness of existing internal controls.</p>

Risk appetite proposal		
Classification	Tolerable risk level	Description
Averse	Very low	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk
Minimal	Low	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Medium	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	High	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Very high	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk

Appetite proposal	Choose an item.	Does the issue score exceed appetite?	Choose an item.
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Issue Treatment

Selected treatment approach (Reduce, Tolerate, Terminate, Transfer)		Choose an item.		
Rationale for selected treatment approach				
Proposed high level actions and updates				
Date set	Action	Owner	Update	Delivery Date
Additional resources required – (e.g. People, Assets, Finance)				
Key performance measures / control indicators				

Issue Monitoring and Reporting

Assurance functions
1 st line: Business area controls (Day to day controls, processes and activities conducted by the function that own and manage the issue)
2 nd line: Internal governance (Monitoring and reporting boards and functions that oversee or specialise in risk management compliance e.g. audit and scrutiny, governance team, change team)
3 rd line: Independent assurance (Functions that undertake internal and external audit, inspection, peer review)

Internal governance log - for admin completion only: Monitoring and reporting board key notes / actions set **including next detailed review report date

Internal governance log - for Risk Manager / Gov Team completion only: Central review and recommendation notes	

Detailed Review Report 1

Issue re-assessment and review

***Please update / add to issue treatment details / actions above as appropriate following each detailed review*

Date reassessed	
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Issue reassessment summary

This should consider all relevant assurance information available (narrative and graphics) to support the reporting and monitoring board to assess whether decisions are being made within risk appetite to successfully achieve objectives.

*To include key **performance** indicators and **direction of travel**/trends to give an overall assessments of the **effectiveness of treatment actions**.*

A report or ppt appendix may be used and attached if preferred

Review 1 reassessment: Resultant issue level

Impact Score	Issue level (very high, high, medium, low, very low)

Internal governance log - for admin completion only: Monitoring and reporting board key notes / actions set ****including next detailed review report date**

Internal governance log - for Risk Manager / Gov Team completion only: Central review and recommendation notes

Detailed Review Report 2

Issue re- assessment and review

***Please update / add to issue treatment details / actions above as appropriate following each detailed review*

Date reassessed	
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<p>Issue reassessment summary</p> <p><i>This should consider all relevant assurance information available (narrative and graphics) to support the reporting and monitoring board to assess whether decisions are being made within risk appetite to successfully achieve objectives.</i></p> <p><i>To include key performance indicators and direction of travel/trends to give an overall assessments of the effectiveness of treatment actions.</i></p> <p><i>A report or ppt appendix may be used and attached if preferred</i></p>

Review 1 reassessment: Resultant issue level	
Impact Score	Issue level (very high, high, medium, low, very low)

Internal governance log - for admin completion only: Monitoring and reporting board key notes / actions set **including next detailed review report date

Internal governance log - for Risk Manager / Gov Team completion only: Central review and recommendation notes

****Please continue to add detailed review sections as required**