



Detailed Risk Pro Forma

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

Risk score history (for Governance team completion only)

| Date | Likelihood | Impact | Risk score | Risk level |
|------|------------|--------|------------|------------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |

Initial Risk Record and Details

Risk identification and description

Please give a high level description of the risk 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 risk e.g. strategic, operational, financial, reputational (please refer to annex A).

Choose an item.

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Risk assessment and analysis

| Risk level | | | |
|------------|--------|------------|---|
| Likelihood | Impact | Risk score | Risk level (very high, high, medium, low, very low) |
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Risk analysis

This should set out a detailed analysis of likelihood and 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.

| 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 |

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|-------------------|-----------------|--------------------------------------|-----------------|
| Appetite proposal | Choose an item. | Does the risk score exceed appetite? | Choose an item. |
|-------------------|-----------------|--------------------------------------|-----------------|

Risk 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 |
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| Additional resources required – (e.g. People, Assets, Finance) |
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| Key performance measures / control indicators |
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Risk Monitoring and Reporting

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| Assurance functions |
| 1 st line: Business area controls (Day to day controls, processes and activities conducted by the function that own and manage the risk / issue) |
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| 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) |
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| 3 rd line: Independent assurance (Functions that undertake internal and external audit, inspection, peer review) |
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| Internal governance log - for admin completion only: Monitoring and reporting board key notes / actions set **including next detailed review report date |
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| Internal governance log - for Risk Manager / Gov Team completion only: Central review and recommendation notes |
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Detailed Review Report 1

Risk re-assessment and review

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

| | |
|-----------------|--|
| Date reassessed | |
|-----------------|--|

Risk 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 risk treatment actions**.*

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

| Review 1 reassessment: Resultant risk level | | | |
|---|--------|------------|--|
| Likelihood | Impact | Risk score | Risk level (very high, high, medium, low, very low) |
| | | | |

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|---|
| Internal governance log - for admin completion only: Monitoring and reporting board key notes / actions set **including next detailed review report date |
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| Internal governance log - for Risk Manager / Gov Team completion only: Central review and recommendation notes |
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Detailed Review Report 2

Risk re- assessment and review

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

| | |
|-----------------|--|
| Date reassessed | |
|-----------------|--|

Risk 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 assessment of the **effectiveness of risk treatment actions**

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

Review 2 reassessment: Resultant risk level

| Likelihood | Impact | Risk score | Risk 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**