

Decision Note – [Princes Trust Peer Mentoring Pilot]



REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to:		x	

APPROVAL (for completion by Staffordshire Commissioner only)

Rationale for approval:

Approved as outlined in the detail of this report.

STAFFORDSHIRE COMMISSIONER

Signature

Date

05 May 2021

Date decision required by: March 2021

If an urgent approval is required, please state reasons:

For completion by Staffordshire Commissioner's Office only:-

Decision Number: SCP/D/202122/002

Date Received: 10 May 2021

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision Making Policy?	X	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision Making Policy?	X	
Who is empowered to make the required decision?		
The Staffordshire Commissioner		

Title	Princes Trust Peer Mentoring Pilot
<p>Summary:</p> <p>The current partnership between the Princes Trust and the Staffordshire Commissioner is in place until September 2022. The funding provided is in the form of a grant agreement and the service provides support for the most vulnerable young people in Stoke on Trent and Staffordshire.</p> <p>The Prince's Trust support in schools empowers young people 'more at risk' of criminal activity to make the right choices in life and the current proposal is to utilise funding from the Early Intervention Youth Fund to pilot a peer mentoring programme within schools to enhance their offer across the region.</p> <p>The pilot peer mentoring programme will target Year 7 students transitioning into secondary school and will pair individuals with a Year 10 peer mentor; who will work with them to develop their soft skills, break down barriers, inspire confidence and create positive role models, all of which are key to broadened horizons and resilience.</p> <p>The pilot will provide training and resources to teachers and young people to implement a successful peer mentoring programme within their school. The pilot will provide the schools with the relevant resources to set up and continue the peer mentoring programme beyond the funding period, creating a sustainable model through the upskilling and empowerment of teachers and education providers.</p> <p>The timeline on the proposal attached will be revisited with the Princes Trust once we know the position of the schools and their re-opening following the exit process of the current national lockdown.</p> <p>Princes Trust have been asked to revisit the proposal attached and provide additional information:</p> <ul style="list-style-type: none"> • Which schools will be involved in the pilot • Outcome measurement to reflect and measure impact of cohort of children identified, reduction in youth violence, young people reduction of risk of CE/serious violence etc. • Linkages with Premier League Inspires Programme to be explored and explained. <p>The outcomes will contribute towards priorities in the Serious Violence and Child Exploitation Strategies.</p>	

Recommendation:

The Staffordshire Commissioner supports the Princes Trust Peer Mentoring in Schools Pilot for **1 year by providing £33,968. (2021-2022).**

This will be funded through the Early Intervention Youth Fund.

Chief Executive

I hereby approve the recommendation for consideration.

Signature:



Date: 05 May 2021

REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

1. Introduction and background

Please see Princes Trust Proposal attached.

2. Issues for consideration

Following discussions with the Procurement Team, it has been agreed that an exemption will be completed and then a grant agreement for the pilot would be the best way forward. The progress of the Pilot will be monitored on a quarterly basis during the same process as the main grant agreement.

3. What other options have been considered?

If this pilot were to be tendered the additional finances from the Princes Trust private sector donors, corporate partners and unrestricted funds would not be available.

Existing well established relationships would not necessarily be in place in order to broaden the existing offer of support for schools. This is an appropriate approach given the timeframe for a 12 month pilot to be introduced and schools recently opening up following a national lockdown.

4. Consultation and Engagement undertaken

Since the introduction of the partnership between Princes Trust and Staffordshire Commissioner there has been continual engagement with staff, stakeholders and service users about the development of the Princes Trust programmes. As a result, the Trust have developed their programmes to operate more flexible type programmes which meet the needs of their client group in a better way. Partners and Stakeholders will be engaged around the development and progress of this pilot to raise awareness.

Linkages will also be made with the Schools PSHE Co-Ordinator for Stoke and Colleagues in Staffordshire to ensure there is an awareness of the pilot and consideration when Co-ordinating activities with schools.

Report Implications

Monitoring Officer comments:

In this case, given the short term nature of the pilot and the value added by the Princes Trust, it is appropriate for an exemption to be completed and then a grant agreement for the pilot be established.

Signature



Date 5 May 2021

Section 151 Officer comments:

This spend is included and approved within the budget for 2021/22.

Signature



Date 5 May 2021

Yes

No

Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?

x

Legal Comments:

5. Equality Comments – please attach the completed EIA

Enclosed

6. Background/supporting paper

NA

7. Public access to information

NA

8. Data Protection Impact Assessment - please attach the completed DIA

Enclosed

9. Is the publication of this form to be deferred? – To be published following the Commissioner Election on the 6th May 2021

10. If the report is for publication, is redaction required?		
	Yes	No
Of the Decision Note?		x
Of the Appendix?		x

ORIGINATING OFFICER DECLARATION:

Author	Adele Eaton
Signed	A Eaton
Date	29th April 2021

Equalities Impact Assessment



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

The purpose of this EIA is to ensure you consider any equality issues as part of your decision making when developing / reviewing your policy / procedure.

Please complete the sections below and send to David Morris Policy and Research Lead david.morris@staffordshire-pfcc.pnn.gov.uk at the Staffordshire Commissioners Office (SCO) to be logged on our system. New / revised policies cannot be published on the policy database until the EIA has passed the quality assurance process.

Title of policy/procedure:	Prince's Trust Peer Mentoring Pilot
Department:	Office of the Police, Fire and Crime Commissioner
Date:	9 April 2021

1. Identify the aims and purpose of the policy

The PFCC will provide funding to The Prince's Trust to deliver a pilot peer mentoring programme within schools to enhance their current offer to schools across the region.

This pilot will empower vulnerable young people 'at risk' of criminal activity to make the right choices in life, the pilot peer mentoring programme will target Year 7 students transitioning into secondary school and will pair individuals with a Year 10 peer mentor; who will work with them to develop their soft skills, break down barriers, inspire confidence and create positive role models, all of which are key to broadened horizons and resilience. The pilot will be available to young people regardless of their social/ethnic background, learning and physical disabilities, religious beliefs and sexual orientation. The Prince's Trust has a wealth of experience of engaging the most vulnerable young people who may be disadvantaged by a number of factors identified in the EIA.

2. Identify the individuals and organisations who are likely to have an interest in, or be affected by the policy.

Young people in Year 7 and 10 at school who live in Staffordshire. The families of those young people who access the support programmes and the communities in which they live are likely to benefit as a result also.

A wide range of partnership organisations will be involved with this pilot providing holistic support to the young person including: the Local Authorities (Youth Offending Services, Early Help and Social Care Services), other voluntary and community sector services, Department for Work and Pensions/Jobcentre Plus, Fire and Rescue Service, for example.

3. Data

Summarise the findings of any monitoring data / information which you have considered regarding the impact of this policy on people from all or any of the protected groups. This could include national or local data.

The Prince's Trust contract management team will produce at least quarterly performance reports on our young people and an annual report on the demographic makeup of our clients accessing this pilot. A report on these demographics and monitoring information will be disseminated to relevant PFCC and Prince's Trust staff quarterly and at the end of the pilot.

3.1 Age

Prince's Trust programmes support the most vulnerable groups aged 11 to 25 years it is important we regularly monitor the impact of our programmes on the age groups we are targeting. This is particularly relevant for individual programmes/pilots. The table below shows the overall age profile for all programme participation by age within the Stoke and Staffordshire area in 2019-20.

Age range	Numbers	Percentage of Total
Under 16	323	25
17-20	471	37
21-25	360	28

3.2 Disability

In 2019-20 of all participants supported on Trust programmes within Stoke and Staffordshire 48.6% had a disability.

The Prince's Trust is a registered 'Disability Confident' employer and will ensure effective implementation of its Diversity and Inclusion policy in its recruitment by committing to equal opportunities at all stages of recruitment and selection as outlined in The Trust's Recruitment Policy.

As part of our Diversity and Inclusion policy, we will;

- Deliver from welcoming and safe venues which are suitable for those with disabilities and easily reachable by public transport
- Provide all staff with Diversity in the Workplace training
- Provide programme information, teaching and learning resources, profile and evaluation forms in a range of languages and formats e.g. Braille, Large print, CD
- Consult with local partners and community organisations to ensure we meet local diversity needs
- Require all delivery partners to have an Equal Opportunities Policy in place
- Assist with arranging a translator

3.3 Race

In 2019-20 12.6% ethnic minority participation on our programmes within Stoke and Staffordshire, significantly higher than the Census 2011 ethnic minority figure of 5.94%.

3.4 Religion or Belief

This data is collected when the young person completes The Prince's Trust Profile Form on starting with The Prince's Trust – young people do not have to share this information. The data is not currently available broken down for Staffordshire.

The Prince's Trust Diversity and Inclusion policy confirms our commitment to meet our responsibilities under the 2010 Equality Act to eliminate discrimination, advance equality of opportunity, and foster good relations by considering the needs of all individuals in our work, when developing our policies, and in the delivery of our projects and services. Each young person provides, where possible, diversity monitoring data and staff must assess whether reasonable adjustments to delivery are required. With regards to race and religion, we:

- Maintain a team which is representative of our client group and skilled in engaging the hardest-to-reach through proven learning methodologies
- Provide all staff with Diversity in the Workplace training
- Consult with local partners and community organisations to ensure we meet local diversity needs
- Require all delivery partners to have an Equal Opportunities Policy in place
- Make considerations for religious holidays when planning and scheduling programme activities
- Assist with arranging a translator if required.

3.5 Sex

In 2019/20 the gender profile supported showed to be 58% male and 39% female within Stoke and Staffordshire.

3.6 Sexual Orientation

This data is collected when the young person completes The Prince's Trust Profile Form on starting with The Prince's Trust – young people do not have to share this information. The data is not currently available broken down for Staffordshire.

As outlined in The Prince's Trust Diversity and Inclusion policy, we are committed to supporting young people irrespective of their gender or sexual orientation and maintain a database of LGBTQ+ organisations who can offer support locally where needs cannot be sufficiently met by The Trust.

3.7 Transgender

As above.

4. Research

Summarise the findings of any research you have considered regarding this policy for all or any of the protected groups. This could include information you have obtained from other sources eg Home Office.

The Prince's Trust has intranet pages dedicated to 'Equality and the law' with links to pages explaining more about protected characteristics, key facts, the requirements for staff, volunteers and partners plus a list of external resources for both staff and young people. This page is regularly updated to ensure all staff are aware of developments and key equality policies and good practice are applied.

The Trust continually utilizes key research services to ensure our programmes are meeting necessary targets regarding our key client groups. Examples of sources of information include:

G View which links into our own CRM database DASH and key Government Data and provides key information regarding Equality Impact for example:

- Unemployment data
- NEET numbers
- Effectiveness of Prince's Trust programmes in penetrating unemployment
- Participation showing performance for key priority groups.
- Gender split
- Client profiles
- Ethnic minority

The table below shows the impact Prince's Trust programmes in providing equality of opportunity for young people in the most vulnerable groups. The figures reflect participation in 2019-20 and compares Stoke and Staffordshire to performance in the UK.

Client Group	Stoke and Staffordshire	UK
Single Parent	2%	3%
Refugee Asylum Seeker	1%	1%
Disabled	49%	36%
Ex Offender	7%	8%
Looked after/Care Leavers	8%	7%
Mental Health	43%	37%
Substance Misuse	1%	3%
Homeless	9%	9%
Offending Behaviour	5%	6%

(Prince's Trust CRM Database –DASH)

A database of organisations who can offer support locally where needs cannot be sufficiently met by The Trust is maintained and updated by The Prince's Trust Operations

Team who are in regular contact with a number of key agencies within Stoke and Staffordshire. This ensures our young people receive high levels of support whilst participating on Prince's Trust programmes.

The Prince's Trust Bid Development team maintains up to date information on all key thematic areas including equal opportunities and diversity. Key reports and research is communicated on a regularly basis to management and delivery teams to update on key developments within this area.

4.1 Age

Nomis labour market and Office of National Statistics provides a valuable source of data regarding the impact of our equality strategy at the local level through the provision of levels of youth unemployment, population statistics and area profiles. Key statistics to benchmark our performance and assess its impact at the local level.

4.2 Disability

As Above

4.3 Race

As Above

4.4 Religion or Belief

As Above

4.5 Sex

As Above

4.6 Sexual Orientation

As above

4.7 Transgender

As above

5. Consultation

Summarise the opinions of any consultation for all or any of the protected groups. Who was consulted and how e.g. survey, discussion, forum.

If there was no consultation please justify why.

5.1 Age

All young people who participate on our programmes complete a 'young person's journey' form to assess the personal progress they have made in overcoming their barriers. All young people are also asked for feedback on their experience with The Trust and this is used to improve services.

We have also developed the Staffordshire Youth Forum that helps us shape our offer and gives young people a voice and stake in their local community. The forum consists of 10-15 young people that have taken part in Prince's Trust programmes who meet regularly to share feedback and thoughts around Prince's Trust activities and delivery.

5.2 Disability

As above

5.3 Race

As above

5.4 Religion or Belief

As above

5.5 Sex

The Prince's Trust has developed diversity groups (e.g. Pulse – LGBTI+, PTNOW – Prince's Trust Network of Women), composed of employee representatives from across a broad spectrum of the organisation. The purpose of such groups is to inform the organisation's direction on emerging issues and trends, highlight best practice, support the implementation of actions identified in our organisational strategy, and work to increase visibility and awareness of equality and diversity.

5.6 Sexual Orientation

As above

5.7 Transgender

As above

6. Conclusions

Taking into account the results of the monitoring, research and consultation, set out how the policy impacts or could impact on people from the following protected groups? (Include positive and/or negative impacts)

6.1 Age

Vulnerable young people who are identified as at risk of becoming perpetrators or victims of serious violence /crime will positively benefit from having access to the Peer Mentoring pilot.

6.2 Disability

Young people with a physical or learning disability as well as those with mental health issues will positively benefit from the additional support provided through the pilot. Adjustments will be made as required to ensure access.

6.3 Race

Vulnerable young people who are identified as at risk of becoming perpetrators or victims of serious violence /crime will positively benefit from having access to the Peer Mentoring pilot.

6.4 Religion or Belief

As above

6.5 Sex

As above

6.6 Sexual Orientation

As above

6.7 Transgender

As above

7. Decisions

If the policy will have a negative impact on members of one or more of the protected groups, explain how the policy will change or why it is to continue in the same way.

If no changes are proposed, the policy needs to be objectively justified.

There will be no negative impact on any of the protected groups as a result of this commissioning exercise. This Project will serve to increase the life chances of young people who are often disadvantaged due to a number of the factors listed above.

8. Monitoring arrangements

If the policy is new what consideration has been given to piloting the policy?

If monitoring is not already in place what arrangements have been made to monitor the effects of the policy on equality and diversity?

The Princes Trust provide Commissioners with quarterly performance monitoring reports which outline the demographic and social situation of the young people that access the Programmes. If there are any anomalies in the data or if certain groups appear to be under-represented work will be undertaken to try and remedy this.

This equality impact assessment will be published on the SCO website.

EIA Form Dated
01/04/21



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime

OFFICIAL

Data Protection Impact Assessment for

Prince's Trust Schools Mentoring Pilot

A Data Protection Impact Assessment (DPIA) is required under the General Data Protection Regulations (GDPR) when there is likely to result in a high risk to individuals. Publication improves transparency and can increase the public's understanding of how their information is used. (Articles 35 and 36 GDPR)

The DPIA guidance should be read in conjunction with the completion of this DPIA.

Upon completion of the DPIA template the Project Manager and IAO will review, sign off and send a copy to the Data Protection Officer for advice. The DPIA will then be considered and signed off by the Senior Information Risk Officer (SIRO). The SIRO may at this point ask that additional work is carried out or may decline the proposal and not accept any risks identified.

If the DPIA identifies a high risk and measures cannot be undertaken to reduce the risk then there is a requirement for the Data Protection Officer to consult with the Information Commissioner's Office (ICO).

This DPIA should be filled out at the beginning of any major project involving the use of personal data, or if you are making a significant change to an existing process. The final outcomes should be integrated back into the project plan.

Should you have any queries in relation to the Data Protection Impact Assessment Process then please contact the Data Protection Officer.

DOCUMENT CONTROL

System Owner	Business Lead	Information Asset Owner	Project Manager
	Adele Eaton		Paula Hammond

Author	Role	Department
Adele Eaton	Programme Lead Prevention and Early Intervention	Commissioning and Partnerships

Version	Version date	Requester of change	Summary of change(s)
1	18/3/2021	New document	None

Screening Questionnaire

The following questions are intended to help you decide whether a DPIA is necessary. The DPIA guidance document will assist you during the project lifecycle. Answering 'yes' to any of the following screening questions is an indication that a DPIA is required.

You can expand on your answers as the project develops.

If there is no personal data involved then go to Section 8 – Conclusions.

"Personal data" means any information relating to an identified or identifiable living individual - Section 3(2) of the Data Protection Act 2018.

Does the intended processing of personal information involve any of the following?

	Intended processing	Yes	No
1.	Systematic and extensive profiling with significant effects?		X
2.	Large scale use of sensitive data?		X
3.	Public monitoring?		X
4.	New technologies (processing involving the use of new technologies, or the novel application of existing technologies (including AI)?		X
5.	Denial of service: decisions about an individual's access to a product, service, opportunity or benefit which is based to any extent on automated decision-making (including profiling) or involves the processing of special category data?		X
6.	Large-scale profiling: any profiling of individuals on a large scale?		X
7.	Biometrics: any processing of biometric data?		X
8.	Genetic data: any processing of genetic data?		X
9.	Data matching: combining, comparing or matching personal data obtained from multiple sources.		X
10.	Invisible processing: processing of personal data that has not been obtained direct form the data subject in circumstances where the data controller considers that compliance with Article 14 of the GDPR would prove impossible or involve disproportionate effort.		X
11.	Tracking: processing which involves tracking an individual's geolocation or behaviour, including but not limited to the online environment.		X
12.	Targeting of children or other vulnerable individuals: the use of the personal data of children or other vulnerable individuals for marketing purposes, profiling or other automated decision-making, or if there is an intention to offer online services directly to children.		X
13.	Risk of physical harm: where the processing is of such a nature that a personal data breach could jeopardise the physical health or safety of individuals.		X
14.	Any other processing which is large scale involves profiling or monitoring, decides on access to services or opportunities or involves sensitive data or vulnerable individuals.		X

Step 1 – Identify the need for a DPIA

Explain broadly what the project aims to achieve and what type of processing it involves. You may find it helpful to refer or link to other documents, such as a project proposal. Summarise why you identified the need for a DPIA.

Step 2 – Describe the processing

Describe the nature of the processing: how will you collect, use, store and delete data? What is the source of the data? Will you be sharing data with anyone? You might find it useful to refer to a flow diagram or another way of describing data flows. What types of processing identified as likely high risk are involved?

Describe the scope of the processing: what is the nature of the data, and does it include special category or criminal offence data? How much data will you be collecting and using? How often? How long will you keep it? How many individuals are affected? What geographical area does it cover?

Describe the context of the processing: what is the nature of your relationship with the individuals? How much control will they have? Would they expect you to use their data in this way? Do they include children or other vulnerable groups? Are there prior concerns over this type of processing or security flaws? Is it novel in any way? What is the current state of technology in this area? Are there any current issues of public concern that you should factor in? Are you signed up to any approved code of conduct or certification scheme (once any have been approved)?

Describe the purposes of the processing: what do you want to achieve? What is the intended effect on individuals? What are the benefits of the processing for you, and more broadly?

Step 3: Consultation process

Consider how to consult with relevant stakeholders: describe when and how you will seek individuals' views – or justify why it's not appropriate to do so. Who else do you need to involve within your organisation? Do you need to ask your processors to assist? Do you plan to consult information security experts, or any other experts?

Step 4 – Assess necessity and proportionality

Describe compliance and proportionality measures, in particular: what is your lawful basis for processing? Does the processing actually achieve your purpose? Is there another way to achieve the same outcome? How will you prevent function creep? How will you ensure data quality and data minimisation? What information will you give individuals? How will you help to support their rights? What measures do you take to ensure processors comply? How do you safeguard any international transfers?

Step 5: Identify and assess risks

Describe the source of risk and nature of potential impact on individuals. Include associated compliance and corporate risks as necessary.	Likelihood of harm	Severity of harm	Overall risk score
	Remote, possible or probable	Minimal, significant or severe	

Step 6: Identify measures to reduce risk

Identify additional measures you could take to reduce or eliminate risks identified as medium or high risk in step 5				
Risk	Options to reduce or eliminate risk	Effect on risk	Residual risk score	Measure approved
		Eliminated, reduced or accepted		Yes/no



Step 7: Sign off and record outcomes

Item	Name/date	Notes
Measures approved by:		Integrate actions back into project plan, with date and responsibility for completion
Residual risks approved by:		If accepting any residual high risk, consult the ICO before going ahead
DPO advice provided:		HIA should advise on compliance, step 6 measures and whether processing can proceed
Summary of DPO advice:		
DPO advice accepted or overruled by:		If overruled, you must explain your reasons
Comments:		
Consultation responses reviewed by:		If your decision departs from individuals' views, you must explain your reasons
Comments:		
This DPIA will be kept under review by:		The DPO should also review ongoing compliance with DPIA

Step 8 - Conclusions

Please provide a summary of the conclusions that have been reached in relation to this projects overall compliance with the DPA. If screening did not require a DPIA please state the reason below and attach a copy of this form to project/contract documentation.

After consideration of the screening questionnaire it has been determined that a DPIA is not required.

Sign-Off Authority	Role	Date	Signature
	Project Manager	05/05/2021	
	Information Asset Owner	05/05/2021	
	Data Protection Officer	05/05/2021	
	Senior Information Risk Owner (SIRO)	05/05/2021	



Appendix A – Calculation of Risk

9.1 Data Protection Principles

1. Fair and Lawful

- Do you need to create or amend a privacy notice?
- If processing on the basis of consent, how will this be collected and recorded?

2. Purpose Limitation

- Does the processing actually achieve your purpose?
- Will the data be used for another purpose?
- How will you prevent function creep?

3. Data Minimisation

- Will you only process the data needed for your purpose?
- How will you ensure and maintain data quality?

4. Accuracy

- How will you ensure data can be corrected or amended?
- Will you ensure data is accurate and up to date?

5. Retention

- Do you have a review, retention and disposal policy?
- Can data be deleted/erased from all Staffordshire Police systems if required?
- Is the retention period necessary and proportionate?

6. Security

- What technical and organisational measures are in place to protect data?
- How will you protect against unauthorised access, alteration or removal of data?
- What training and guidance will be given to staff?
- How would you identify and manage a breach?
- How will systems be tested?

7. Data Subject Rights

- If an individual wishes to exercise their rights, including requesting access to data, or asking for data to be corrected, amended, restricted or deleted then you must have procedures in place to recognise such a request and refer it to the DPO.

Describe the source of risk and the nature of potential impact on individuals, include associated organisation/corporate risk and compliance risk	Likelihood of harm	Severity of harm	Initial Risk	Mitigation/ Solution	Result	Residual Risk
	1 - Highly unlikely 2 - Unlikely 3 - Possible 4 - Likely 5 - Highly likely	1 - Negligible 2 - Minor 3 - Significant 4 - Major 5 - Severe	Very High High Medium Low Very Low	Describe the mitigation and whether it will be implemented	Is the risk: - Eliminated - Reduced - Accepted	Very High High Medium Low Very Low

Calculation of Risk

The risk value shall be calculated by multiplying the impact and likelihood figures together. This score will then indicate the severity of the risk.

For example:

(Likelihood) **3** x (Impact) **5** = Risk value of **15**

Likelihood	5	5 Low	10 Medium	15 High	20 Very High	25 Very High
	4	4 Low	8 Medium	12 Medium	16 High	20 Very High
	3	3 Low	6 Medium	9 Medium	12 Medium	15 High
	2	2 Very Low	4 Low	6 Medium	8 Medium	10 Medium
	1	1 Very Low	2 Very Low	3 Low	4 Low	5 Low
		1	2	3	4	5
	Impact					

Likelihood score

Score	Probability		Description
	%	Timeframe	
1. Highly unlikely	0 to 5% chance	1 in 10 years or more	Not foreseen to occur
2. Unlikely	>5 to 10% chance	1 in 5 years	May occur in exceptional circumstances
3. Possible	>10 to 20% chance	1 in 1 year	Realistic chance of occurring
4. Likely	>20 to 50% chance	1 in 6 months	Will probably occur
5. Highly Likely	>50% chance	1 in 3 months or less	Expected to occur or occurs regularly

Impact Score

Score	Financial/other enablers	Operational	Public Confidence/Reputational
1. Negligible	0 to <0.1% of budget/cost savings and / or Negligible impact on modern policing key activity delivery	0 to 0.5% shift in key: 1. Early Intervention measures 2. Supporting victims and witness measures 3. Managing offenders measures and/or Negligible impact on key operational activity delivery	0 to 0.5% shift in: 1. Levels of Satisfaction 2. Feelings of safety 3. Fair and respectful treatment and/or Low level localised media interest and/or Minor impact on key public confidence activity delivery

<p>2. Minor</p>	<p>>0.1 to 0.5% of budget/cost savings and/or Minor impact on modern policing key activity delivery</p>	<p>>0.5 to 2.5% shift in key: 1. Early Intervention measures 2. Supporting victims and witness measures 3. Managing offenders measures and/or Minor impact on key operational activity delivery</p>	<p>>0.5 to 2.5% shift in: 1. Levels of Satisfaction 2. Feelings of safety 3. Fair and respectful treatment and/or No external reputational impact and/or Negligible impact on key public confidence activity delivery</p>
<p>3. Significant</p>	<p>>0.5 to 2% of budget/cost savings and/or Significant impact on modern policing key activity delivery</p>	<p>>0.25 to 5% shift in key: 1. Early Intervention measures 2. Supporting victims and witness measures 3. Managing offenders measures and/or Significant impact on key operational activity delivery</p>	<p>>0.25 to 5% shift in: 1. Levels of Satisfaction 2. Feelings of safety 3. Fair and respectful treatment and/or Some negative regional media coverage or public/political concern and/or Significant impact on key public confidence activity delivery</p>

<p>4. Major</p>	<p>>2 to 4% of budget/cost savings and/or Major impact on modern policing key activity delivery</p>	<p>>5 to 10% shift in key: 1. Early Intervention measures 2. Supporting victims and witness measures 3. Managing offenders measures and/or Major impact on key operational activity delivery</p>	<p>>5 to 10% shift in: 1. Levels of Satisfaction 2. Feelings of safety 3. Fair and respectful treatment and/or 1. Long term regional media coverage or public/political concern 2. Limited national media coverage or public/political concern and/or Major impact on key public confidence activity delivery</p>
<p>5. Severe</p>	<p>>4% of budget/cost savings and/or Severe impact on modern policing key activity delivery</p>	<p>>10% shift in key: 1. Early Intervention measures 2. Supporting victims and witness measures 3. Managing offenders measures and/or Severe impact on key operational activity delivery</p>	<p>>10% shift in: 1. Levels of Satisfaction 2. Feelings of safety 3. Fair and respectful treatment and/or 1. Loss of credibility in organisation 2. International media coverage 3. Public enquiry and/or Severe impact on key public confidence activity delivery</p>