



To: Business Coordination Board

From: Chief Executive

Date: 24 March 2015

STRATEGIC RISK MANAGEMENT

1. Purpose

1.1 The purpose of this paper is to provide an update on Strategic Risk Management to the Business Coordination Board (“the Board”).

2. Recommendation

2.1 To approve the changes to the risk controls and controls assurances as given at Appendix 1.

2.2 To approve the presentational changes to the register as given at Appendix 1.

3. Background

3.1 A Joint Strategic Risk Register is held between Cambridgeshire Constabulary (“the Constabulary”) and the Office of the Police and Crime Commissioner (OPCC). Risk management is embedded into both the work of the Constabulary and that of the OPCC on an ongoing and continuous basis. The Joint Strategic Risk Register will be considered by the Joint Audit Committee on 31st March 2015.

4. Update

4.1 The risks contained within the register have been recently reviewed and there are suggestions for change to the risk levels, risk owners, risk controls and controls assurance. These are as follows:

- R1.1:
 - Controls Assurance – New control added (CA 1.1.4) Outreach worker programme as this provides a link between the Local Community and the Police and Crime Commissioner. It part of the mechanisms in place to enable the Police and Crime Commissioner to be the voice of the public and linking police to communities.

- R2.1:
 - Risk Controls – New control (RC2.1.3) to ensure that the Chief Constable is held to account through the established governance structure (and Business Co-Ordination Board).

 - Controls Assurance – New control (CA2.1.4). This enables the Police and Crime Commissioner to make appropriate decisions, which are demonstrated by the signing and publishing of Decision making records.

- R2.2:
 - The Description has been update to reflect the risk that the Police and Crime Plan does not reflect National and Local priorities, as well as the views of the public. The risk controls have correspondingly been updated to reflect that the Police and Crime Plan is updated regularly and at least one Objective is reported upon at the Police and Crime Panel.

- R2.4:
 - Control Assurance – New control (CA2.4.5). The Office and the Constabulary has representation on various national boards including the Chief Executive being Vice Chair of Association of Policing & Crime Chief Executives (APACE); Chief Constable being Police National Lead for IT; Constabulary Director of Finance & Resources being National Police Lead on Charging for Police services. This enables both the Police and Crime Commissioner and Chief Constable to influence the nation's issues and strategies.

- R2.5:
 - Risk Control – New Control (RC 2.5.2) reflect the need to have section 22 agreements for collaboration, which specifies the arrangements between the Corporations Sole.
 - Controls Assurance – New Control (CA2.5.3) reflect that the priority is to deliver the objectives within the police and crime plan and the Constabulary and the Police and Crime Commissioner work towards this.

- R3.1:
 - Controls Assurance – New control (CA 3.1.5), to reflect the Finance sub group has been set up to provide governance and scrutiny of the finances of the Police and Crime Commissioner and the Constabulary.

- R3.2
 - Risk Controls: – New control (RC 3.2.12), reflects that the Police and Crime Commissioner holds the Chief Constable to account at the Business Co Ordination Board, whose papers are published on the Police and Crime Commissioner’s website.

- R3.3:
 - Risk Control:
 - New Control (RC 3.3.8), reflects the Scheme of Governance and Financial regulations are common for Bedfordshire, Cambridgeshire and Hertfordshire, in which the Corporations Sole operate under.
 - New Control (RC 3.3.8)
 - Controls Assurance – New Control (CA 3.3.5). As part of the Collaboration Governance, the BCH Strategic Alliance has been established which is represented by each Police and Crime Commissioner and Chief Constable.

- R3.4:
 - Risk Controls:
 - New Control (RC 3.4.5), The Mental Health concordat has been signed by partners from across Cambridgeshire and Peterborough, establishing a partnership approach to providing people with the right care at the right time. This is led by the Police and Crime Commissioner and the Constabulary.
 - New Control (RC 3.4.6), the Police and Crime Commissioner has appointed a Volunteer Co-Ordinator, who has worked with Partners to establish the Police Cadets and also the recruitment of volunteers.
 - Controls Assurance:
 - New Controls (CA 3.4.5 and CA3.4.6), The Commissioner has established an Outreach worker programme, which works in partnership with the public to ensure that the Police and Commissioner can be the Voice of the People.

- R4.1
 - Risk Control – New Control (RC 4.1.14) as part of the final accounts process, The Police and Commissioner is required to produce an annual governance statement, which highlights the governance in place and any Red Risks (with actions that have been taken), that have been identified through internal audits conducted throughout the year.
- R4.2
 - Control Assurance – New Control (CA4.2.7). An assurance that the Chief Constable is deploying staff under his direction and control, is the level of complaints that are made against in respect of this. It is the duty of the Police and Crime Commissioner to follow up on these complaints and hold the Chief Constable to Account.
- R4.3:
 - Risk Control – New Control (RC 4.3.3). The OPCC and Police and Crime Panel Secretariat liaise to ensure that the Panel receive all the information and papers that have been requested by members.
 - Controls Assurance – The Police and Crime Commissioner has established internal governance arrangements which enables information to be received by the Police and Crime Panel. For example, any decisions which are approved by the Business Co Ordination Board and signed off by the Commissioner are presented to the panel.

5. New Risks

- 5.1 A new risk has been included within the risk register to reflect that partnership working has to be effective and efficient at providing services to the public. Whilst the Commissioner is actively exploring and engaging in partnership working there is a risk that the arrangements that are established are ineffective and poor value for money. Risk 3.8 has been included to reflect this and is rated as a green low risk.
- 5.2 The Joint Strategic Risk Register is continually evolving in content, style and appropriateness. The Register needs to ensure that it is capturing both the current and future main risks facing the Constabulary and Police and Crime Commissioner, as a result of known future environmental changes and organisational actions. In addition, those risks and risk controls/control assurances which arise due to the collaboration that the Cambridgeshire is embarking upon with Bedfordshire and Hertfordshire and have an impact on both Cambridgeshire Constabulary and Cambridgeshire Police and Crime Commissioner will also be captured. The Joint Strategic Risk Register will continue to be developed and updated with these in mind

6. Moving Forward

6.1 Risk register assesses individual risks and how they are being mitigated. It is increasingly being recognised that there are significant interdependencies between the organisations strategic risks and these need to be effectively addressed if the Police and Crime Plan’s objectives are to be met. A Board Assurance Framework (BAF) provides a method for the effective and focused management of the principal risks to meeting an organisations objectives. Work is on-going to develop a BAF linked to the Police and Crime Plan. This will better link risk management work and work to achieve the organisations objectives.

7. Recommendation

7.1 To approve the changes to the risk controls and controls assurances as given at Appendix 1.

7.2 To approve the presentational changes to the register as given at Appendix 1.

Source Document	Joint Strategic Risk Register
Contact Officer	Dorothy Gregson, Chief Executive, Office of Police and Crime Commissioner