



To: Business Co-ordination Board

From: Chief Executive/Director of Finance

Date: 25 February 2016

STRATEGIC RISK MANAGEMENT

1. Purpose

1.1 The purpose of this paper is to provide an update on Strategic Risk Management to the Business Co-ordination Board (the "Board").

2. Recommendation

2.1 To note the joint strategic risk comprehensive summary at Annex A.

3. Background

3.1 A comprehensive summary of the strategic risks held between Cambridgeshire Constabulary ("the Constabulary") and the Police and Crime Commissioner ("the Commissioner") is attached. Risk management is embedded into both the work of the Constabulary and that of the Office of the Police and Crime Commissioner ("the OPCC") on an ongoing and continuous basis. The Strategic Risks were last considered by the Board on 26 November 2015.

4. Update

4.1 The risks have been reviewed and the changes to the risk levels and risk controls are shown below. This review included consideration of the before mitigating controls scores as these have been in place for two years. The national landscape has altered in the last two years, for example the role of Police and Crime Commissioners has embedded and although an election is imminent, it is a change of Police and Crime

Commissioner and not a whole new way of holding to account. Collaboration has also moved on in that time period and numerous Section 22 agreements are in place for collaborated units. Where appropriate risk scores for likelihood and impact have been reviewed in light of these changes.

4.2 A transition plan for the forthcoming Police and Crime Commissioner election is in place and this was taken into consideration when risk owners reviewed their risks.

4.3 The amendments to the risk register are listed below, as well as marked in red or with arrows showing direction of travel for scores:

- **R1.1:** *Commissioner fails to provide the local link between police and communities and Chief Constable fails to explain actions to the public*
 - Before mitigating action likelihood score reduced from 3 to 2.
 - Additional text added to illustrate Constabulary website considered as part of transparency scheme. Also added weekly business meeting as a forum where engagements is discussed.

- **R1.2:** *collaboration ventures could expose the Constabulary to reputational risk from negative media portrayal*
 - Added text for agreed communication support that is in place for Tri-Force and emerging seven force collaboration meetings have commenced.

- **R2.1:** *failure to take appropriate decisions enabling Statutory functions to be taken effectively*
 - Text amended to illustrate Transition Plan has moved on from development to refinement.

- **R2.2:** *failure to set Police and Crime Plan objectives providing clear focus to reduce crime and disorder*
 - Before mitigating action likelihood score reduced from 3 to 2.
 - Text amended to illustrate Transition Plan has moved on from development to refinement.

- **R2.3:** *Chief Constable fails to meet operational expectation of Home Office in respect of Strategic Policing Requirement*
 - Additional text to Cause noting increased terrorism threat.
 - Additional Controls Assurance as to how terrorism threat is being met.

- **R2.4:** *The Commissioner and Chief Constable are unable to influence national, regional or strategic alliance policies*
 - Text updated with Boards that members of Cambridgeshire are part of.

- **R3.1:** *failure to manage finances effectively, statutory duties not met and accounts not qualified*
 - Before mitigating action impact score reduced from 4 to 3.
 - After mitigating action likelihood score reduced from 3 to 2 following better than expected settlement.
- **R3.2:** *Commissioner and Chief fail to work together effectively*
 - Before mitigating action likelihood score reduced from 3 to 2.
 - After mitigating action impact increased from 2 to 3.
- **R3.3:** *Commissioner and Chief fail to enter into collaboration or gain benefits from collaboration*
 - Before mitigating action likelihood score reduced from 4 to 3
 - Additional text acknowledging S22 agreement for seven force (regional) collaboration now in place.
- **R3.4:** *Commissioner and Chief fail to work together effectively with partners in community safety and criminal justice*
 - Amended text regarding devolution offer.
- **R3.5:** *Commissioner fails to ensure effective appointment, support and challenge of DPCC, Chief Executive, and CFO. Fails to provide Chief Executive with necessary resources to perform duties.*
 - After mitigating action likelihood increased from 1 to 2, acknowledging forthcoming election.
- **R3.6:** *Commissioner fails to appoint, support and challenge Chief Constable.*
 - After mitigating action likelihood reduced from 2 to 1.
- **R3.7:** *Commissioner does not recognise and use new powers to meet needs of victims and restorative justice.*
 - Risk to be deleted as now business as usual. Victims' Hub embedded and working well and 2016/17 Grant Funding now known.
- **R4.1:** *failure to demonstrate good governance including Nolan principles*
 - Text amended to illustrate Transition Plan has moved on from development to refinement.
 - Text amended to show correct governance processes for Ethics Board.
- **R4.2:** *Chief Constable fails to deploy staff under his direction and control to deliver policing element of Police and Crime Plan*
 - Additional text acknowledging strategic tasking process.

- **R4.4:** *Chief Constable fails to safeguard welfare of officers and staff within their control (including health & safety and equality and diversity)*
 - Additional text showing H&S Statement of Intent and Policy in operation.

- **R4.5:** *Commissioner fails to establish effective mechanisms to hold Chief Constable to account for the exercise of their duties to safeguard welfare of officers and staff within their control (including health & safety and equality and diversity)*
 - Additional text showing H&S Statement of Intent and Policy in operation.

5. Recommendation

5.1 To note the joint strategic risk register comprehensive summary at Annex A.

Source Documents	Comprehensive Summary of Strategic Risks
Contact Officer	Dr Dorothy Gregson, Chief Executive, Office of the Police and Crime Commissioner