



To: Business Co-ordination Board
From: Dorothy Gregson, Chief Executive
Date: 6 February 2017

Strategic Risk Management

1. Purpose

- 1.1 This paper provides an update to BCB following the quarterly review of the Strategic Risk Register.

2. Background

- 2.1 The strategic risk register held between Cambridgeshire Constabulary (“the Constabulary”) and the Police and Crime Commissioner (“the Commissioner”) is attached at Appendix 1. 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 11th August 2016.
- 2.2 The OPCC reviews the risks on a quarterly basis and provides updates to this Board and the Joint Audit Committee on a six monthly basis.
- 2.3 Any amendments made since the Board last had sight are highlighted in red text.

3. Recommendations

- 3.1. The Board is asked to note the contents of the report.

4. Update

- 4.1 Changes that have been made are:
- 4.2 SR1.1 *there is a theoretical risk that the Commissioner fails to achieve the benefits of the local link between the police and communities. The Chief Constable fails to explain to the public the actions of the Constabulary* on page 3 has added reference to communications teams under Controls in place. It has also amended wording to Future Actions, including the Local policing review which is due to report in 2017.

- 4.3 SR1.2 *there is a theoretical risk that Collaboration ventures could expose Cambridgeshire to reputational risk if one of the partners is portrayed negatively in the media*, on page 5 has additional controls added noting 7Force Alliance collaboration and collaboration with fire.
- 4.4 SR2.1 *there is a theoretical risk that the Commissioner, despite consultation with the Chief Constable and due regard to the Strategic Policing Requirement and other statutory functions, fails to ensure the Police and Crime Plan sets objectives which provide a clear focus*. Future actions notes the Police and Crime plan was presented to the Police and Crime Panel on 1 February 2017.
- 4.5 SR2.3 *the risk that the Commissioner and Chief Constable are unable to influence national, regional or Strategic Alliance policies*, on page 8 under Controls Assurance shows amended roles of senior management in OPCC and Constabulary.
- 4.6 SR3.2 *the theoretical risk that the Commissioner and Chief Constable fail to manage the finances effectively* on pages 10 and 11 includes additional Causes of failure to realise the benefits of collaboration and the opportunities of the Police and Crime Bill. Additional controls in place recognise the Huntingdon Accommodation Review Board and Police and Fire Strategic Governance Board managing the production of a business case for closer working. Controls assurance also notes the proposed move for Finance Sub Group to drive forward the realisation of benefits from transformation. Future actions notes further work with Fire, cost savings to be identified within plans and future demand profile to aid workforce planning.
- 4.7 SR3.3 *there is a theoretical risk that the Commissioner fails to enter into or achieve the benefits of collaboration agreements* on page 13 has an additional cause of failure to deliver or achieve the benefits of information technology. Controls in place note the three Governance Boards and Eastern Region Summit. Future actions show the recognition to mitigate risks associated with complex IT change programme and continue to explore merits of creating a 'user pays' methodology for transactional collaborated services.
- 4.8 SR3.4 *there is a theoretical risk that the Commissioner and Chief Constable fail to work effectively in partnership with local leaders in community safety* on page 14 deletes some out of date controls assurances measures.
- 4.9 SR3.5 *there is a theoretical risk that the Commissioner fails to ensure effective arrangements for the Deputy Commissioner, Chief Executive and the Chief Finance Officer to be appointed, supported and challenged* on page 15 notes in future actions transition arrangements to cover the CFO post.
- 4.10 SR4.1 *theoretical risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance* on page 17 has an additional Future action noting the Internal Audit on Governance.
- 4.11 SR4.2 *theoretical risk that the Chief Constable fails to deploy appropriately staff under his direction and control to deliver the policing objectives* on page 19 notes under Future actions the embedding of the new performance framework.

- 4.12 SR4.3 *theoretical risk that the Commissioner fails to meet the requirements of the Police and Crime Panel as it assesses the performance of the Commissioner* on page 20 notes in Future actions the ongoing programme of panel briefing sessions.
- 4.13 SR4.4 *theoretical risk that the Chief Constable fails to safeguard the welfare of all officers and staff within their direction and control*, on page 21 has an added cause noting the capacity issues under BCH HR function. Controls in place notes management action from ACC regarding vehicle safety and Future actions notes the development of BCH Annual People Plan and Strategy and review of the HR business case.
- 4.14 SR4.5 *5 there is a theoretical risk that the Commissioner fails to establish effective mechanisms for holding the Chief Constable to account when exercising their duties to safeguard the welfare of all officers and staff within their direction and control* on pages 22 and 23, includes an additional Control of BCH performance management of healthcare in custody, and under Controls assurance adds the Strategic Alliance overview of healthcare in custody and the Organisational Support Governance Board.

5. Recommendations

- 5.1. The Board is asked to note the contents of the report.

BIBLIOGRAPHY

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