



To: Joint Audit Committee
From: Chief Finance Officer, OPCC
Date: 30 March 2017

Strategic Risk Management

1. Purpose

- 1.1 The purpose of this paper is to provide an update on Strategic Risk Management to the Joint Audit Committee and to provide sight of the new format for the Strategic Risk Register and refreshed risk management strategy. Crime Commissioner.

2. Update

- 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 Committee on 29 September 2016.
- 2.2 The OPCC reviews the risks on a quarterly basis and provides updates to the JAC on a six monthly basis.
- 2.3 This format includes a brief summary of each risk on the front page, page 2 shows the risks are on a matrix, with any new risks raised highlighted in red text.
- 2.4 Changes to the content of the register are shown in red text to stand out.
- 2.5 SR1.1 *there is a potential 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 text under Controls in Place and Future actions.
- 2.6 SR1.2 *there is a theoretical risk that Collaboration ventures could expose Cambridgeshire to reputational risk* on page 5 has additional controls assurance

added, noting further meetings that are assurances.

- 2.7 SR2.1 *there is a theoretical risk that the Commissioner fails to ensure the Police and Crime Plan sets objectives which provide a clear focus* on page 6 has an additional future action noting the new plan has been presented to the Police and Crime Panel.
- 2.8 SR2.3 *the risk the Commissioner and Chief Constable are unable to influence national, regional or strategic alliance policies* on page 8 notes changes in roles under controls assurance.
- 2.9 SR3.1 *theoretical risk that the Commissioner and Chief Constable fail to manage the finances effectively* on page 10. Three additional causes have been included. Two additional controls in place have been added which highlight ongoing work with the Fire service. Under Controls assurance, additional text has been added to clarify the assurance. In Future actions some text amendments have been made along with deletion of ICT benefits realisation as this is included under the collaboration action. Four additional future actions have been added which will be taken forward by the FSG. Additionally, the Impact score and the risk rating has been increased. Impact from 3 to 4 and rating from 13 to 18, which makes this risk Amber.
- 2.10 SR3.3 *there is a theoretical risk that the Commissioner (and Chief Constable if this relates to the functions of the constabulary) fails to enter into or achieve the benefits of collaboration* on page 13 has an additional cause regarding failure to deliver or achieve benefits of information technology. Under controls in place, additional boards have been added. There are two additional future actions included to continue to explore the merits of a 'user pays' methodology for transactional collaborated services and to mitigate the risks associated with a complex IT change programme.
- 2.11 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 and criminal justice to deliver Police and Crime Plan* on page 14 deletes two points under controls assurance as they are not relevant to this risk.
- 2.12 SR3.5 *there is a theoretical risk that the Commissioner fails to ensure effective arrangements for the Deputy Commissioner, Chief Executive and CFO to be appointed, supported and challenged,* on page 15 has an additional future action for putting appropriate arrangements in place to cover the OPCC CFO during the transition period.
- 2.13 SR4.1 *there is a theoretical risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance* on page 17 has an additional future action of internal audit of governance.
- 2.14 SR4.2 *there is a theoretical risk that the Chief Constable fails to deploy appropriately staff under his direction and control to deliver the policing objectives in the Police and Crime Plan,* on page 19 has additional text to future action embedding new

performance framework.

- 2.15 SR4.3 *there is a 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 under future actions ongoing programme of briefing sessions for Police and Crime Panel.
- 2.16 SR4.4 *there is a 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 additional cause noting the capacity of BCH HR is under pressure. An additional control has been noted. Two future actions have been added to develop a BCH Annual People Plan and Strategy and to consider a review of the operating model of HR.
- 2.17 SR4.5 *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 page 22 has one additional control of BCH performance management of healthcare in custody. Two controls have been deleted as there were not relevant. Two additional controls assurance have been added noting governance groups.
- 2.18 Risk management was subject to an internal audit and the final report was made available on 2 March 2017. The report made two recommendations in relation to the risk register, one was to add action completion dates and the other was to ensure clear links between the controls in place and the assurance and also the type of assurance, for example performance report. **These changes have also been made to the Strategic Risk Register.**

3. Recommendations

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