



To: Joint Audit Committee
From: Chief Finance Officer, OPCC
Date: 27 September 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

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 30 March 2017.
- 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 two causes. Three additional ‘Controls in place’ have been added and an additional ‘controls assurance’. The ‘future actions have been reviewed and an additional action included. Future Impact score has been reviewed and changed to ‘2’ Minor as it was considered that the impact could never be insignificant, this changes the result to 3 but is still green.

- 2.6 SR1.2 *there is a theoretical risk that Collaboration ventures could expose Cambridgeshire to reputational risk* has been deleted as a risk in its own right and included as a cause in SR1.1.
- 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 amended controls assurance where the PCC now Chairs the Criminal Justice Board and two additional future actions relating to the development of a delivery plan and an OPCC review of staffing.
- 2.8 SR2.3 *the risk the Commissioner and Chief Constable are unable to influence national, regional or strategic alliance policies* on page 8 has an additional cause and notes changes in roles under controls assurance.
- 2.9 SR3.1 *there is a risk that the Commissioner and Chief Constable fail to manage the finances effectively* on page 10. One of the effects has been reworded to recognise all Government initiatives rather than one specific example. The risk title contained examples which are considered to be either causes or effects and have been included in these.
- 2.10 SR3.2 *theoretical risk that the Commissioner and Chief Constable fail to work together effectively* on page 12 has been deleted and included as a cause in SR3.6. This may be considered as a separate risk in the future when recruitment of either post arises.
- 2.11 SR3.3 *there is a 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 the requirements in the Police and Crime Plan to keep under consider collaboration. Two additional effects have been added and 'controls in place' have been amended and an additional control of the Interoperability Board included. Fire and Police Collaboration future action has been deleted as this has been completed by development of a Business Case.
- 2.12 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 15 additional words added to the cause about complex partnership landscape. Controls in place amended to current sub groups in existence, controls assurance amended to include Boards the sub groups report to. Future actions amended to recognise the Police and Crime Plan has been published and delivery plans are in progress.
- 2.13 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 17 has an additional cause of organisational change and an addition to an effect for clarification. A future action

for arrangements for the Deputy PCC to be informed by the Fire Business Case.

- 2.14 SR3.6 *there is a theoretical risk that the Commissioner fails to ensure effective arrangements for the Chief Constable to be appointed, supported and challenged while in post* on page 18 has an additional cause relating to poor relationship leading to failure to work together effectively which was SR3.2 but has been included in this risk.
- 2.15 SR4.1 *there is a theoretical risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance* on page 19 has deleted the control in place reference to collaboration boards.
- 2.16 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 21 has deleted the development of the Police and Crime Plan as a future action as this is published and added two future actions in relation to ongoing work to understand demand and also the review of staffing and processes of the OPCC. Also the Controls and Controls Assurance have been reviewed and updated.
- 2.17 SR4.3 *there is a theoretical risk that the Commissioner fails to meet the requirements of the Police and Crime Panel* on page 22 has an additional cause relating to change in chairmanship of the Panel, an additional effect relating to ad-hoc demands affecting ability of OPCC to deliver. An additional control in place notes the Panel's terms of reference and Policing Protocol. A future action has been added relating to working with the Panel secretariat to ensure effective programme of work. The Likelihood has been increased from 1 unlikely to 2 possible, which changes the result to a 9 and yellow.
- 2.18 SR4.4 *there is a theoretical risk that the Chief Constable fails to safeguard the welfare, health and safety and equality and diversity of officers and staff* on page 23 has one additional controls in place recognised the new Countywide Community safety agreement and an additional future action to embed the partnership structure.

3. Recommendations

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