



To: Joint Audit Committee
From: Chief Executive, OPCC
Date: 14 December 2017

Board Assurance Framework – Next Steps

1. Purpose

1.1 The purpose of this paper is to provide an update on the Board Assurance Framework and next steps.

2. Background

- 2.1 The management of risk is well embedded in both Cambridgeshire Constabulary (the “Constabulary”) and the Office of the Police and Crime Commissioner (“OPCC”).
- 2.2 At the strategic level, a joint risk register is held between the OPCC and Constabulary and assesses the risk of failing to meet our statutory duties. The current risk register assesses these statutory risks and how these are mitigated. It is recognised that there are significant interdependencies between the strategic statutory risks and these need to be effectively addressed if the Police and Crime Plan’s (the “Plan”) objectives are to be met.
- 2.3 However, the Board Assurance Framework (the “BAF”) provides an additional method for the effective and focussed management of the principal risks to meeting an organisation’s objectives. This better links risk management and work to achieve the organisation’s objectives. In this case the Police and Crime Plan outcomes. It also provides increased visibility and assurance that work which needs to be done to achieve objectives and decrease the likelihood of risks materialising. The BAF links the corporate objectives, strategic risks, current mitigating actions and internal and external assurances. It identifies further mitigating actions for each area of risk.
- 2.4 A next steps report was presented to the Committee on 22 June 2017 which described how the Commissioner had published his Plan and the objectives would form the basis and framework for the BAF.

3. Police and Crime Plan 2017-20

- 3.1 The Police and Crime Plan 2017-20 sets the agenda for not only policing but also community safety and criminal justice. It contains clear objectives and priorities for action. Significant progress is being made in taking forward the priorities for action.
- 3.2 A quantitative and qualitative performance regime is in place and this is monitored through the business co-ordination regime. Cambridgeshire's Police and Crime Panel also take a keen interest in progress with delivering the plan.
- 3.3 The Plan also sets out four high level shared outcomes:
 - 1. Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support.
 - 2. Offenders are brought to justice and are less likely to re-offend.
 - 3. Communities have confidence in how we respond to their needs.
 - 4. We deliver improved outcomes and saving through innovation and collaboration

4 Developing the Board Assurance Framework

- 4.1 A Board Assurance Framework provides a mechanism to consider whether, against the background of changing environmental risks, the actions driven by the Police and Crime Plan together with those driven by other partners are sufficient to achieve the desired outcomes.
- 4.2. The OPCC are in the process of developing the correct framework that will work alongside the Plan delivery action plan.
- 4.3 The intention of the BAF is for us to be able to understand and monitor shared risks with our delivery partners. We will need to focus on what our risk appetite is and whether we can provide further mitigation or controls to mitigate.
- 4.4 We have researched BAF's in other organisations and a template has been shared with us from Queen Elizabeth Hospital King's Lynn (appendix 1) and an in-house template (appendix 2) along with the previous BAF we used (appendix 3).
- 4.5 Feedback is welcomed from the Committee on which style they prefer and any further content they would like included.
- 4.6 In order to further focus activity on the Police and Crime Plan outcomes, the OPCC Senior Management Team (SMT) structure has been reviewed in order to ensure a clear linkage with Plan objectives.

5. Recommendation

- 5.1 The Audit committee to provide input into which BAF framework they would find most beneficial and any further content they would like included.