Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

Risk Management Strategy

April 2026
Vers 3.2

Contents

Annexes

Annex A – OPCC Approach to Risk Management – Feb 2026

Annex B – Strategic Risk Register (living document)

Annex B – Issues, Events and Conditions Log (living document)

Document History

Item	*Ver:*	*Date*	*Summary of Modifications:*
1	1	18.9.13	Presented to Joint Audit Committee 18.9.13
2	1.1	Feb 2019	Reviewed and updated Section 7.5.
3	1.1	May 2020	Reviewed and presented to JAC 30.7.20 and amended.
4	1.1	March 2021	Reviewed and presented to BCB 14.4.21 and JAC 29.4.21.
5	2.0	March 2022	Reviewed and presented to JAC. 28 April 2022. Amendments made to improve accessibility, clarify roles and responsibilities and introduce principles taken from the Orange Book. Management of Risks – Principles and Concepts (2020), HM Government.
6	3.0	April 2023	Annual review of Risk Management Strategy undertaken. Introduced OPCC Approach to Risk Management, an annex to this strategy, alongside the latest iteration of the Strategic Risk Register and an Events and Conditions Log. All presented to JAC 28 April 2023. Minor changes to overall strategy made.
7	3.1	April 2025	Annual review of Risk Management Strategy undertaken alongside the latest iteration of the Strategic Risk Register and Events and Conditions Log. Presented to BCB 28 April 2025 and JAC 1 May 2025.
8	3.2	April 2026	Annual review of Risk Management Strategy undertaken alongside the latest iteration of the Strategic Risk Register and the Issues Events and Conditions Log. Presented to JAC 28 May 2026

1. Introduction to risk management

1.1 Risk management enhances strategic planning and prioritisation, assists in achieving objectives and strengthens the ability to be agile to respond to the challenges faced (The Orange Book, Management of Risk – Principles and Concepts, HM Government 2020). In essence it is the co-ordinated activities designed and operated to manage risk and exercise control.

1.2 The Orange Book defines risk as the effect of uncertainty on objectives. Risk is usually expressed in terms of causes, potential events and their consequences which can have an impact on the organisation's objectives and priorities. These may be positive, negative or a deviation from the expected. This definition links risks to objectives, so this definition can most readily be applied when the objectives of the organisation are comprehensive and fully stated. Even then the objectives need to be challenged, and the underlying assumptions tested as part of the risk management process.

1.3 Risk is inherent in every activity and decision in which the organisation is involved, and to achieve its objectives it is necessary for these to be managed. Risk management is the process of identifying risks or opportunities (where there is a chance of a positive outcome), evaluating their potential consequences, considering the current controls in place, placing the level of assurance on the control, and determining and implementing the most effective way of monitoring and mitigating risks.

1.4 Risk management is an important strategic tool. It protects the organisation and adds value leading to benefits which include:

- Improved decision-making and better use of resources
- Optimum quality and efficiency of service delivery
- Upholding and enhancement of organisational reputation.

1.5 Risk management is also one of the pillars of corporate governance. To be effective, it must be clearly aligned to the organisation's strategic objectives, ensuring that there is a strong focus at the top of the organisation on those

most significant risks that would prevent the achievement of its vision and strategic objectives; or would impact on its partners. It must, therefore, be embedded into the culture of the organisation as a shared responsibility and be central to the Police and Crime Commissioners work.

2. Scope & Purpose

2.1 One of the main responsibilities of the Police and Crime Commissioners, the 'Commissioner', is to hold the Chief Constable to account for the efficient and effective policing of Cambridgeshire on behalf of the public. This responsibility is included in the Policing Protocol which outlines that although the Chief Constable has operational independence, they are accountable to the Commissioner for the delivery of policing services. In this context risk management is an essential and integral part of planning and decision making.

2.2 The Commissioner's duties for risk management are twofold: first, there is a responsibility for ensuring that Cambridgeshire Constabulary, the 'Constabulary' has adequate arrangements for risk management in place. Secondly, as a corporation sole it has a responsibility for putting in place arrangements to manage the risks it faces, separate from those of the Constabulary.

2.3 This Strategy sets out the Commissioner's approach to risk management, explaining the aims and objectives of the framework and the way risk is embedded within our existing governance arrangements. It outlines the principles of effective risk management, clarifies roles and responsibilities across the OPCC and the Constabulary.

2.4 This Strategy is underpinned by the Office of the Police and Crime Commissioners (OPCC) approach to risk management, which was presented to the JAC in February 2026. This updated approach strengthens shared responsibility for risk, embeds enhanced assurance processes, and ensures risks can be monitored and updated dynamically as part of a continuous, live risk management cycle. The strategy is reviewed annually.

3. Objectives of risk management

3.1 The aim of this strategy is to ensure that risk management is embedded into the governance structure and that it effectively underpins and enables the business in accordance with the objectives set out below:

- To increase the likelihood of achieving the Commissioner's statutory responsibilities;
- To prevent or reduce the potential consequences of events which could have been reasonably foreseen;
- To prevent or reduce events or actions in order to maintain and enhance public confidence in policing, community safety and crime reduction across Cambridgeshire and Peterborough;
- To improve decision-making and planning and assist in the allocation of resources;
- To integrate risk management into the culture and processes;
- To raise awareness of risk management among members and staff, making it an integral part of their thinking and actions, and
- To satisfy the requirements of corporate governance for the Annual Governance Statement, and external auditors in relation to the effectiveness and adequacy of risk management.

4. Relationship to corporate governance

4.1 Corporate governance is the way in which organisations are directed, controlled and led. Risk management is an essential part of corporate governance and leadership. CIPFA guidance states that: 'good governance requires that risk management be embedded into the culture of the organisation'. This relies on the development, maintenance and use of realistic and robust risk registers.

4.2 The risk register is one of the primary assurance mechanisms used to produce and sign off the annual Governance Statement and the annual Statement of Accounts. The commitment to developing and maintaining the risk register is based on the principle that all Joint Audit Committee members should be able to review strategic risks (and their management) as part of the proper exercise of their functions.

5. Principles of successful risk management

5.1 The following principles are essential to the success of risk management and have been incorporated in the approach developed by the OPCC. They are:

A. Risk management shall be an essential part of governance and leadership, and fundamental to how the organisation is directed, managed and controlled at all levels.

B. Risk management shall be an integral part of all organisational activities to support decision-making in achieving objectives.

C. Risk management shall be collaborative and informed by the best available information and expertise.

D. Risk management processes shall be structured to include:

- risk identification and assessment to determine and prioritise how the risks should be managed;
- the selection, design and implementation of risk treatment options that support achievement of intended outcomes and manage risks to an acceptable level;
- the design and operation of integrated, insightful and informative risk monitoring; and
- timely, accurate and useful risk reporting to enhance the quality of decision-making and to support management and oversight bodies in meeting their responsibilities.

E. Risk management shall be continually improved through learning and experience

6. Risk appetite statement

6.1 This strategy recognises that the levels of risk that organisations may be prepared to take are dependent on several factors including the nature of the risk; its capacity and capability to control a particular risk, its prior exposure to risk and the amount of risk it is currently controlling. The Commissioner through his existing governance and assurance arrangements will determine and continually assess the nature and extent of the principal risks that the Commissioner is exposed to. The Commissioner will consider the above factors

in their decision-making processes to ensure that there is balance to the risks taken.

6.2 The OPCC has determined a scoring mechanism (assessment) for the risks contained within its risk register by which the levels of control and intervention are prescribed and commensurate with the level of risk, which the Commissioner is exposed to and is willing to take to achieve his objectives. This is the risk appetite, and this process enables the Commissioner and the OPCC to ensure that planning and decision-making reflects the assessment made.

6.3 Risk appetite gives priority to mitigate principal risks as soon as practicable. It is acknowledged that there are some activities of the Commissioner where a higher risk might be acceptable, for example to support innovation. However, a low-risk appetite exists where principal risks relate to public confidence.

7. Roles & Responsibilities

7.1 This section provides an outline of the organisational and individual responsibilities for risk management associated with this Strategy. The simplified reporting architecture and key responsibilities are summarised as follows.

7.2 The Commissioner as ‘corporation sole’ must maintain a sound system of internal control including a system for the management of risk.

7.3 The Commissioner and the Chief Constable as separate corporations sole, are required to establish an independent Audit Committee to advise them jointly, ensure transparency and provide safeguards around financial probity and good governance. This is a statutory requirement.

7.4 The Joint Audit Committee, is responsible for monitoring the effective development and operation of risk management and making recommendations as appropriate through:

a) overseeing and monitoring the Commissioner's risk management strategy which includes the arrangements for identification, assessment and effective management of risk;
b) monitoring the strategic risk register. This includes reviewing the organisations risk tolerance/ appetite to avoid inappropriate risk mitigation actions being taken. The Committee will receive the Risk Register for regular review as necessary;
c) reviewing the Constabulary's approach to risk management and monitoring the Constabulary's operational risk register (see Section 8), and
d) considering the Commissioner's system of internal control with appropriate reporting to the Police Accountability Board.

7.5 Groups within the governance framework, will:

a) be responsible for the overall ownership and accountability of particular risks;
b) embed risk management into their work on an ongoing and continuous basis;
c) ensure, where appropriate, that an assessment of risks, options and costs informs decision-making;
d) where appropriate, review and update risk registers in the relevant areas providing sufficient detail to assist with the process. When considering relevant risks, they may identify changes in the nature of the risks they own, the level of risk or the effectiveness of the risk control measures. They may seek to increase the level of assurance of controls e.g. by calling for Reports or escalating matters;
e) ensure that relevant items are taken forward through agenda planning and considered as part of the wider work programme, and
f) ensure that actions to mitigate the risks are planned, resourced, monitored and documented.
g) review assurance level of controls. Assurance levels are important to give reassurance and ensure that controls are operating effectively. The levels can be confirmed by such areas as internal/external/HMICFRS inspection reports, meeting reviews, performance indicators etc. The level of controls assurance can be assessed and would be directly relevant to the outcome

of the activity e.g. an audit with a significant number of recommendations may offer only limited assurance while an audit classified as ‘green’ would offer ‘substantial’ assurance.

7.6 The Chief Executive Officer (CEO), and the Head of Governance and Compliance will be responsible for:

a) overseeing the development and implementation of the Risk Management Strategy;
b) ensuring that all key reports and policy decisions give due consideration to risk and how this will be managed;
c) driving the identification of new and emerging risk and ensuring their inclusion in the Risk Register, linking with the Constabulary, and
d) ensuring the allocation of appropriate resources for risk management, which can include, but is not limited to people, skills, experience and competence
e) ensuring that the appropriate advice and training on Risk Management is available for staff.

7.7 The Commissioner’s Chief Executive will, additionally, be responsible for supporting the Chair of the Committee to fulfil the duties and responsibilities above, including annual reporting in line with governance arrangements, and linking risk into the Internal Audit processes.

7.8 The Chief Executive, OPCC leads the overall approach to risk management. They will lead the work on Risk Management policy within the OPCC; manage the risk framework and act as the principal link to the Constabulary on matters of risk. They will also maintain the Strategic Risk Register and ensure the existence of clear audit trails to demonstrate openness and accountability. Finally they will report to the Committee on Risk Management activity.

7.9 All staff are responsible for gaining an understanding of risk and the benefits of its management and participating in risk management activities.

7.10 Internal Audit will be asked to review the scope and content of the Risk Registers; reviewing the adequacy of the procedures to assess, review and respond to risk; reviewing the effectiveness of internal controls and making recommendations as appropriate on risks management.

8. Constabulary risk management

8.1 The Constabulary is responsible for the operational management of its own risks. These risks typically arise from the delivery of day-to-day policing functions, operational decision-making, workforce matters, ICT infrastructure, and the management of collaborated units. While these are operational in nature, the potential impact on service delivery, resources, and public confidence means that the OPCC must retain visibility of them as part of its assurance responsibilities.

8.2 The OPCC does not own or manage operational policing risks. However, it has a statutory duty to hold the Chief Constable to account, and therefore requires confidence that risks within the Constabulary are being appropriately identified, controlled and monitored. Oversight is achieved through established governance, including the Police Accountability Board, the Joint Audit Committee, and regular liaison between OPCC and Constabulary senior leadership at the Risk Review Board.

8.3 To support alignment across both organisations, the JAC receives the Constabulary's operational risk information separately from the OPCC's strategic risks. This approach ensures that each organisation maintains clear ownership of its respective risk environment, while allowing the Committee to consider whether there are cross-cutting risks, assurance gaps, or areas requiring escalation or joint discussion.

8.4 The OPCC maintains its role in seeking assurance, challenging the adequacy of controls where necessary, and ensuring that any risks with strategic implications for the Commissioner are appropriately considered within the wider risk management and governance arrangements.

9. Joint Strategic Risk and Collaboration

- The Commissioner and Cambridgeshire Constabulary operate within a collaborative environment in which a number of services, governance arrangements and operational functions are delivered jointly. As a result, several strategic risks are shared between the OPCC and the Constabulary, particularly where joint activity affects statutory responsibilities, public confidence, resources or service delivery.
- Where risks arise from collaborated units, shared service models or partnership arrangements, both organisations retain responsibility for understanding and assessing the risk. The Constabulary is responsible for the operational management of the risk, while the OPCC maintains responsibility for considering the strategic and assurance impact, including any implications for the Commissioner's ability to carry out statutory duties or maintain oversight of policing effectiveness.
- To support effective oversight, the OPCC maintains visibility of collaborated risks through its participation in the Cambridgeshire Risk Review Board (RRB). Collaborated and joint risks are presented at the RRB, providing the OPCC with direct insight into emerging issues, control measures and areas requiring escalation. The Cambridgeshire Corporate Risk Register is also presented at this Board, ensuring that the OPCC can review, challenge and seek assurance on risks that may have implications for the organisation's governance responsibilities. This process enables the OPCC to:
    - assess whether collaborated risks have implications for OPCC statutory functions;
    - seek assurance that operationally owned risks are being effectively controlled;
    - identify risks requiring inclusion on the OPCC Strategic Risk Register; and
    - maintain alignment between its assurance responsibilities and the Constabulary's risk environment.

10. Risk management training

10.1 Training and awareness are essential to ensuring that all staff understand their responsibilities for effective risk management and are confident in identifying, escalating and managing risks within their areas of work.

10.2 All OPCC staff receive annual risk management training as part of the Whole Team Collaboration programme. This provides an overview of the OPCC's risk approach, updates on any changes to processes or terminology, and practical guidance on recognising emerging risks. In addition to this, manager-level risk training is provided to those with responsibility for oversight, decision-making, or risk ownership. This training focuses on the practical application of the risk framework, including:

- how to evaluate and score risks,
- determining appropriate controls and assurance levels,
- when and how to escalate risks,
- the expectations of risk owners and contributors, and
- how risk informs governance reports and decision-making.

11. Monitoring & Review

11.1 This Strategy and the Commissioner's arrangements for risk management will be reviewed by the JAC during the course and preparation of any Annual Governance Statements. The strategy will be reviewed to ensure continuing compliance with legislative and best practice principles on an annual basis.

12. Legislative and risk considerations

12.1 The drafting of this Strategy and its associated policies has taken into account the Equality Act 2010, the Human Rights Act 2000 and Health & Safety legislation and guidance.

12.2 Relevant risks have been incorporated appropriately into the Strategic Risk Register and broader risk management framework in accordance with its responsibilities, duties and values in these areas.

12.3 This Strategy is suitable for publication under the Freedom of Information Act 2000.

13. Glossary of Key Terms

Assurance

Evidence that controls, processes or mitigation activities are operating as intended. Assurance may be obtained through internal or external audit, inspections, performance reporting, or independent verification.

Control

Any measure, process or action put in place to manage, reduce or eliminate a risk.

Emerging Risk

A newly identified risk or a change in an existing risk that may require attention, monitoring or escalation.

Issues, Events and Conditions Log (IECL)

A live document that captures operational issues, significant events and contextual conditions that may develop into risks. The log supports early identification and escalation and informs updates to the Strategic Risk Register.

Principal Risk

A risk, or combination of risks, that could significantly affect the OPCC's ability to deliver statutory duties, strategic objectives or organisational reputation.

Risk

The effect of uncertainty on objectives, expressed through potential causes, events and consequences. Risks may be positive, negative, or represent deviations from expected outcomes.

Risk Appetite

The level and type of risk the OPCC is willing to accept in pursuit of its objectives, informed by statutory duties, public confidence, and organisational capability.

Risk Escalation

The process of raising a risk to a higher governance level because its score, impact

or likelihood has increased, or because existing controls are not providing adequate assurance.

Risk Owner
The individual accountable for understanding and monitoring a risk, ensuring controls are in place and effective, and updating the Strategic Risk Register as required.

Risk Register
The formal record of key strategic risks, including descriptions, scores, controls, assurance levels and ownership. It supports decision-making and is reviewed through established governance channels.

Strategic Risk
A risk that may have a material impact on the organisation's statutory duties, long-term objectives, governance responsibilities, finances, reputation or public confidence.

Tolerance
The level of variation in performance or outcomes that can be accepted before action is required. Tolerance thresholds support prioritisation and escalation decisions.