

Strategic Risks Summary

SR1.1	There is a potential risk of failure to achieve benefits of the link between police and communities and Chief Constable fails to explain actions of Constabulary.
SR2.1	There is a risk that the Commissioner fails to set clear direction in Police and Crime and objectives and manifesto commitments are not delivered.
SR2.2	There is a risk that the Chief Constable fails to meet the operational expectation of Home Office with respect to Strategic Policing Requirement.
SR2.3	There is a risk that the Commissioner and Chief Constable are unable to influence national, regional or strategic alliance policies.
SR3.1	There is a risk that the Commissioner and Chief Constable fail to manage finances effectively.
SR3.2	There is a risk that the Commissioner and Chief Constable fail to enter into or achieve benefits of collaboration.
SR3.3	There is a risk that the Commissioner and Chief Constable fail to work effectively in partnership with community safety and CJ partners and objectives of Police and Crime Plan are not delivered.
SR3.4	There is a risk that the Commissioner fails to ensure effective arrangements for appointment, support and challenge for DPCC, CE and CFO, and fails to provide necessary resources to CE to carry out duties.
SR3.5	There is a risk that the Commissioner fails to ensure effective arrangements for the Chief Constable to be appointed, supported and challenged while in post and to remove them from office if necessary.
SR3.6	There is a risk that the Commissioner and Chief Constable fail to work together effectively.
SR4.1	There is a risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance and fail to deliver statutory duties.
SR4.2	There is a risk that the Chief Constable fails to deploy staff to deliver policing objectives in Police & Crime Plan. The Commissioner fails to establish mechanisms to hold the Chief Constable to account.
SR4.3	There is a risk that the Commissioner fails to meet requirements of Police and Crime Plan and performance as scrutinised by Police and Crime Panel.
SR4.4	There is a risk that the Chief Constable fails to safeguard the welfare of all officers, staff and members of the public.
SR4.5	There is a risk that the Commissioner fails to establish mechanisms to hold the Chief Constable to account for exercise of their duty in safeguarding the welfare of officers, staff and Members of the Public.

**Strategic Risk
Current ratings**

	1 Unlikely	2 Possible	3 Likely	4 More likely than not	5 Probable
5 Catastrophic					
4 Significant		SR3.1 SR3.4 SR4.4	SR1.1 SR3.2		
3 Moderate	SR3.6	SR3.3 SR4.2 SR4.3 SR4.5			
2 Minor	SR3.5	SR2.1 SR2.2 SR2.3 SR4.1			
1 Insignificant					

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SR1.1	There is a 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 Cambridgeshire Constabulary.					
Objective	Public Engagement					
OPCC Lead	CEO					
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Capability and capacity to identify, co-ordinate and implement appropriate mechanisms.	Joint work between the OPCC, the Constabulary and Collaboration Team.	<ul style="list-style-type: none"> • Cllr District Round Table meetings • Home Office Devolved SV Test • Independent Custody Visitors Panel • Senior Management Team (SMT) 	3	4		
A lack of openness and transparency.	Reporting of compliance and performance with transparency by the Constabulary and Commissioner's Publication Schemes/Statutory Information Order compliance and other information on the Constabulary and Commissioner Websites	<ul style="list-style-type: none"> • Information Management Board Joint Audit Committee (JAC) • Senior Management Team (SMT) 				
Collaboration could expose Cambridgeshire to reputational risk if one of the partners is portrayed negatively in the media	Constabulary management of police complaints, Commissioner's responsibility for monitoring complaints system, handling complaints against Chief Constable, and	<ul style="list-style-type: none"> • BCH PSD Governance Board 				

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	review body for complaint outcomes.					
Changes are put in place by partners to balance their budget and impact on communities is unknown and unintended.	Regular contract management meetings consisting of performance reporting.	<ul style="list-style-type: none"> • BCH People Board • BCH Strategic Alliance Summit • BCH PSD Governance Board • Cllr District Round Table meetings • Home Office Devolved SV Test • Independent Custody Visitors Panel • Information Management Board • Joint Audit Committee (JAC) • Senior Management Team (SMT) 				
Lack of effective neighbourhood policing strategy.	Constabulary introduced new Target Operating Model in April 2021, which includes Neighbourhood Support Teams.	<ul style="list-style-type: none"> • BCH People Board • BCH Strategic Alliance Summit • BCH PSD Governance Board • Cllr District Round Table meetings • Home Office Devolved SV Test • Independent Custody Visitors Panel • Information Management Board • Joint Audit Committee (JAC) 				

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		<ul style="list-style-type: none"> • Senior Management Team (SMT) 				
Public concern regarding delivery of policing/keeping communities safe.	<p>Horizon scanning of partners budgetary plans. Partnership work as articulated in the Community Safety matrix.</p> <p>Equality objectives in place, Code of Ethics, values within Constabulary's Corporate Plan.</p>	<ul style="list-style-type: none"> • BCH People Board • BCH Strategic Alliance Summit • BCH PSD Governance Board • Cllr District Round Table meetings • Home Office Devolved SV Test • Independent Custody Visitors Panel • Information Management Board • Joint Audit Committee (JAC) • Senior Management Team (SMT) 				
Public concern regarding the integrity of the Constabulary in respect of its use of police powers, and its approach both internally and externally to equality and diversity.	Independently chaired monitoring of Constabulary use of Stop & Search and Use of Force within Scrutiny Panels	<ul style="list-style-type: none"> • BCH People Board • BCH Strategic Alliance Summit • BCH PSD Governance Board • Cllr District Round Table meetings • Home Office Devolved SV Test • Independent Custody Visitors Panel • Information Management Board • Joint Audit Committee (JAC) • Senior Management Team (SMT) 				

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SR2.1	There is a risk that the Commissioner, despite consultation with the Chief Constable and due regard to the Strategic Policing Requirement and other statutory functions, and priorities of community-safety and criminal justice partners, fails to ensure the Police and Crime Plan sets objectives which provide a clear focus to reduce crime and disorder and meet the expectations of the people of Cambridgeshire and these objectives are not delivered.					
Objective	Setting Direction					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Lack of clear direction from the Commissioner or poor planning, public engagement, engagement with the Constabulary, partnership working, lack of understanding of evidence of need and cost effectiveness.	The Commissioners Plan contains five themes designed to tackle crime and keep communities safe. On-going Police and Crime Panel scrutiny of precept, Police and Crime Plan changes, and deep dive reports on Plan themes.	<ul style="list-style-type: none"> BCH Strategic Alliance Summit BCB 	2	2		
Lack of public awareness of the Police and Crime Plan.	Consultation analysed and used to support the development of the Commissioners Police and Crime Plan 2021/24. Review and sign off by the BCB of variations to the Police and Crime Plan.	<ul style="list-style-type: none"> BCH Strategic Alliance Summit BCB 				
Changes are put in place by partners to balance their budget.	Local partnership working structures and relationships being maintained through the command structure, which includes key strategic decision	<ul style="list-style-type: none"> BCH Strategic Alliance Summit 				

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	makers from responsible authorities.					
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SR2.2	There is a risk that the Chief Constable fails to meet the operational expectation of the Home Office with respect to the Strategic Policing Requirement.					
Objective	Setting Direction					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Lack of understanding of statutory duties, resources and poor horizon scanning, planning and collaboration nationally, regionally and through Strategic alliance.	The needs of the Strategic Policing Requirement are integrated into the Strategic Assessment. Collaborative governance arrangements ensure proper prioritisation of regional and national policing issues.	<ul style="list-style-type: none"> BCH Equality, Diversity & Inclusion Board Cambridgeshire & Peterborough Public Service Board (CPPSB) Casualty Reduction and Support Reserve Victim and Witness Hub Contract Meeting BAM 	2	2		
National increase in firearms capability to meet terrorism threat.	Collaboration with existing partners to enhance resilience of protective services and Assessment and preparation of the Force Management Statement.					
Cross-boundary national threats are not addressed	Implementation of recommendations from HMICFRS inspections. OPCC are sighted on all action					

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	against such recommendations.					
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SR2.3	The risk that the Commissioner and Chief Constable are unable to influence national, regional, or Strategic Alliance policies.					
Objective	Setting Direction					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Insufficient horizon scanning, engagement with and influence of national, regional and strategic alliance issues and policies due to poor prioritisation or inadequate resources.	<p>The PCC links effectively with the APCC. OPCC officers have effective linkage with National Groups such as the Association of Police & Crime Chief Executives (APACE).</p> <p>BCB ensures proper strategic planning, consideration of the national budgetary landscape, ensuring Medium Term Financial Plan is in line with the Police and Crime Plan and drives efficiency and oversees financial monitoring arrangements are effective.</p>	<ul style="list-style-type: none"> • BCH - IOPC Oversight • BCH Equality, Diversity & Inclusion Board • BCH PSD Governance Board • BCH Strategic Alliance Summit • Cambs South Police Station Meeting • Strategic Athena Management Board (SAMB) • 7F Alliance • JAC 	2	2		
Inability to influence the Police Transformation Fund Inability to influence Brexit developments which then could have implications for	<p>Proactive engagement with the BCH and Seven Force governance arrangement.</p> <p>IA/EA updates provide alerts to emerging issues and</p>					

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Cambridgeshire if current policing tools are not available.	initiatives which are reviewed by CFOs.					

SR3.1	There is a risk that the Commissioner and Chief Constable fail to manage the finances effectively.					
Objective	Resourcing and Enabling Delivery					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Arrangements not in place for strategic financial planning, receiving funding, financial management, accounting and auditing, monitoring, value for money, setting precept, allocating funding and issuing grants and planning for major police operations.	Scheme of Governance, Financial regulations and contract standing orders set out the duties of the two corporations sole.	<ul style="list-style-type: none"> BCH PSD Governance Board BCH Strategic Alliance Summit Commissioners Ethics Committee Community Safety Partnerships x6 (and all relevant subgroups and pathway) Joint Safeguarding Adults and Children Board JPS Governance Board 	2	4		
Increasing complexity of collaboration (both tri-force and regional) and devolution plans leads to poor strategic, financial planning, budgetary and contractual control mechanisms.	Regular joint working between the Commissioner, Commissioner’s CFO and Chief Constable’s CFO. Continued horizon-scanning for new and emerging cost pressures.	<ul style="list-style-type: none"> One2One: PCC, Chief Constable and CEO OPCC Cambs/Probation Scrutiny Panel Strategic Athena Management Board (SAMB) 				

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Continued uncertain economic and funding environment Potential cost pressure of Emergency Service Network.	Treasury Management Strategy details Prudential Indicators, and Minimum Revenue Provision. Fees and Charges reviewed in line with National guidance.					
Failure to realise the opportunities of the Policing and Crime Act.	Regular meetings of OPCC CFO and Constabulary CFO and Chief Executive with opposite numbers from other county public sector bodies for horizon scanning and identification of emerging risks.					
Failure to realise the benefits of collaboration.	Financial Reserves are reviewed and managed.					
Government changes to Pension calculations Financial implications of not achieving the Uplift Programme in 2022/23.	Integrated BCH strategic performance, and financial planning process.					

SR3.2	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 agreements where it is in the interest of the efficiency or effectiveness of their own or another Police Force.					
Objective	Resourcing and Enabling Delivery					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact

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<p>Ineffective governance and working arrangements with other Police and Crime Commissioners and Forces.</p>	<p>Implementation of arrangements and S22s at BCH and Eastern Region.</p>	<ul style="list-style-type: none"> • APCC Portfolio Meetings • APCC Victims Portfolio • BCH - IOPC Oversight • BCH Equality, Diversity & Inclusion Board • BCH PSD Governance Board • BCH Strategic Alliance Summit • Cambridgeshire & Peterborough Public Service Board (CPPSB) • Casualty Reduction and Support Reserve • Joint Safeguarding Adults and Children Board • JPS Governance Board • 7F Strategic Procurement Governance Board • 7F Commercial Executive Board 	<p>3</p>	<p>4</p>					
<p>Failure to deliver the requirements in the Police and Crime Plan to keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that service and those other services.</p>	<p>Direct PCCs involvement in lead force/OPCC governance arrangements Fire, Police, Ambulance Interoperability Board</p>								
<p>Financial unsustainability of another police force poses risk to other collaboration partners.</p>	<p>Regional budgets and Regional Finance Scrutiny Group updates.</p>								
<p>Challenges with functionality of Athena Failure to deliver or achieve the benefits of Information Technology.</p>	<p>Operational Support, Organisational Support and JPS Governance Boards formally reviewed on a monthly basis including finances.</p>								
<p>Changes are put in place by collaborated police</p>	<p>Eastern Region Governance process continuing to develop</p>								

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forces to balance their budget and impact on Cambridgeshire is unknown and unintended.	additional controls assurance at that level.					
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SR3.3	There is a risk that the Commissioner and Chief Constable fail to work effectively in partnership with local leaders in community safety and criminal justice, including devolution to support delivery of the Police and Crime Plan.					
Objective	Resourcing and Enabling Delivery					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Complex partnership landscape and/or ineffective partnership arrangements against demands of public sector financial landscape.	Refreshed ToR and subgroup structure linked to stronger governance processes. Countywide Community Safety Board subgroups.	<ul style="list-style-type: none"> BCH Digital Transformation Programme Board BCH PSD Governance Board, Cambridgeshire & Peterborough Combined Authority Board Change Board, Child Exploitation Strategic Group CLr District Round Table meetings Combined Authority Chief Exec Group Community Safety Partnerships x6 (and all relevant subgroups and pathway) Countywide Drugs & Alcohol Misuse Delivery Board 	2	3		
Lack of shared strategic vision,	Clear processes in place to monitor progress of Police and Crime Plan.					
Lack of a shared understanding of the desires and ambitions of the public in Cambridgeshire in terms of policing and crime reduction.	CJB has, a Rehabilitation and resettlement group and delivery group. Partnership signatory to the Countywide includes Peterborough Community Safety Agreement					
National Serious Violence Strategy has identified that there are changing trends in serious crime	Development of Countywide Strategic Assessments to ensure good, shared					

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<p>with homicide, knife crime and gun crime increasing accompanied by a shift in younger victims and perpetrators.</p>	<p>understanding of risks in Cambs</p>	<ul style="list-style-type: none"> • Countywide High Harms Board (previously Countywide Community Safety Board) • Crime and Disorder Reduction • CSP Chairs • DA Perpetrator Fund Outcome Monitoring Meeting • DA/SV Strategic Delivery Group • Eastern Region (7F) CEOs Only • ERSOU CT ROCU Governance • Ethics Diversity Equality and Inclusion Strategic Group • MEAM Changing Futures Strategic Group • Monthly Commissioning and Grants meeting • National Cycle Crime Steering Group • One2One: PCC, Chief Constable and CEO • OPCC Cambs/Probation • Race and Inclusion Board • SARC Contract Meetings • SARC ISO Compliance 7F • SCG and RCG Briefing for Local Leaders • SV Ops Group 				
<p>On-going changes in the criminal justice landscape, probation and prisons, increase complexity.</p>	<p>The OPCC links effectively with ongoing changes in the Criminal Justice landscape with the APCC.</p>					

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		<ul style="list-style-type: none"> Youth Justice Management Board 				
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SR3.4	There is a risk that the Commissioner fails to ensure effective arrangements for the Deputy Commissioner, Chief Executive and the Commissioner’s Chief Finance Officer to be appointed, supported and challenged while in post and to remove them from office when necessary. The Commissioner fails to provide the Chief Executive with the resources necessary to carry out their duties.					
Objective	Resourcing and Enabling Delivery					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Poor planning, relationships and ineffective processes.	Appointment/recruitment processes	<ul style="list-style-type: none"> BCH PSD Governance Board Cambridge Cycle Crime Task and Finish Group Police and Crime Panel 	2	4		
A shortfall in capacity or capability.	PDR process					
Unplanned retirement, resignation or illness	Regular Commissioner/Deputy Commissioner/Chief Constable and Deputy Chief Constable/Chief Executive (monitoring officer) meetings.					

SR3.5	There is a risk that the Commissioner fails to ensure effective arrangements for the Chief Constable to be appointed, supported and challenged while in post and to remove them from office if necessary.					
Objective	Resourcing and Enabling Delivery					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact

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Poor planning, relationships and ineffective processes.	Regular Commissioner/Chief Constable meetings	<ul style="list-style-type: none"> BCH PSD Governance Board 	1	2		
A shortfall in capacity or capability.	Capacity and experience to run successful appointment/recruitment processes					
Poor relationship between Chief Constable and Commissioner leads to failure to work effectively	Chief Constable's Corporate Plan					

SR3.6	There is a risk that the Commissioner and Chief Constable fail to work together effectively.					
Objective	Resourcing and Enabling Delivery					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Change in personnel causes lack of understanding of respective roles and responsibilities and poor planning	Regular Commissioner/Chief Constable informal meetings and at staff level.	<ul style="list-style-type: none"> BCH People Board Combined Authority Chief Exec Group Business Coordination Board 	1	3		
Scheme of delegation does not clearly articulate roles and responsibilities	Scheme of governance and Policing Protocol Order 2011 and any local protocols clarify respective roles and responsibilities.					

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SR4.1	There is a risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance, in accordance with best practice, including the Nolan principles and fail to deliver their statutory duties.					
Objective	Being Accountable					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Effective processes are not in place to promote good decision making.	Scheme of Governance and Decision-making policy in place.	<ul style="list-style-type: none"> BCH PSD Governance Board BCH Strategic Alliance Summit Independent Custody Visitors Panel Information Management Board IOM Strategic Group Joint Audit Committee (JAC) Strategic Athena Management Board (SAMB) 	2	2		
Clear Governance principles not established.	Appointment of a Monitoring Officer with capacity to undertake their role					

SR4.2	There is a risk that the Chief Constable fails to deploy appropriately those staff under his direction and control to deliver the policing objectives in the Police and Crime Plan. The Commissioner fails to establish appropriate mechanisms to hold the Chief Constable to account.					
Objective	Being Accountable					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Poor planning, performance management, monitoring processes and/or ineffective working arrangements. Failure to	Increased understanding of nature of current and likely future demand has informed local policing review to ensure a sustainable policing model.	<ul style="list-style-type: none"> BCH Equality, Diversity & Inclusion Board BCH PSD Governance Board BCH Strategic Alliance Summit 	2	3		

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adequately plan for changes in police officer training		<ul style="list-style-type: none"> • SARC ISO Compliance 7F • Business Coordination Board • Force Exec Board • Force Performance Board • Police and Crime Panel 				
Lack of engagement between OPCC and CC and understanding of operational independence.	Regular monitoring by OPCC and reporting from Force inform Business Co-ordination Board.					
Failure to implement Emergency Service Network means Chief Constable is unable to deploy resources.	Force Organisational Improvement Department undertake regular performance monitoring and analysis. Force Monthly Strategic Performance Board chaired by Deputy Chief Constable.					

SR4.3	There is a risk that the Commissioner fails to meet the requirements of the Police and Crime Panel as it assesses the performance of the Commissioner and scrutinises the Commissioner’s strategic actions and decisions.					
Objective	Being Accountable					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Lack of understanding of respective roles and responsibilities or insufficient planning and resources.	Proactive management of future OPCC agenda planning informed by the Panel’s work programme which sets out scrutiny plan for the year.	<ul style="list-style-type: none"> • BCH PSD Governance Board • Annual Report • PCP 	2	3		

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Police and Crime Panel fails to articulate their needs.	Panel terms of reference and rules of procedure set out ways of working. Policing Protocol defines relationship.					
Lack of organisational support for Police and Crime Plan through Secretariat.	Engagement between OPCC and Police and Crime Panel Secretariat.					
Changes in Chairmanship leads to changes in approaches and expectations.	Panel terms of reference and rules of procedure set out ways of working. Policing Protocol defines relationship.					

SR4.4	There is a risk that the Chief Constable fails to safeguard the welfare (including health & safety as well as equality & diversity) of all officers and staff within their direction and control, and ensure that members of the public, offenders and employees of other service contractors are not exposed to risks as far as reasonably practicable (including safeguarding children, the promotion of child welfare and safer detention and handling).					
Objective	Being Accountable					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Lack of awareness, training investment, poor planning or ineffective processes.	Reports on Health & Safety, equality and diversity, safeguarding children, the promotion of child welfare and detention and handling are scrutinised by Equality, Diversity and Inclusion Board on a risk-based frequency.	<ul style="list-style-type: none"> • APACE (Association of chief execs) • BCH PSD Governance Board • BCH Strategic Alliance Summit • Child Exploitation Strategic Group 	2	4		

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Inadequate training of responsible staff.	Internal Audits Health & safety and Ethics, Equality and Diversity completed in 2021.	<ul style="list-style-type: none"> • Cllr District Round Table meetings • Independent Custody Visitors Panel • Information Management Board • Integrated Care Partnership/Health and Wellbeing Board Meeting • IOM Strategic Group • SARC ISO Compliance 7F • Strategic Athena Management Board (SAMB) • BCH EDIB • BCH People Board 				
Custody provision for Cambridge is required to meet future custody requirements.	Reports to Resources Group on Estate issues.					
Capacity within BCH HR function is under pressure.						

SR4.5	There is a risk that the Commissioner fails to establish effective mechanisms for holding the Chief Constable to account for the exercise of their duties to safeguard the welfare (including health & safety as well as equality & diversity) of all officers and staff within their direction and control, and ensure that members of the public, offenders and employees of other service contractors are not exposed to risks as far as reasonably practicable (including safeguarding children, the promotion of child welfare and safer detention and handling). The Commissioner fails to fulfil their own duties in this area (including data protection and equality and diversity).					
Objective	Being Accountable					
OPCC Lead						
Causes	Controls	Assurance/Governance	Likelihood	Impact	RAG	Event/Condition Impact
Lack of awareness, investment, poor planning or ineffective processes and performance monitoring.	Police and Crime Plan performance framework documented approach to performance monitoring	<ul style="list-style-type: none"> • APACE (Association of chief execs) • BCH PSD Governance Board 	2	3		

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<p>Failure to provide oversight over the Constabulary's responsibility to ensure access to healthcare for detainees.</p>	<p>Governance and assurance mechanisms in place to monitor the administration and delivery of the ICV Scheme. (Section 51 of the Police Reform Act 2002 (as amended by the Police Reform and Social Responsibility Act 2011).</p>	<ul style="list-style-type: none"> • Child Exploitation Strategic Group • Independent Custody Visitors Panel • Information Management Board • Joint Audit Committee (JAC) • Staff Association Meetings (Police Federation and UNISON) • Police and Crime Panel 				