



**To:** Joint Audit Committee

**From:** Chief Finance Officer, OPCC

**Date:** 24<sup>th</sup> September 2015

## **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. Recommendation**

2.1 To approve the changes to the risk controls and controls assurances as given at Annex A.

2.2 To approve the presentational changes to the register as given at Annex A.

### **3. Background**

3.1 A Joint Strategic Risk Register is held between Cambridgeshire Constabulary (“the Constabulary”) and the Office of the Police and Crime Commissioner (OPCC). Risk management is embedded into both the work of the Constabulary and that of the OPCC on an ongoing and continuous basis. The Joint Strategic Risk Register was last considered by the Joint Audit Committee on 31 March 2015 and by the Business Co-ordination Board on 27 August 2015.

### **4. Update**

4.1 The risks contained within the register have been recently reviewed, with particular reference to the strategic and environmental developments as presented at agenda item 11. Suggestions for change to the risk levels, risk owners, risk controls and controls assurance are as follows:

- **R1.1:** *failure to provide local links and explain actions to the Public*
  - Risk Controls (RC 1.1.1) – Added words “Joint OPCC and” to Force Engagement strategy acknowledging Internal Audit recommendation that it is a joint strategy.
  - RC 1.1.4 – Outreach Worker programme added as a risk control.
  - Controls Assurance (CA 1.1.1) – added Engagement Board reporting line.
  - CA 1.1.2 acknowledges the joint strategy rather than solely Constabulary.
  - CA 1.1.3 changed to illustrate meeting structure in place.
  - CA 1.1.4 changed to relevant reporting boards.
  - Added CA 1.1.5 showing Professional Standards Department reporting structure.
  - Added CA 1.1.6 regular meeting structure between OPCC and Constabulary.
- **R1.2:** *collaboration ventures could expose Cambs to reputational risk from negative media portrayal*
  - Added Risk Control 1.2.2 regarding regular meetings between Constabulary, OPCC and Strategic Alliance Comms Lead.
  - Further action recorded to establish protocols and define roles and responsibilities by December 2015.
- **R2.1:** *failure to take appropriate decisions to enable statutory duties to be fulfilled*
  - Cause updated with transition arrangements for second PCC election.
  - Before and After mitigating controls Likelihood reduced from 3 to 2.
  - Added Risk Control 2.1.4 development and implementation of a transition plan.
- **R2.2:** *failure to set Police and Crime Plan objectives providing clear focus to reduce crime and disorder*
  - Risk Owner changed from Director of Public Engagement to Strategic Advisor.
  - Cause – added transition to second PCC elections.
  - Risk Control 2.2.7 amended for relevance.
  - Likelihood after mitigating controls increased from 2 to 3 due to the impact of transition.
- **R2.5:** *partners could exert pressure to conform to their wishes but may not be best outcome for Cambs*
  - Cause amended to reflect current concerns of cause.

- Added Risk Control 2.5.3 and RC 2.5.4 acknowledging relevant boards and structures.
- Added Control Assurance 2.5.4 acknowledging role of Business Co-ordination Board.
  
- **R3.1: *failure to manage finances effectively, statutory duties not met and accounts not qualified***
  - Cause amended to reflect complexity of collaboration and devolution.
  
- **R 3.2: *Commissioner and Chief fail to work together effectively***
  - Amended cause acknowledging changes in personnel that have occurred.
  - RC 3.2.3 amended from Joint Audit Committee to Business Co-ordination Board.
  - RC 3.2.7 Amended from Transfer Order 2 to Transition planning.
  - CA 3.2.2 deleted as not relevant as a control assurance in this context.
  - Likelihood after mitigating controls increased from 2 to 3 acknowledging changes.
  
- **R 3.3: *failure to enter into or achieve benefits of collaboration agreements***
  - Further actions amended to include collaboration governance.
  
- **R 3.4: *failure of Commissioner and Chief Constable to work effectively with partners in community safety and criminal justice***
  - Description amended to include devolution.
  - Cause amended to reflect current position as Victims Commissioning transfer has occurred, and to include devolution.
  - Likelihood prior to mitigation increased from 3 to 4.
  - RC 3.4.3 amended to correct Board structure.
  - Added RC 3.4.7, 3.4.8 and 3.4.9 acknowledging risk controls in place.
  - CA 3.4.3 Meeting updated.
  - Added CA 3.4.7 and 3.4.8 as controls assurance.
  - Likelihood after mitigating controls has increased from 2 to 3.
  - Further actions amended.
  
- **R 3.5: *Commissioner fails to ensure effective arrangements for appointment of Deputy PCC, Chief Executive and Chief Finance Officer and necessary resources to carry out their duties***
  - Amended cause to include second PCC election transition.
  - RC 3.5.2 amended to include PDR.

- Likelihood after mitigating controls reduced from 2 to 1.
- **R 3.7:** *Commissioner does not recognise and use new powers to meet needs of victims and restorative justice*
  - Description amended to include Restorative Justice.
  - Risk owner amended from Chief Executive to Strategic Advisor.
  - Likelihood before mitigating controls reduced from 3 to 2.
  - CA 3.7.2 deleted as not relevant.
  - Likelihood after mitigating controls reduced from 2 to 1.
- Risk 3.8 deleted as duplicate to Risk 3.4 and Risk controls and Controls assurances moved to risk 3.4.
- **R 4.1:** *failure to demonstrate good governance including Nolan principles*
  - Amended cause acknowledging transition plans for PCC second term.
  - RC 4.1.13 amended from Transfer Order 2 to Transition planning.
  - Impact after mitigating controls reduced from 4 to 3.
- **R 4.2:** *Chief Constable fails to deploy staff to deliver policing objectives in Police and Crime Plan and Commissioner fails to establish mechanisms to hold Chief Constable to account*
  - Risk control 4.2.2 updated with new relevant boards.
  - Controls Assurance 4.2.1 amended to include new board.
  - Likelihood after mitigating controls increased from 2 to 3.
  - Impact after mitigating controls increased from 3 to 4.
  - Increases made following HMIC report and concerns over Constabulary performance.
- **R 4.5:** *failure to establish mechanisms to hold Chief Constable to account for welfare, health and safety and equality and diversity of public, all staff, volunteers etc*
  - Description amended to include volunteers and animals.
  - Added Risk Control 4.5.7 acknowledging dog welfare scheme.

## 5. Presentational Changes

- 5.1 The Likelihood and Impact of all risks before and after mitigating controls have all been reviewed and amended where risk owners deemed necessary. The colours have all been updated as a presentational aid.

5.2 The Joint Strategic Risk Register is continually evolving in content, style and appropriateness. The Register captures the current main risks facing the Constabulary and Police and Crime Commissioner, as a result of known future environmental changes and organisational actions. In addition, those risks and risk controls/control assurances which arise due to the collaboration of Cambridgeshire with Bedfordshire and Hertfordshire having an impact on both Cambridgeshire Constabulary and Cambridgeshire Police and Crime Commissioner will also be captured. The Joint Strategic Risk Register will continue to be developed and updated with these in mind. In addition, the Board Assurance Framework looks to the future and works in conjunction with the Strategic Risk Register.

## 6. Recommendation

- 6.1 To approve the changes to the risk controls and controls assurances as given at Annex A.
- 6.2 To approve the presentational changes to the register as given at Annex A.

<b>Source Document(s)</b>	Joint Strategic Risk Register
<b>Contact Officer</b>	Dr Dorothy Gregson, Chief Executive, OPCC