

## CAMBRIDGESHIRE OPCC and CONSTABULARY STRATEGIC RISK REGISTER, October 2021

### Strategic Risks Summary - New Risk

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		SR3.4	SR1.1 SR3.1 SR3.2 SR4.4		
3 Moderate		SR3.3 SR3.6 SR4.2 SR4.3 SR4.5			
2 Minor	SR3.5	SR2.1 SR2.2 SR2.3 SR4.1			
1 Insignificant					

▲	Likelihood rating increased
▼	Likelihood rating decreased
△	Likelihood rating expected to increase
▽	Likelihood rating expected to decrease
▶	Impact rating increased
◀	Impact rating decreased
▷	Impact rating expected to increase
◁	Impact rating expected to decrease

Reference	SR1.1	Objective	Public Engagement	Status:	Update 12/10//2021			
<b>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.</b>								
Causes	Effects	Inherent			Exec Lead	Senior Lead		
		L	I	R				
<ul style="list-style-type: none"> <li>Capability and capacity to identify, co-ordinate and implement appropriate mechanisms.</li> <li>A lack of openness and transparency.</li> <li>Collaboration could expose Cambridgeshire to reputational risk if one of the partners is portrayed negatively in the media.</li> <li>Changes are put in place by partners to balance their budget and impact on communities is unknown and unintended.</li> <li>Lack of effective neighbourhood policing strategy</li> <li>Public concern at the use (or lack of use) of Covid19 legislation.</li> <li>Public concern regarding delivery of policing/keeping communities safe.</li> <li>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.</li> <li>Social distancing guidance limits OPCC and Constabulary direct engagement with the public.</li> </ul>	<ul style="list-style-type: none"> <li>The desires and ambitions of the public in Cambridgeshire, in terms of policing and crime reduction, are not identified and turned into action.</li> <li>The public are not able to assess the performance of the Commissioner and the Chief Constable.</li> <li>The ability of the Commissioner to be accountable to voters is compromised.</li> <li>Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined.</li> <li>Currently unknown or unintended consequences on policing of Cambridgeshire materialise and increase demands on policing.</li> <li>Public take enforcement action into their own hands.</li> <li>Complaint allegations rise.</li> <li>Public feel disengaged with PCC and Constabulary.</li> </ul>	4	4	21	OPCC	Chief Executive		
Controls in place	Controls assurance	Current			Future Controls/Controls Assurance	Future		
		L	I	R		L	I	R
<ul style="list-style-type: none"> <li>i. Joint work between the OPCC and the Constabulary and Collaboration Team.</li> <li>ii. Reporting of compliance and performance with transparency by the Constabulary and Commissioner Publication Schemes/Information Order compliance and other information on the Constabulary and Commissioner Websites.</li> </ul>	<ul style="list-style-type: none"> <li>i. <b>Regular meetings between OPCC and Constabulary Comms Managers. Regular one to one meetings between PCC and Chief Constable where public concerns are raised;</b> Business Co-ordination Board <b>through publication of papers.</b></li> <li>ii. <del>Police and Crime Panel scrutiny of Commissioner's engagement and</del></li> </ul>	3	4	18	<ul style="list-style-type: none"> <li><del>Continue arrangements for additional officers from Government's 20,000 officers</del></li> <li><del>Independent Community Scrutiny Panel still in training phase due to Covid restrictions—governance documents finalised and live scrutiny from June 2021 subject to Covid restrictions</del></li> <li><del>Internal Audit of on Ethics Equality and Diversity, and Organisational Learning in Q4—audit undertaken and due to report.</del></li> <li><del>Home Office PCC Review</del></li> </ul>	1	4	10

<p>iii. Constabulary management of police complaints, Commissioner's responsibility for monitoring complaints system, handling complaints against Chief Constable, and review body for complaint outcomes.</p> <p>iv. Equality objectives in place, Code of Ethics, values within Constabulary's Corporate Plan.</p> <p>v. Horizon scanning of partners budgetary plans. Partnership work as articulated in the Community Safety matrix.</p> <p>vi. <del>Monitoring use of new Covid19 legislation.</del></p> <p>vii. <del>Monitoring incidents of vigilantism.</del></p> <p>viii. Engagement strategies for Constabulary and OPCC including <del>representing views of the public at BCB.</del></p> <p>ix. Accessibility regulations from September 2018 implemented.</p> <p>x. Independent monitoring of Constabulary use of Stop/search and use of force.</p> <p>xi. Specified Information Order amendments in place from July 2021. PCC to display information on website regarding HMICFRS gradings, force performance for compliant handling, PCC performance regarding complaint reviews and police and crime national measures.</p>	<p>III. CoPACC<sup>1</sup> transparency annual award. Information transparently displayed on OPCC website as required by Specified Information Order.</p> <p>IV. Professional Standards Department (PSD) Governance Board. Information transparently displayed on OPCC website as required by Specified Information Order.</p> <p>V. BCH Equality, Diversity and Inclusion Board and Cambs Ethics, Diversity, Equality &amp; Inclusion Strategic Group. Internal Audit of on Ethics Equality and Diversity, and Organisational Learning. IA report on Ethics &amp; Equality Systems and Improvement Projects 20/21 substantial assurance.</p> <p>VI. Business Co-ordination Board monitors Corporate Plan and links to new Police and Crime Plan (2021/24)</p> <p><del>VII. Business Co-ordination Board</del></p> <p><del>VIII. Business Co-ordination Board</del></p> <p>IX. Business Co-ordination Board and Force Executive Board monitor reports.</p> <p><del>X. Views of the Public now a standing agenda item at BCB. Engagement Strategy is reviewed on an annual basis.</del></p> <p>XI. Accessibility statement reviewed by Comms Team annually each September.</p>				<p>recommendation for amendments to the Specified Information Order to require PCC to provide a narrative on Constabulary's performance against the Government's crime measures— legislation required to amend this which is scheduled for May 2021.</p> <ul style="list-style-type: none"> <li>• PCC and CC to potentially have a series of public meetings around the county as a forum for PCC, CC and local leaders to hear public views on local policing matters and issues of community concern that require a partnership approach to tackling crime and non-crime matters.</li> <li>• Current emerging theme for Police &amp; Crime plan is Ethical Policing.</li> <li>• National Police and Crime Measures to be captured in police and crime plan and performance against these measures reported on regularly on website.</li> <li>• A review of Governance arrangements has commenced to ensure that existing arrangements support the PCC to meet his statutory.</li> </ul>			
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	<p>XII. <b>Joint OPCC/Force Community Scrutiny Panel meet regularly to review use of force and stop/search tactics and feedback comments, concerns and compliments to PCC for onward transmission to CC.</b></p> <p>XIII. <b>Quarterly review of OPCC website to ensure Specified Information is current.</b></p> <p>XIV. <b>Constabulary introduced new Target Operating Model in April 2021, which includes Neighbourhood Support Teams.</b></p>							
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Reference	SR2.1	Objective	Setting Direction	Status:	Update 12/10/2021								
<p><b>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.</b></p>													
Causes		Effects			Inherent		Exec Lead	Senior Lead					
<ul style="list-style-type: none"> <li>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.</li> <li>Lack of preparation for the third term of PCC transition.</li> <li>Lack of public awareness of the Plan</li> <li>Changes are put in place by partners to balance their budget.</li> <li><del>PCC election delayed due to Covid19 and Acting PCC cannot update Police and Crime Plan.</del></li> <li>Responsible authorities are unable to set strategic priorities or provide a clear strategic direction because of the Covid19 crisis.</li> <li>Criminal Justice agencies are unable to deliver swift justice as a result of the Covid-19 pandemic.</li> </ul>		<ul style="list-style-type: none"> <li>A clear direction is not set allowing the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire is not improved.</li> <li>Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined.</li> <li>Lack of effective financial planning, or prioritisation of funding work to reduce crime and disorder due to Covid pressures.</li> <li>Impact on ability to set and deliver appropriate Police and Crime Plan objectives.</li> <li>Police and Crime Plan objectives may be at odds with the emerging priorities of the responsible authorities who are dealing with Covid response.</li> <li>People of Cambridgeshire lose trust and confidence in the CJS and disengage from existing cases.</li> </ul>			L	I	R	PCC	Head of Strategic Partnerships and Commissioning Director of Commissioning				
					3	4	18						
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<p>i. <del>Arrangements for keeping the Plan and resources needed to deliver the Police and Crime Plan under review. Priorities for action by the Constabulary and the broader partnership support required during 2021/22. Consultation has taken place to support the development of the under way to draft a new Police and Crime Plan which has significant emphasis on partnership engagement. Analysis of that</del></p>		<p>i. Engagement with stakeholders including the Chief Constable. Cambridgeshire Countywide Strategic Community Safety Board ensures strategic engagement with community safety A/PCC Chairs Criminal Justice Board engaging with CJS partners. Senior CJS Policy Manager running enhanced programme of CJ partnership meetings to address <del>recovery following emerging localised risks caused from Covid pandemic.</del></p>			2	2	5	<ul style="list-style-type: none"> <li>Ongoing dialogue with partners through existing established governance mechanisms to understand the future budget risks. (E.g. <del>Domestic Abuse demand supporting vulnerable young people at risk of exploitation</del>)</li> <li>Horizon scanning work to <del>understand what new strategies be completed to assess what strategies have been delayed and could impact upon the Police and Crime Plan objectives (e.g. Health and Wellbeing Strategy; Early Help and Vulnerable Adolescent Strategy).</del></li> <li>Constabulary developing new partnership structures internally to enable enhanced engagement.</li> </ul>			2 1	2	5 3

<p>consultation has been used to develop the plan. This will capture new and emerging community safety and CJ objectives &amp; priorities.</p> <p>ii. Joint working arrangements between OPCC and Constabulary to develop MTFs and other key strategies via existing governance mechanisms.</p> <p>iii. <b>Mature working relationships with statutory partners which enables OPCC staff to be fully sighted on emerging strategies and new Government directions. Linkage with financial and. Wide consultation and joint engagement strategy, Police and Crime Plan</b></p> <p>iv. <b>New Annual STRA identifies any emerging trends (national, regional and local) and cost pressures to enable an effective response to them. objective setting process for Chief Constable to lead, contribute and influence the achievement of the delivery of the objectives of the Police and Crime Plan.</b></p> <p>v. Chief Constable's operational direction and structures managing operational response to pandemic.</p> <p>vi. <del>Review of the approach to grants during Covid19.</del></p> <p>vii. Local partnership working structures and relationships being maintained through the command structure.</p> <p>viii. Continued commitment <b>to continue to invest in enhanced CJ Partnership working to influence national, regional and local decision making, to ensure local swift justice.</b></p>	<p>ii. On-going Police and Crime Panel scrutiny of precept, Police and Crime Plan changes, and deep dive reports on Plan themes.</p> <p>iii. Engagement with HMICFRS inspection regime and reasonable assurance from Internal audit of delivery plan in 2019/20.</p> <p>iv. Review and sign off by the BCB of variations to the Police and Crime Plan.</p> <p>v. Business Co-ordination Board <b>enables endorsement of Chief Constable's approach with transparent support and scrutiny.</b></p> <p>vi. The command structure includes key strategic decision makers from responsible authorities.</p> <p>vii. Criminal Justice Board <b>enabling effective and efficient justice to be delivered through excellent partnership working arrangements supported by senior leaders. good engagement and attendance by all partners.</b></p>				<ul style="list-style-type: none"> <li>• Constabulary <del>progressing</del> <b>implementing</b> new Victim Strategy and approach to Offender Management <b>including Out of Court Disposals.</b></li> <li>• <b>Constabulary finalising Prevention strategy</b></li> <li>• <b>Commissioner commencing dialogue with Community Safety Partnerships to strengthen delivery pathways for local issues of public concern.</b></li> <li>• <b>A further review of this risk will take place as part of the review of the SRR. This will include reviewing the controls and the control assurance in place.</b></li> </ul>		
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Reference	SR2.2	Objective	Setting Direction			Status:	Update 12/10/2021					
<b>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.</b>												
<b>Causes</b>		<b>Effects</b>				<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>		
						<b>L</b>	<b>I</b>	<b>R</b>				
<ul style="list-style-type: none"> <li>Lack of understanding of statutory duties, resources and poor horizon scanning, planning and collaboration nationally, regionally and through Strategic alliance.</li> <li>National increase in firearms capability to meet terrorism threat.</li> </ul>		<ul style="list-style-type: none"> <li>Operational delivery only addresses local service delivery.</li> <li>National or international policing issues may not be properly prioritised, compromising the collective abilities of police forces to protect the public from serious harm and maintain national security.</li> </ul>				2	4	14	Constabulary	Chief Constable		
<b>Controls in place</b>		<b>Controls assurance</b>			<b>Current</b>			<b>Future Actions</b>		<b>Future</b>		
					<b>L</b>	<b>I</b>	<b>R</b>			<b>L</b>	<b>I</b>	<b>R</b>
<ul style="list-style-type: none"> <li>The needs of the Strategic Policing Requirement are integrated into the Strategic Assessment.</li> <li>Implementation of recommendations from HMICFRS inspections.</li> <li><del>Broaden</del> Collaboration with existing partners to enhance resilience of protective services.</li> <li>Assessment and preparation of the Force Management Statement.</li> <li><del>Constabulary's Strategic Threat Risk Assessment incorporates assessment against Strategic Policing Requirement.</del></li> </ul>		<ul style="list-style-type: none"> <li>Collaborative governance arrangements ensure proper prioritisation of regional and national policing issues.</li> <li>HMICFRS inspection regime.</li> <li>Regional engagement with Specialist Capabilities Delivery Board.</li> <li>Force Executive Board and HMICFRS.</li> <li>Planning and business processes STRA action plan created. Local SLTs are responsible for management of their actions, which will be monitored by Organisational Improvement Department Governance &amp; Inspection and reported/escalated to Change Board as necessary.</li> </ul>			2	2	5	<ul style="list-style-type: none"> <li>SPR review being undertaken by HO, OPCC are engaged in the process and await outcomes.</li> <li>Inclusion of SPR requirements in P&amp;C Plan.</li> <li>A new Head of Business Development has joined the OPCC and engage with Constabulary to help share an understanding of governance arrangements.</li> </ul>		1	1	1



Reference	SR2.3	Objective	Setting Direction	Status:	Update 12/10/2021								
<b>The risk that the Commissioner and Chief Constable are unable to influence national, regional, or Strategic Alliance policies.</b>													
Causes		Effects			Inherent			Exec Lead	Senior Lead				
<ul style="list-style-type: none"> <li>Insufficient horizon scanning, engagement with and influence of national, regional and strategic alliance issues and policies due to poor prioritisation or inadequate resources.</li> <li>Inability to influence the Police Transformation Fund</li> <li>Inability to influence Brexit developments which then could have implications for Cambridgeshire if current policing tools are not available.</li> </ul>		<ul style="list-style-type: none"> <li>National, regional or strategic alliance policies are not informed by the experience within Cambridgeshire and do not meet its requirements, or help address impact.</li> <li>Cambs has to divert local resources to national projects that are of little value to Cambridgeshire.</li> <li>Unknown or unintended consequences on policing of Cambridgeshire.</li> </ul>			L	I	R	PCC	Commissioner and Chief Constable				
					3	4	18						
Controls in place		Controls assurance			Current			Future Actions			Future		
<ul style="list-style-type: none"> <li>i. The PCC links effectively with the APCC. OPCC officers have effective linkage with National Groups such as the Association of Police &amp; Crime Chief Executives (APACE).</li> <li>ii. Proactive engagement with the BCH and Seven Force governance arrangement.</li> <li>iii. 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.</li> <li>iv. IA/EA updates provide alerts to emerging issues and initiatives which are reviewed by CFOs.</li> <li>v. <del>Force and Commissioner link into national contingency planning relating to Brexit. Local contingency</del></li> </ul>		<ul style="list-style-type: none"> <li>i. 7F oversight group, BCH Strategic Alliance. <del>Eastern Region CJB Chairs meeting now established.</del></li> <li>ii. Appropriate representation from Constabulary and OPCC attend BCH and 7F governance meetings.</li> <li>iii. Police and Crime Panel hold PCC to account. <b>IA Budgetary Control report 19/20 gave reasonable assurance.</b></li> <li>iv. Joint Audit Committee provides independent assurance on the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Commissioner's and Chief Constable's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process.</li> <li>v. <del>xxxxxx</del></li> </ul>			L	I	R	<ul style="list-style-type: none"> <li>Budgetary Control IA Report due in 21/22</li> <li>A further review of this risk will take place as part of the review of the SRR. This will include reviewing the controls and the control assurance in place.</li> </ul>			L	I	R
					2	2	5				2	2	3

<p><del>planning mechanisms in place.</del></p> <p>vi. Constabulary's annual Strategic Threat Risk Assessment incorporates assessment against Strategic Policing Requirement.</p> <p>vii. <del>Force and Commissioner link into national and local pandemic response and recovery arrangements.</del></p>	<p>vi. Local SLTs are responsible for management of their actions, which will be monitored by Organisational Improvement Governance &amp; Inspection and reported/escalated to Change Board as necessary.</p> <p>vii. <del>Business Co-ordination Board and Police and Crime Panel.</del></p>							
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Reference	SR3.1	Objective	Resourcing and Enabling Delivery			Status:	Update 12/10/2021					
<b>There is a risk that the Commissioner and Chief Constable fail to manage the finances effectively.</b>												
Causes		Effects				Inherent		Exec Lead	Senior Lead			
						L	I	R				
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Failure to realise the benefits of collaboration.</li> <li>• Increasing complexity of collaboration (both tri-force and regional) and devolution plans leads to poor strategic, financial planning, budgetary and contractual control mechanisms.</li> <li>• <del>Financial unsustainability of partnership body poses risk to PCC/CC due to increased pressure on services.</del></li> <li>• Continued uncertain economic and funding environment</li> <li>• Potential cost pressure of Emergency Service Network.</li> <li>• Failure to realise the opportunities of the Policing and Crime Act.</li> <li>• <del>Failure to identify the impact of partners' budgetary changes.</del></li> <li>• Government changes to Pension calculations</li> <li>• Changes to public finance as a result of the Covid19 create significant uncertainty around future funding.</li> </ul>		<ul style="list-style-type: none"> <li>• Statutory duties are not met and the accounts are qualified.</li> <li>• Impact on service quality and performance.</li> <li>• Reputational damage and the Commissioner is not able to implement their objectives for reducing crime and the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire as set out in their Police and Crime Plan.</li> <li>• Ability to fund Government initiatives i.e. Digital Programmes</li> <li>• Unknown and unintentional consequences placed on policing.</li> <li>• Pressures on budgets for future years.</li> <li>• Inability to fund previously assumed projects.</li> </ul>				3	4	18	OPCC	Chief Finance Officers		
Controls in place		Controls assurance		Current		Future Actions			Future			
				L	I	R						
<ul style="list-style-type: none"> <li>i. Scheme of Governance, Financial regulations and contract standing orders clearly set out the duties of the two corporations sole.</li> <li>ii. Regular joint working between the Commissioner, Commissioner's CFO and Chief Constable's CFO.</li> <li>iii. Iterative financial planning process</li> </ul>		<ul style="list-style-type: none"> <li>i. PCC has oversight of Chief Constable's budgetary framework and this is included in the Police and Crime Plan allowing public scrutiny. IA/EA of all financial systems ensure accounting and finances are effectively managed.</li> <li>ii. Updates to Resource Group.</li> </ul>		3 2	4	18 14	<ul style="list-style-type: none"> <li>• Strategic use of grants to support reductions in demand and prevention.</li> <li>• BCH Planning cycle to be brought in line with Force cycle and multi years to be considered in budget building.</li> <li>• <b>A further review of this risk will take place as part of the review of the SRR. This will</b></li> </ul>			1	2	3

<p>throughout year.</p> <p>iv. Revenue outturn reports, budget monitoring reports/dashboard cover all aspects of Constabulary and OPCC budget, including Capital monitoring.</p> <p>v. Treasury Management Strategy details Prudential Indicators, and Minimum Revenue Provision.</p> <p>vi. Financial Reserves are reviewed and managed.</p> <p>vii. Fees and Charges reviewed in line with National guidance.</p> <p>viii. External Audit VFM statement/strategy.</p> <p>ix. 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.</p> <p>x. Continued horizon-scanning for new and emerging cost pressures.</p> <p>xi. Integrated BCH strategic performance, and financial planning process.</p> <p>xii. Analysis of allocation of savings and costs in collaborated functions.</p>	<p>iii. Regular updates/reports to Resource Group and Business Co-ordination Board.</p> <p>iv. Reports to FEB and Business Co-ordination Board provide transparency of financial reporting.</p> <p>v. Business Co-ordination Board and JAC receive TM Strategy &amp; updates.</p> <p>vi. Included in MTFS which is approved at BCB and goes to Police and Crime Panel. Compliant with Home Office requirements to publish Reserves strategy.</p> <p>vii. Reported through BCB</p> <p>viii. External Audit statements published and VFM conclusion and provided to JAC. HMICFRS Efficiency Reports provides an assessment on effectiveness, efficiency and legitimacy of constabulary.</p> <p>ix. Emerging issue/risks raised through SMT.</p> <p>x. Resource Group has standing agenda item for emerging issues.</p> <p>xi. BCB ensures adequate service quality and performance and that finances are managed effectively. Police and Crime Panel review Police and Crime Plan including MTFP, budget and precept and plans for closer working between police and fire.</p> <p>xii. Force Management Statement is used to better forecast future demand, with alignment to budgetary and planning processes including annual STRA process.</p>				<p>include reviewing the controls and the control assurance in place. Of note is the CSPS and whether specific controls are required.</p>		
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Reference	SR3.2	Objective	Resourcing and Enabling Delivery			Status:	Update 12/10/2021					
<b>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.</b>												
Causes			Effects			Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> <li>Ineffective governance and working arrangements with other Police and Crime Commissioners and Forces.</li> <li>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.</li> <li>A shortfall in capacity or capability.</li> <li>Financial unsustainability of another police force poses risk to other collaboration partners.</li> <li>Challenges with functionality of Athena</li> <li>Failure to deliver or achieve the benefits of Information Technology.</li> <li>Changes are put in place by collaborated police forces to balance their budget and impact on Cambridgeshire is unknown and unintended.</li> </ul>			<ul style="list-style-type: none"> <li>Potential savings cannot be achieved or costs materialise due to a failure in a partner organisation.</li> <li>Resilience of police services cannot be maintained.</li> <li>The effectiveness of both specialist and local policing in Cambridgeshire and elsewhere is compromised.</li> <li>Strategic requirements are unable to be met due to service disruption in delivery of Athena.</li> <li>Resilience of blue light services</li> <li>External inspections raise concerns</li> <li>Currently unknown or unintended consequences on policing of Cambridgeshire materialise and increase demands on policing.</li> </ul>			3	4	18	OPCC Chief Executive	Commissioner & Chief Constable		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>i. Implementation of arrangements and S22s at BCH and Eastern Region</li> <li>ii. Eastern Region Governance process continuing to develop additional controls assurance at that level.</li> <li>iii. Regional budgets and Regional Finance Scrutiny Group updates.</li> <li>iv. Single scheme of delegation for BCH</li> <li>v. Operational Support, Organisational Support and JPS Governance</li> </ul>		<ul style="list-style-type: none"> <li>i. BCH Strategic Alliance Summit. <b>PCC Decision notices for any S22 made in line with decision making policy, transparently displayed on website and Police and Crime Panel have ability to scrutinise and seek further information if required.</b></li> <li>ii. Eastern Region Alliance Summit.</li> <li>iii. Medium term finance plan meetings between CFOs and change team to evaluate and model savings programmes.</li> <li>iv. Business Co-ordination Board</li> </ul>			3	4	18	<ul style="list-style-type: none"> <li>Continue to explore the merits of creating a 'user pays' methodology for transactional collaborated services. (20/21)</li> <li>Mitigate the risks associated with a complex IT change programme. (21/22)</li> <li>Through 7 Force programme work ongoing to align the Police 2035 vision to work locally.</li> <li>Benefits realisation to be undertaken for current and proposed collaborations to understand the contribution to service delivery for Cambridgeshire and the cost of that delivery to ensure efficiencies and productivity. (2021/22)</li> </ul>		2	4	14

<p>vi. Boards formally reviewed on a monthly basis including finances. Direct PCCs involvement in lead force/OPCC governance arrangements Fire, Police, Ambulance Interoperability Board</p> <p>vii. Transition for decoupling Custody and CJ from Beds &amp; Herts</p>	<p>receives report and adopts.</p> <p>v. Collaboration – Internal Audits plan includes audits on collaborated areas to provide assurance. Strategic Athena Management Board provides regular reports and has attendance from key senior managers.</p> <p>vi. Monthly reports to Force Change Board</p> <p>vii. BCH offering resilience during Covid19.</p>				<ul style="list-style-type: none"> <li>Future likely decisions to be submitted to Business Coordination Board.</li> </ul>			
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Reference	SR3.3	Objective	Resourcing and Enabling Delivery	Status:	Update 12/10/2021			
<b>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.</b>								
Causes	Effects	Inherent			Exec Lead	Senior Lead		
		L	I	R				
<ul style="list-style-type: none"> <li>Complex partnership landscape and/or ineffective partnership arrangements against demands of public sector financial landscape.</li> <li>Lack of shared strategic vision,</li> <li>Lack of a shared understanding of the desires and ambitions of the public in Cambridgeshire in terms of policing and crime reduction.</li> <li>National Serious Violence Strategy has identified that there are changing trends in serious crime with homicide, knife crime and gun crime increasing accompanied by a shift in younger victims and perpetrators.</li> <li>On-going changes in the criminal justice landscape, probation and prisons, increase complexity.</li> <li>Changes to working practices as a result of Covid19 means that trials are not taking place, this will create a backlog of cases.</li> <li>Offender management – Offender pathways are not resilient during Covid19, prison releases without adequate support in the community, housing not available.</li> <li>Covid-19 response consumes partner attention</li> <li>Inadequate focus on pandemic recovery arrangements, while response phase continues.</li> <li>Short term national funding streams create future budget risks.</li> </ul>	<ul style="list-style-type: none"> <li>It is not possible to engage in or initiate work to improve the ways that services work together in future.</li> <li>The Commissioner’s ability to develop their role in reducing crime and increasing the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire is compromised.</li> <li>Victims, witnesses and the public may perceive that criminal justice is not effective. Victims and witnesses may withdraw from criminal justice process and increase the risk to themselves and others.</li> <li>Potentially dangerous offenders do not face justice and could re-offend.</li> <li>Potential impact on police demand.</li> <li>Potential impact on social care demand through increased safeguarding requirements.</li> <li>Move from response to recovery phase does not maximise opportunities to positively impact future service delivery, building on lessons and flexibilities during pandemic.</li> </ul>	4	4	21	OPCC Chief Executive	Commissioner & Chief Constable		
Controls in place		Controls assurance			Future Actions			
		Current			Future			
		L	I	R				
i. Refreshed ToR and subgroup structure linked to stronger governance processes. Countywide Community Safety Board subgroups.	i. Countywide Community Safety Board. PCC observer member of the Combined Authority. ii. Countywide Cambridgeshire Criminal Justice Board chaired by PCC.	2	3	9	<ul style="list-style-type: none"> <li>Explore the impact of blue light collaboration on local community safety work</li> <li>Careful allocation of Crime and Disorder Reduction Grants by PCCs to tackle demand</li> </ul>	2 1	3 2	9 3

<p>ii. CJB has, a <b>Rehabilitation and resettlement</b> offender group and delivery group. <del>OPCC are linking with the Local Authorities workstreams of Housing, Skills and Transport.</del> Partnership signatory to the Countywide includes Peterborough Community Safety Agreement</p> <p>iii. Clear processes in place to monitor progress of Police and Crime Plan.</p> <p>iv. The OPCC links effectively with ongoing changes in the Criminal Justice landscape with the APCC.</p> <p>v. Development of Countywide Strategic Assessments to ensure good shared understanding of risks in Cambs</p> <p>vi. Local Resilience Forum managing community risks during Covid19.</p> <p>vii. Recovery infrastructure in place.</p>	<p>iii. Police and Crime Panel review of Police and Crime Plan and Annual Report ensures feedback from partners on the work of the Commissioner.</p> <p>iv. Eastern Region Commissioners meeting provides a mechanism to influence ongoing changes in the Criminal Justice landscape.</p> <p>v. Safeguarding Boards attended by Constabulary and <b>OPCC as appropriate. Safeguarding Executive Board attended by ACC monitors safeguarding across the county. Chief Executive.</b> Internal Audit Partnership Working – Community Safety.</p> <p>vi. Public Service Board <b>attended by Chief Executive to ensure links with county strategic agenda.</b></p> <p>vii. PCC is a member of Local Outbreak Engagement Board.</p>				<p>and manage risk and prevention agenda. (21/22)</p> <ul style="list-style-type: none"> <li>Continued development of the Countywide Community Safety arrangements.</li> <li><del>2020/21 Police and Crime Plan objective setting identifies areas where to influence partner's delivery towards the achievement of the delivery of the objectives of the Police and Crime Plan is required.</del></li> <li>Input to Eastern Region Commissioners meeting on Criminal Justice landscape developments.</li> <li>Clear Commissioning and Grants Strategy – enabling robust commissioning of local victim support services to provide support to victims and witnesses during the Covid19 to keep them engaged.</li> <li>Continued engagement with National Probation Service ahead of probation reform implementation in June 2021.</li> <li><del>Offender group updated action plan for 2021/22 to ensure progress on improving desistance pathways alongside covid response, including maximising opportunities presented by new national strategies and funding streams.</del></li> <li>Ongoing dialogue with partners through existing established governance mechanisms to understand the future budget risks. <del>(E.g. Domestic Abuse demand; short term drug treatment funding)</del></li> <li><b>Commissioner commencing dialogue with CSPS to strengthen delivery pathways for local issues of public concern</b></li> </ul>			
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Reference	SR3.4	Objective	Resourcing and Enabling Delivery			Status:	Update 12/10/2021					
<b>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.</b>												
Causes			Effects			Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> <li>Poor planning, relationships and ineffective processes.</li> <li>A shortfall in capacity or capability.</li> <li>Unplanned retirement, resignation or illness</li> <li>Organisational Change</li> </ul>			<ul style="list-style-type: none"> <li>The statutory duty to appoint (and if necessary dismiss) is not met.</li> <li>The Commissioner's ability to fulfil their roles and responsibilities and deliver their vision, strategy and identified priorities is compromised.</li> <li>Reputational impact.</li> <li>A shortfall in capacity or capability impacts on ability to deliver good governance</li> </ul>			2 3	4	14 18	OPCC	Commissioner		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>i. Appointment/recruitment processes.</li> <li>ii. PDR process.</li> <li>iii. Regular Commissioner/Deputy Commissioner/Chief Constable and Deputy Chief Constable/Chief Executive (monitoring officer) meetings.</li> <li>iv. Succession planning</li> <li>v. New OPCC structure in place from 13/04/2020 to provide resilience to Chief Executive and CFO.</li> </ul>		<ul style="list-style-type: none"> <li>i. Police and Crime Panel scrutiny of the appointment of the Deputy Commissioner, Chief Executive and Chief Finance Officer/ s151 Officer</li> <li>i. Public scrutiny by the Police and Crime Panel.</li> <li>ii. Police and Crime Panel made formally aware of any interim cover arrangements for CEO or CFO.</li> </ul>			2	4	14	<ul style="list-style-type: none"> <li>Monitoring arrangements while fire governance transition is paused.</li> <li><del>Resourcing in OPCC to be considered to enable delivery of statutory duties.</del></li> <li>Home Office review of the role of PCCs will: Mandate that PCCs must appoint a Deputy PCC – legislative timescale awaited but in interim Home Office will be formally requesting that OPCCs put in place a formal succession plan to deal with vacancy and incapacitation of a PCC. <b>OPCC to work with Police and Crime Panel on succession planning.</b></li> </ul>		2	3	9

Reference	SR3.5	Objective	Resourcing and Enabling Delivery			Status:	Update 12/10/2021						
<b>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.</b>													
Causes		Effects				Inherent			Exec Lead	Senior Lead			
<ul style="list-style-type: none"> <li>Poor planning, relationships and ineffective processes.</li> <li>A shortfall in capacity or capability.</li> <li>Poor relationship between Chief Constable and Commissioner leads to failure to work effectively</li> </ul>		<ul style="list-style-type: none"> <li>The statutory duty to appoint (and if necessary dismiss) is not met.</li> <li>The Commissioner's ability to fulfil their roles and responsibilities and deliver their vision, strategy and identified priorities is compromised.</li> <li>Leadership of the Constabulary is compromised.</li> <li>Reputational impact.</li> <li>A shortfall in capacity or capability.</li> </ul>				L	I	R	OPCC	Commissioner			
						2	4	14					
Controls in place		Controls assurance			Current			Future Actions			Future		
<ul style="list-style-type: none"> <li>i. Regular Commissioner/Chief Constable meetings</li> <li>ii. Commissioner/Chief Constable induction meetings</li> <li>iii. Capacity and experience to run successful appointment/recruitment processes</li> <li>iv. Performance Monitoring Framework in place</li> <li>v. Chief Constable's Corporate Plan</li> </ul>		<ul style="list-style-type: none"> <li>i. Frequent and timely scheduled meetings for PCC and CC and with CEO as required.</li> <li>ii. PCC working with CEO to ensure necessary onboarding arrangements in place for CC.</li> <li>iii. CEO to ensure adequate resource within OPCC to undertake recruitment in line with statutory and local requirements. Ensuring Police and Crime Panel are in a position to scrutinize the appointment of the Chief Constable.</li> <li>iv. Business Co-ordination Board monitors performance monthly and provides a forum for agreeing strategic direction Public scrutiny by the Police and Crime Panel.</li> <li>v. Force Executive Board and Business Co-ordination Board monitor performance and provide a forum for agreeing strategic direction.</li> </ul>			L	I	R	<ul style="list-style-type: none"> <li>Home Office review of role of PCCs has recommended:</li> <li>Review of Policing Protocol to provide greater clarity on boundaries of operational independence.</li> <li>Build on existing guidance to include the performance management of Chief Constables to help to promote and embed a positive relationship between Chief Constables and PCCs</li> <li>will amend legislation to make the Chief Constable dismissal process more rigorous and transparent.</li> <li>Corporate Plan to take account of Police and Crime Plan.</li> </ul>			L	I	R
					1	2	3				1	2	3

Reference	SR3.6	Objective	Resourcing and Enabling Delivery			Status:	Update 12/10/2021					
<b>There is a risk that the Commissioner and Chief Constable fail to work together effectively.</b>												
Causes		Effects			Inherent			Exec Lead	Senior Lead			
					L	I	R					
<ul style="list-style-type: none"> <li>Change in personnel causes lack of understanding of respective roles and responsibilities and poor planning.</li> <li>Scheme of delegation does not clearly articulate roles and responsibilities.</li> </ul>		<ul style="list-style-type: none"> <li>Breakdown in constructive relationship between the two individuals and/or organisations and their respective senior management teams.</li> <li>The Commissioner cannot access the information and resources held by the Constabulary necessary to make well informed decisions and to carry out their functions effectively.</li> <li>The operational independence of the Chief Constable and the Constabulary is obstructed.</li> <li>Reputational damage.</li> <li>The effectiveness of policing in Cambridgeshire is compromised and public confidence is undermined.</li> </ul>			2	4	14	OPCC	Chief Executive			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Regular Commissioner/Chief Constable informal meetings and at staff level.</li> <li>Scheme of governance and Policing Protocol Order 2011 and any local protocols clarify respective roles and responsibilities.</li> <li>Signing of the Oath of Acceptance of Office and declared his commitment to the police Code of Ethics by the Commissioner and Police conduct regulations and standards.</li> <li>Candidate briefings conducted outlining the role of PCCs and operational independence of Chief Constable.</li> </ul>		<ul style="list-style-type: none"> <li>Business Co-ordination Board is where the PCC holds the Chief Constable to account for organisation wide performance against Police and Crime Plan objectives relevant to the force; budgets, responses to audit/inspection compliance, statutory duties, views of the public regarding policing in the county, and other ad-hoc matters relating to the force.</li> <li><del>Election Project Plan</del></li> <li>Frequent and timely scheduled meetings for PCC and CC and with CEO as required and respective senior management teams.</li> </ul>			2 1	3	9 6	<ul style="list-style-type: none"> <li>Home Office review of role of PCCs has recommended: <ul style="list-style-type: none"> <li>review of Policing Protocol to provide greater clarity on boundaries of operational independence.</li> <li>build on existing guidance to include the performance management of Chief Constables to help to promote and embed a positive relationship between Chief Constables and PCCs</li> </ul> </li> <li>A review of Governance arrangements has commenced to ensure that existing arrangements support the PCC to meet his statutory functions.</li> <li><del>100 day post election Plan being drawn up to include opportunities for meetings with PCC and the Constabulary's Chief Officer Team to build relationships.</del></li> </ul>		2	2	5

Reference	SR4.1	Objective	Being Accountable			Status:	Update 12/10/2021							
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 statutory duties.														
Causes		Effects				Inherent			Exec Lead	Senior Lead				
						L	I	R						
<ul style="list-style-type: none"> <li>Effective processes are not in place to promote good decision making.</li> <li>Clear Governance principles not established.</li> </ul>		<ul style="list-style-type: none"> <li>Adverse comments from the Police and Crime Panel.</li> <li>Inability to ensure the Chief Constable answers for their decisions and actions.</li> <li>The ability of the Commissioner to discharge his functions is compromised.</li> </ul>				2	4	14	OPCC	Chief Executive				
Controls in place		Controls assurance				Current			Future Actions			Future		
						L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Signing of the Oath of Acceptance of Office and declared his commitment to the police Code of Ethics by the Commissioner and Police conduct regulations and standards</li> <li>Scheme of Governance and Decision-making policy in place.</li> <li>Appointment of a Monitoring Officer with capacity to undertake their role.</li> <li>Effective risk management strategy and risk register proactively managed.</li> <li>External Audit Plan</li> <li>Annual Governance Statement.</li> <li>Consolidated (financial and non-financial) External Audit/Inspection/Internal Audit Plan.</li> <li>Cambus Constabulary have an Ethics, Diversity, Equality &amp; Inclusion Strategic Group.</li> <li>BCH Representative Workforce Board created.</li> <li>Rapid change to remote working where possible during Covid19.</li> </ul>		<ul style="list-style-type: none"> <li>Joint Audit Committee takes an overview of regulatory framework and integrity issues and ensures good governance in line with the Nolan principles.</li> <li>Annual Integrity Controls Assurance report to BCB and JAC regarding PCC's and Constabulary's controls processes, evidence of their effectiveness, and complaints handling.</li> <li>IA progress report reviews good governance practices are being adhered to and implemented and appropriate decision-making processes are in use.</li> <li>Joint Audit Committee monitors risk registers at each meeting.</li> <li>Internal Audit of Risk Management gave substantial assurance 2019/20 and in 2021/22.</li> <li>Joint Audit Committee receives audit plan and comments as</li> </ul>				2	2	5	<ul style="list-style-type: none"> <li>Continued support and scrutiny by Police and Crime Panel (ongoing) - Government has concluded that physical meetings should continue after 17<sup>th</sup> May.</li> <li>Commissioner to sign Code of Conduct as recommended by Police and Crime Panel.</li> <li>Community Scrutiny Panel still in training phase due to Covid restrictions - governance documents finalised and live scrutiny from June 2021 subject to Covid restrictions</li> <li>Home Office review of role of PCCs has recommended: <ul style="list-style-type: none"> <li>review of Policing Protocol to provide greater clarity on boundaries of operational independence.</li> <li>build on existing guidance to include the performance management of Chief Constables to help to promote and embed a positive relationship between Chief Constables and PCCs</li> </ul> </li> <li>Annual review of Scheme of Governance commenced.</li> </ul>			1	2	3

<p>xi. Independent monitoring of Constabulary use of Stop/search and use of force.</p>	<p>required.</p> <p>vi. Head of IA Annual Report considers whether good governance practices are being adhered to and implemented and appropriate decision-making processes are in use.</p> <p>vii. Business Co-ordination Board and Joint Audit Committee.</p> <p>viii. Business Co-ordination Board. PSD Governance Board holds PSD function to account.</p> <p>ix. Police and Crime Panel hold PCC to account.</p> <p>x. <b>Joint OPCC/Force</b> Community Scrutiny Panel <b>meet regularly to review use of force and stop/search tactics and feedback comments, concerns and compliments to PCC for onward transmission to CC.</b></p>							
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Reference	SR4.2	Objective	Being Accountable	Status:	Update 12/10/2021								
<b>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.</b>													
<b>Causes</b>		<b>Effects</b>			<b>Inherent</b>	<b>Exec Lead</b>	<b>Senior Lead</b>						
					<b>L</b>	<b>I</b>	<b>R</b>						
<ul style="list-style-type: none"> <li>Poor planning, performance management, monitoring processes and/or ineffective working arrangements.</li> <li>Lack of engagement between OPCC and CC and understanding of operational independence.</li> <li>Failure to implement Emergency Service Network means Chief Constable is unable to deploy resources.</li> <li>Failure to adequately plan for changes in police officer training</li> </ul>		<ul style="list-style-type: none"> <li>Constabulary delivery, performance and improvement are not scrutinised visibly on behalf of the public against delivery of the Police and Crime Plan and other Chief Constable duties.</li> <li>The long-term effectiveness of policing is compromised and public confidence that the Police can deliver their aspirations is undermined.</li> </ul>			3	4	18						
						Chief Executive	Commissioner & Chief Constable						
<b>Controls in place</b>		<b>Controls assurance</b>			<b>Current</b>			<b>Future Actions</b>			<b>Future</b>		
					<b>L</b>	<b>I</b>	<b>R</b>				<b>L</b>	<b>I</b>	<b>R</b>
<ul style="list-style-type: none"> <li>i. Chief Executive charged with maintaining sufficient capacity within OPCC.</li> <li>ii. Increased understanding of nature of current and likely future demand has informed local policing review to ensure a sustainable policing model.</li> <li>iii. Force Organisational Improvement Department undertake regular performance monitoring and analysis. Force Monthly Strategic Performance Board chaired by Deputy Chief Constable.</li> <li>iv. Regular monitoring by OPCC and reporting from Force inform Business Co-ordination Board.</li> <li>v. Police and Crime Plan Performance Framework.</li> <li>vi. Strategic Tasking and Co-ordination process reviews Threat, Risk and Harm and demand patterns which</li> </ul>		<ul style="list-style-type: none"> <li>i. Business Co-ordination Board to scrutinise performance reports to ensure performance against Police and Crime Plan and quality of service provision.</li> <li>ii. HMICFRS Inspection reports reviewed by Commissioner when received and response published.</li> <li>iii. Force Executive Board and Force Performance Board chaired by Chief Constable.</li> <li>iv. Business Co-ordination Board.</li> <li>v. Audit reports reviewed by JAC.</li> <li>vi. Commissioner's Annual Report reviewed by Police and Crime Panel.</li> <li>vii. Effective engagement with the IOPC for referral of complaints.</li> <li>viii. Force Management Statement is used to better forecast future demand, with alignment to budgetary and planning processes including annual STRA process. Local SLTs</li> </ul>			2	3	9	<ul style="list-style-type: none"> <li>Continue arrangements for additional officers from Government's 20,000 officers</li> <li><del>Constabulary introducing a new Target Operating Model from 1 April 2021, including additionality identified in STRA process.</del></li> <li>OPCC to monitor force compliance with HMICFRS report findings and recommendations, and ensure appropriate reporting through BCB as required.</li> </ul>			1	3	6

<p>vii. inform policing element of Police and Crime Plan. Complaints made against Chief Constable dealt with in line with statutory requirements.</p> <p>viii. STRA process - During Covid19 pandemic, delivery against Threat, Risk and Harm rather than Police and Crime Plan.</p> <p>ix. Specified Information Order amendments in place from July 2021.PCC to display information on website regarding HMICFRS force performance reports.</p>	<p>are responsible for management of their actions, which will be monitored by Organisational Improvement Centre Governance &amp; Inspection and reported/escalated to Change Board as necessary.</p> <p>ix. Regular review of OPCC website to ensure Specified Information is current.</p>							
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Reference	SR4.3	Objective	Being Accountable	Status:	Update 12/10/2021							
<b>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.</b>												
<b>Causes</b>		<b>Effects</b>			<b>Inherent</b>		<b>Exec Lead</b>	<b>Senior Lead</b>				
					<b>L</b>	<b>I</b>	<b>R</b>					
<ul style="list-style-type: none"> <li>Lack of understanding of respective roles and responsibilities or insufficient planning and resources.</li> <li>Police and Crime Panel fails to articulate their needs.</li> <li>Lack of organisational support for Police and Crime Plan through Secretariat.</li> <li>Changes in Chairmanship leads to changes in approaches and expectations.</li> <li>Reporting approaches do not adapt to virtual meetings during pandemic.</li> </ul>		<ul style="list-style-type: none"> <li>The Panel is not able to fulfil its duties in relation to the precept, annual report, Police and Crime Plan, and appointments.</li> <li>The Commissioner's performance is not appropriately scrutinised, undermining public confidence.</li> <li>Ad-hoc demands from the Panel impact on the ability of the OPCC and Constabulary to respond effectively, and consequently places undue demands on Constabulary during pandemic.</li> </ul>			2	4	14	OPCC	Head of Compliance			
<b>Controls in place</b>		<b>Controls assurance</b>			<b>Current</b>			<b>Future Actions</b>		<b>Future</b>		
					<b>L</b>	<b>I</b>	<b>R</b>			<b>L</b>	<b>I</b>	<b>R</b>
<ul style="list-style-type: none"> <li><del>i. Commissioner's and Panel induction processes.</del></li> <li>ii. Proactive management of future OPCC agenda planning informed by the Panel's work programme which sets out scrutiny plan for the year.</li> <li>iii. Engagement between OPCC and Police and Crime Panel Secretariat.</li> <li>iv. Panel terms of reference and rules of procedure set out ways of working. Policing Protocol defines relationship.</li> </ul>		<ul style="list-style-type: none"> <li><del>i. The Police and Crime Panel meets in public (and virtually during Covid 19 crisis) which ensures that progress in this area is visible to the media and the local community.</del></li> <li>ii-iv Panel controls established &amp; working.</li> <li>ii-iv Annual report scrutinised.</li> <li><del>Deep dive reports on Police and Crime Plan themes scrutinised.</del></li> <li>Submission of reports on PCCs delivery against Police and Crime Plan and other statutory functions as required by Panel.</li> <li>ii-iv Commissioner's internal governance arrangements are in place.</li> </ul>			2	3	9	<ul style="list-style-type: none"> <li><del>Continue to develop and review governance processes and documentation (ongoing)</del></li> <li><del>Ongoing programme of Panel briefing sessions.</del></li> <li>Continue to work with Panel, Panel Secretariat and Monitoring Officer to ensure understanding of respective roles and responsibilities and to ensure effective ongoing programme of work to provide appropriate support and scrutiny of PCC</li> <li>Police and Crime Panel meetings <b>scheduled for year</b>. - Government has concluded that physical meetings should continue after 17<sup>th</sup> May</li> <li><b>Briefing sessions on PCCs work to be agreed between Panel and OPCC.</b></li> <li><b>Induction briefing session to be offered for Panel members post election.</b></li> <li>Home Office review of the role of PCCs to work with LGA to develop good training</li> </ul>		1	3	6



					package for Police and Crime Panels.			
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Reference	SR4.4	Objective	Being Accountable	Status:	Update 12/10/2021								
<p><b>There is a risk that the Chief Constable fails to safeguard the welfare (including health &amp; safety as well as equality &amp; 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).</b></p>													
Causes		Effects			Inherent	Exec Lead	Senior Lead						
					L	I	R						
<ul style="list-style-type: none"> <li>Lack of awareness, training investment, poor planning or ineffective processes.</li> <li>Inadequate training of responsible staff.</li> <li>Custody provision for Cambridge is required to meet future custody requirements.</li> <li>Capacity within BCH HR function is under pressure.</li> <li>Covid19 risks including PPE and testing.</li> <li>More limited partnership arrangements to protect the vulnerable during Covid19.</li> </ul>		<ul style="list-style-type: none"> <li>The relevant legal duties are not met.</li> <li>Death of an individual or multiple fatalities.</li> <li>Public confidence is undermined.</li> <li>Significant investment in Parkside has ensured it meets current standards for custody provision.</li> <li>Covid-19 sickness, self-isolation or shielding impacts on Constabulary capacity.</li> </ul>			3	4	18						
						Chief Executive	Chief Constable						
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>i. Reports on Health &amp; 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.</li> <li>ii. Review of Human Rights Issues – Custody, Taser, Covert Surveillance.</li> <li>iii. Equality duty – review/monitored.</li> <li>iv. Workforce surveys and reports.</li> <li>v. Health &amp; Safety Constabulary improvement report.</li> <li>vi. Reports to Resources Group on Estate issues.</li> <li>vii. Health &amp; Safety statement signed by Chief Constable and PCC. Joint H&amp;S Policy in operation.</li> </ul>		<ul style="list-style-type: none"> <li>i. The Strategic BCH Equality, Diversity and Inclusion Board and Cambs Ethics, Diversity, Equality &amp; Inclusion Strategic Group ensures the need for relevant action is identified and action plans are progressed. BCH Engagement &amp; Wellbeing Board created.</li> <li>ii. Internal Audit ensures independent validation of risk controls.</li> <li>iii. Internal Audit of Equality and Diversity in 2020/21 provided substantial assurance.</li> <li>iv-v Police and Crime Commissioner holds the Chief Constable to account in these key areas with reports to BCB in the public domain</li> <li>vi. Southern Police Station Board (CSPS) to manage the project to deliver the Constabulary's operational</li> </ul>			3 2	4	18 14	<ul style="list-style-type: none"> <li><del>BCH Wellbeing Board – delivery plan linked to Oscar Kilo (best practice) and gap analysis of best practice feeds into local governance for delivery and development of Health &amp; wellbeing delivery plan</del></li> <li>Continuous improvement to skills through CPD days</li> <li>Custody de-collaboration investigative centre will build on core custody function – safer handling of detainees at heart of duty of care.</li> <li>Covid secure planning</li> <li>Decision Notice signed by Acting PCC on 16<sup>th</sup> March 2021 to approve to mobilisation stage of the CSPS project with a number of delegations given to s151 Officer to exercise these, keeping new PCC and Chief Constable informed.</li> </ul>			1	4	10

<p>Countywide Community Safety Agreement.</p> <p>viii. Cambs Constabulary H&amp;S meeting chaired by ACC.</p> <p>ix. Cambs Force Wellbeing Board chaired by a Chief Superintendent.</p> <p>x. BCH People Plan addresses wellbeing as a specific point.</p> <p>xi. Employee Relations Scrutiny Panel (quarterly) being introduced to review ETs, Fairness at Work and Discipline cases to identify trends and progress lessons learnt.</p> <p>xii. Internal Audits Health &amp; safety and Ethics, Equality and Diversity completed in 2021.</p>	<p>requirements for custody to replace current facilities at Parkside with a new facility known as the Southern Police Station to meet Home Office requirements.</p> <p>vii. Business Co-ordination Board <b>provides transparency of signing statement.</b></p> <p>viii. BCH H&amp;S Board chaired by a DCC.</p> <p>ix. BCH Wellbeing Board chaired by a DCC.</p> <p>x. BCH People Board <b>monitors wellbeing.</b></p> <p>xi. BCH People Board and Equality, Diversity and Inclusion Board <b>monitors for trends and monitors lessons learnt.</b></p> <p>xii. Joint Audit Committee and internal Boards <b>monitor Internal Audit reports and progress of recommendations.</b></p>							
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Reference	SR4.5	Objective	Being Accountable			Status:	Update 12/10/2021						
<p><b>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 &amp; safety as well as equality &amp; 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).</b></p>													
Causes		Effects				Inherent			Exec Lead	Senior Lead			
<ul style="list-style-type: none"> <li>Lack of awareness, investment, poor planning or ineffective processes and performance monitoring.</li> <li>Failure to provide oversight over the Constabulary's responsibility to ensure access to healthcare for detainees.</li> <li>Reduced ICV attendance during Covid19.</li> </ul>		<ul style="list-style-type: none"> <li>The relevant legal duties are not met.</li> <li>Death of an individual or multiple fatalities.</li> <li>Public confidence is undermined.</li> </ul>				L	I	R	OPCC	Commissioner			
						3	4	18					
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>i. Police and Crime Plan performance framework documented approach to performance monitoring.</li> <li>ii. Ensuring reports on H&amp;S, equality &amp; diversity, safeguarding children, the promotion of child welfare and detention and handling are considered through commissioning processes.</li> <li>iii. Monitoring of the ICV Scheme Follow up to ensure actions are in place in response to ICV concerns regarding individual detainees.</li> <li>iv. Monitoring of dog welfare.</li> <li>v. H&amp;S statement of intent signed by Chief Constable and PCC. Joint H&amp;S policy in operation.</li> <li>vi. Sufficient investment to allow activity of training and supervision.</li> <li>vii. ICVA guidance being followed re</li> </ul>		<ul style="list-style-type: none"> <li>i. <del>JAC review of performance framework.</del> Ability of Police and Crime Panel to scrutinise areas of concern.</li> <li>ii. Effective use of internal audit.</li> <li>iii. <del>Quarterly updates to ICVA, quarterly ICV panel meetings. OPCC oversight of children in custody. Actions from Internal Audit are reviewed at BCB.</del></li> <li>iv. Reported to Herts OPCC as Lead Force and Annual Report to Cambs.</li> <li>v. Business Co-ordination Board.</li> <li>vi. Strategic BCH Equality, Diversity and Inclusion Board and Cambs tactical board. Ethics, Diversity, Equality &amp; Inclusion Strategic Group <b>monitors.</b></li> <li>vii. Quarterly returns to ICVA and ICV Panel where <b>visits, policy and training are discussed.</b></li> <li>viii. <del>Enhanced information sharing of children in custody with Youth</del></li> </ul>			2	3	9	<ul style="list-style-type: none"> <li><del>BCB during Covid19 will focus on specific essential holding the Chief Constable to account.</del></li> <li>Equality &amp; Diversity audit undertaken and due to report</li> <li><del>Review ICV arrangements during recovery phase. Arrangements to maintain oversight of custody in place.</del></li> <li><b>Review of this risk to take place as part of the review of the SRR. This will include reviewing the controls and the control assurance in place. Of note is the potential to refine the risks contained here or separate them out (H&amp;S / EDI). This would include controls in place and assurance to ensure that they control the risk.</b></li> </ul>			1	3	6

<p>telephone calls to detainees during Covid-Normal (one visit to each custody suite per week) ICV visits back in place from June 2021.</p> <p>viii. Regular records of children in custody sent to Chief Executive of OPCC.</p> <p>ix. Independent monitoring of Constabulary use of Stop/search and use of force.</p>	<p>Offending Service. Peterborough Children Services Inspection in July 2018 rated as 'good and have improved significantly'.</p> <p>ix. Joint OPCC/Force Community Scrutiny Panel meet regularly to review use of force and stop/search tactics and feedback comments, concerns and compliments to PCC for onward transmission to CC.</p>						
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Appendix A:

Strategic Risk overall ratings

	1 Unlikely	2 Possible	3 Likely	4 More likely than not	5 Probable
5 Catastrophic	15	19	22	24	25
4 Significant	10	14	18	21	23
3 Moderate	6	9	<i>Tolerance Level</i> 13	17	20
2 Minor	3	5	8	12	16
1 Insignificant	1	2	4	7	11

Risk ratings key:

Dark red	Critical risks
Red	High risks
Amber	Medium-high risks
Yellow	Medium risks
Green	Low risks

Risk scores are calculated by determining the Likelihood and the highest Impact score from the PESTELO categories. An overall risk score is determined by using the matrix at Appendix A.

The **risk tolerance** is set at risk rating of 13 (**yellow**)

- All risks above the risk tolerance (that is critical, high and medium-high) are reported to the relevant Executive Board.
- Controls, assurances and actions aim to bring risks within the risk tolerance.
- External issues may raise inherent risk likelihood or impact.
- Some risks may be accepted above the risk tolerance level where it is considered unrealistic or unaffordable to bring the risks within tolerance.
  
- **Critical** and **High** risks are key issues requiring immediate and on-going management attention to embed and maintain controls, assurances and actions that will reduce likelihood and/or impact.
- **Medium-high** risks are significant issues requiring attention to reduce likelihood and/or impact.
- **Medium** risks are less significant but need to be monitored to capture any increase in the inherent risk position.
- **Low** risks require no special action.

## PESTELO

### Political - local/gov policy

1. Insignificant – Little impact on stakeholder groups
2. Minor - Minor impact on stakeholder groups
3. Moderate - Loss of support from local stakeholders
4. Significant - Capability of organisation questioned
5. Catastrophic - Viability of organisation under threat

### Social - Public Confidence

1. Insignificant - Little impact on stakeholder groups
2. Minor - Minor impact on stakeholder groups
3. Moderate - Loss of support from local stakeholders
4. Significant - Capability of organisation questioned

### Economic - Internal budget pressures

1. Insignificant – Overspend of up to 2% of agreed/notional budget or shortfall of up to 3% of approved target saving
2. Minor – Overspend of 2% to 5% of agreed/notional budget or shortfall of 3-5%
3. Moderate – Overspend of 5-10% of agreed / notional budget or shortfall of 5-10%
4. Significant – Overspend of 10-15% of agreed / notional budget or shortfall of 10-15%
5. Catastrophic – Overspend of more than 15% or shortfall of more than 15%

### Technological - Consequences of failure, pay/scale of change

1. Insignificant – Insignificant shortfalls in mandatory reqs and/or other requirements
2. Minor - Minor shortfalls in mandatory reqs and/or other requirements
3. Moderate – Moderate shortfalls in one or more key reqs
4. Significant - Significant shortfalls in mandatory reqs and/or other reqs having direct impact on service delivery



5. Catastrophic - Variability of organisation under threat

### **Environmental - Consequences on environment**

1. Insignificant - Little disruption
2. Minor - Some disruption
3. Moderate - Considerable disruption to environment
4. Significant - Serious impact on environment, signalling mid-term damage
5. Catastrophic - Critical impact on environment, signalling long-term damage

### **Organisation - Issues that may affect our organisation and staff**

1. Insignificant – Insignificant adjustment required
2. Minor – Minor adjustments required
3. Moderate – Moderate adjustments required
4. Significant – Significant adjustments required
5. Catastrophic – Extensive long term to permanent adjustments required

5. Catastrophic - Complete system failure which has a direct impact on service delivery

### **Legislative - National or European Law**

1. Insignificant - No effect - Compliance with legislation
2. Minor - Little affect - Exposure to Local Sanctions e.g. Breach of Local Bye Laws
3. Moderate - Considerable Effect - Exposure to fines/penalties e.g. failure to meet contractual obligations
4. Significant - Serious effect - exposure to prosecution, resulting in serious damage to reputation
5. Catastrophic - Critical - exposure to prosecution, which prevents organisation from continuing to discharge its duties