

STRATEGIC RISK MANAGEMENT**Paul Godden, Corporate Development Department****1. PURPOSE OF THE REPORT**

- 1.1 To present the most current Joint Strategic Risk Register.

2. BACKGROUND

- 2.1 The Office of Police and Crime Commissioner (OPCC) and Northumbria Police share a Joint Strategic Risk Register. Each strategic risk is assigned a Chief Officer/ Director and OPCC owner, who has responsibility for the management of controls and the implementation of new controls, where necessary.
- 2.2 Risks are categorised against each of the four 'Proud to...' areas identified under Proud to Protect. Currently there are:
- 11 risks under Proud to Serve
 - 3 risks under Proud of Our People
 - 11 risks under Proud to Improve
 - 8 risks under Proud to Lead
- 2.3 The register (appendix A) identifies each risk and the consequences if it were to happen. The register also provides a summary of existing and additional controls. Additional controls are those which are either in progress or require implementation. All risks are regularly reviewed by their respective owners and additional controls identified or changed, where necessary.
- 2.4 All risks are rated on the likelihood of the risk materialising and the impact it would have. The rating process also takes into consideration existing controls.

3. CHANGES TO REGISTER

- 3.1 The key changes to the risk register since the last quarter are outlined below. There are no changes in impact or likelihood as a result of these additional controls. Appendix B provides an overview of risks.

Existing Risks

- 3.2 The following risks have been amended to better reflect the risk posed. Where appropriate, additional controls have been identified or implemented that will help reduce the likelihood or impact of the risk if it were to occur.
- 3.3 **Risk 10** – Risk amended to reflect death following wider police contact rather than solely within police custody.
- 3.4 **Risk 13** – Additional controls updated to include the 2016 Police Officer recruitment campaign.
- 3.5 **Risk 14** – Additional controls included around the staff survey, 'Proud' briefings, leadership expectations and development programmes.

- 3.6 **Risk 16** – Amended to reflect the risk to a reduction in grant resources arising from a change to the Home Office grant allocation model, rather than a specific reference to the Home Office review of the funding formula; risk and controls updated.

Additional controls/update:

- 2015/16 consultation was suspended when errors were found in data utilised. The intention for a further review was stated at the time, but there has been no activity to date.
 - The Force will be fully engaged and will assign suitable resources with any consultation process to work with the Home Office to determine a preferred model that provides the most positive outcome for us.
- 3.7 **Risk 17** – Controls amended to reflect additional financial monitoring at Joint Business Meeting.

- 3.8 **Risk 28** – ‘Serious accident/ death due to a breach of Health and Safety’ changed to ‘serious accident/ death/ road traffic accident due to a breach of Health and Safety.’

New Risks

- 3.9 The following risks have been identified as new risks and included within the register.

Financial risks arising from UK exit from the European Union

- 3.10 The potential financial implications of leaving the EU are the most immediate issue to consider and are reflected in the new risk below. Consequences include investments, borrowing, pension fund, demand pressures, inflation, assets and government grant funding.

- 3.11 Controls:

- Establish our exposure to the different financial risks identified and any others that are locally relevant.
- Engage with partners and/or contractors to understand how Brexit affects their risks and any shared risks.
- Update and review the strategic risk register.
- Review significant policies relevant to the management of these risks (e.g. investment policy) to ensure they are fit for purpose in the new environment.
- Assess any impact of the risk assessment on the assumptions used to generate the medium term financial plan;
- Report the emerging picture from this work to the Joint Independent Audit Committee and Joint Business Meeting on a regular basis.
- Update strategic and operational plans as decisions are made.

- 3.12 Alongside the financial implications, there are other operational implications that will need to be considered when leaving the EU. Many of these issues will be common to all forces and will be negotiated nationally through the Home Office, and as such perhaps need not be reflected in the Force strategic risk register. Strategic operational issues that need to be resolved include:

- **Europol** – By March 2017, the UK will have to sign up to the new Europol Regulation, if it does not it will lose access to Europol and all of its intelligence. All UK intelligence would also be purged from Europol systems meaning we would not

receive cross match hits going forward on historical data, which accounts for 40% of all Europol data.

- **European Arrest Warrant (EAW) & Schengen Information System (second generation) SISII** – Both SISII and the EAW have proved vital in the management of foreign national offenders in the UK for border security, management of travelling sex offenders, foreign fighters, missing persons, stolen motor vehicles and management of suspects in serious organised crime. Current treaties would need to be renegotiated with all twenty-seven EU Member States.

Failure to have sufficient appropriate adults to support those detainees in custody. This is not a statutory function of local authorities.

- 3.13 Consequences include the lack of support and availability impacting on investigations and on victim care. Without the support of an appropriate adult, interviews and custody processes cannot be progressed without dis-regarding the codes of practice. The level of care detainees require is often more intensive than those who do not require an appropriate adult. The lack of appropriate adults and the ability to progress investigations can impact on victims and the service we can deliver effecting confidence and satisfaction.
- 3.14 Controls:
- On-going engagement with all 6 local authorities to support a service.
 - On-going engagement with local universities to develop a trained volunteer service.

Deleted risks

- 3.15 The following risks have been removed from the Joint Strategic Risk Register.
- 3.16 **Risk 1** – Failure to recognise and adapt to the national Transforming Rehabilitation agenda.
- 3.17 The Transforming Rehabilitation agenda was introduced in early 2013 and included significant changes in the way offenders are managed. Whilst there is still much to work through with partners, many of the early risks associated with adapting to new ways of working have become ‘business as usual’ and managed locally with criminal justice partners. This risk has therefore been removed from the register, with wider partner risks managed locally through the Prosecution and Victims Services Department.
- 3.18 **Risk 33** - Loss of public confidence and/or reputational damage.
- 3.19 Loss of public confidence is a consequence of many of the strategic risks already included on the register. Loss of public confidence can happen for many reasons, for example, a reduction in performance (risks 2 and 3), legal action and reputational damage (risks 12 and 22), loss of public data or a cyber-attack (23 and 31). As such, loss of public confidence and/or reputational damage has been removed from the register as it is included as a consequence of many of the strategic risks already captured within the register.
- 3.20 **Risk 34** – Significant and sustained breakdown in the working relationship between PCC and Chief Constable.
- 3.21 The working relationship between the Chief Constable and PCC has been, and remains a professional working relationship. Given the mature and established

relationship between the OPPC and Force, this risk has been removed from the register.

4. CONCLUSION

- 4.1 Current risk management processes and procedures continue to help to ensure the effective management of those risks which have the potential to adversely affect the delivery of Force and PCC strategic aims and objectives.

5. RECOMMENDATIONS

- 5.1 Members are requested to note the contents of this report.