

JOINT INDEPENDENT AUDIT COMMITTEE
31 October 2017

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SUBJECT	
PCC RISK REGISTER	
REPORT BY	CHIEF EXECUTIVE & CHIEF FINANCE OFFICER
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SUMMARY AND PURPOSE OF REPORT	
To consider the Police and Crime Commissioner's Risk Register.	
RECOMMENDATION	That the Committee notes the PCC's Risk Register.

A. SUPPORTING INFORMATION

1. The top strategic risks that would prevent or distract the Commissioner from achieving his goals are recorded in the PCC Risk Register. The risks have been identified based on the PCC's objectives that are stated in the Community Safety, Policing and Criminal Justice Plan April 2017 – March 2021.
 - 1.1 The PCC's Chief Finance Officer (CFO) and Research and Performance Officer (RPO) attend the Force's Confidential Risk Management Board and Force Risk Management Board respectively. This ensures that the Force's register and the PCC's register are aligned where appropriate. In addition the Force Risk Policy & Review Officer and the Research and Performance Officer meet on a monthly basis to discuss issues arising from both registers (and the joint Assurance Map).
 - 1.2 The PCC's risk register is reviewed every other month (alternating with the Assurance Map) as part of the standing agenda for the OPCC Management Meeting (MM). The current register (V7.18) records 14 risks in total, with 8 rated as critical, scoring RED 12 and above and 6 non-critical, scoring AMBER 9 and below.
 - 1.3 All of the 14 risks on the register have a static direction of travel with the exception of risk C09 relating to G4S objectives, which has a reducing risk score / direction of travel. Overall the OPCC senior management team acknowledge that the Office is currently experiencing a significant amount of risk despite the existing and developing controls identified. This situation will be carefully and frequently monitored with a view to developing further mitigation wherever practicable.
 - 1.4 The PCC's risk register V7.18 January 2018 is attached at **Appendix 1**.

1.5 New Risks

There have been 3 new risks added to the register since the Committee's October 2017 meeting these are highlighted below:

- **Risk C042 – “Failure to prepare for and effectively implement the new UK Data Protection Act”.** *Incorporating EU Directives – General Data Protection Regulations (GDPR) and the Law Enforcement Directive (LED).*
 - New legislation introduced from 25 May 2018.
 - Major implications for the collection, storage and use of data.
 - Relevant to data collected from victims and its use by referred services.
 - Regulation applies independently to G4s, Force and OPCC.
 - Regulations specific to law enforcement activities will apply, requiring new approaches to existing policing processes.
 - Potentially significant fines for non-compliance.

- **Risk C043 – “Failure to secure insurance on appropriate terms - with effect from 1 April 2018.”** *(Public liability & engineering insurance plus fidelity guarantee).*
 - The current provider is not offering renewal terms as they are withdrawing from this particular market sector.
 - Likely to result in a rise in insurance premiums.
 - Requirement to meet section 151 responsibility for insurance cover.
 - Potential period of self-insurance pending new insurance cover.

- **Risk C044 – “failure of the force to deliver operational effectiveness”**
 - Significant rise in recorded crime in Lincolnshire
 - Reduction in positive crime outcomes
 - Public confidence in / satisfaction with, Lincolnshire police
 - Lack of current operational delivery plans against which to assess progress.

1.6 Update Summary

Key updates to the commissioners risk register are summarised below.

- **Risk C09 – “Failure to ensure that G4S objectives are delivered”***(with available resources).*
 - This risk score has reduced from a critical red risk score of 12 (3 x 4) down to an Amber risk scoring 8 (2x4).
 - A large part of the contract period has now passed, reducing the likelihood of significant failure in key objectives.
 - Monitoring of contractual objectives / performance continues and has been refined since the original risk was scored.

- **Risk C038 – “Lack of effective service commissioning capacity”***(Limited OPCC capacity and capability to deliver the full service commissioning lifecycle).*

This risk is linked to - C06 “*lack of capacity and resilience in the OPCC*”.

- The recruitment of a 'partnerships and delivery' manager and a 'partnerships and delivery' support officer has been successful with the support officer commencing in role on 2 January 2018. The managerial role is due to start in early March 2018.
- **Risk C06 – “Lack of resilience in the Office of the Police and Crime commissioner”.** *(This risk is linked to - C038)”.*
 - The secondment of a senior NHS strategic manager to help create a Mental Health Strategy and action plan for Lincolnshire continues with the resulting report expected in January 2018.
 - The recruitment by the OPCC of a 'partnerships and delivery' manager and a 'partnerships and delivery' support officer has been successful with the support officer commenced in role on 2 January 2018. The managerial role is due to start during early March 2018.
 - The recruitment by the 5 regional PCCs of a secretariat has been successful with the three new roles all due to start during January 2018. (The Lincolnshire OPCC has previously carried out administration for a range of regional meetings). These roles will be based in the Lincolnshire OPCC office.
- **Risk C039 – “Ineffective relationships with local partners”**
(Including Lincolnshire County Council, District Councils, Health Services, Fire & Rescue, and Ambulance Service.)
 - A road safety Summit was successfully organised between the PCC and the Force in conjunction with the Lincolnshire Roads Safety Partnership.
 - The OPCC and force are involved in the plans for the re-structure of the Lincolnshire Community Safety Partnership.
 - The OPCC has successfully recruited for a Partnership and Delivery Manager and a Partnerships and delivery support officer.
 - The County Council have also recently recruited a partnership management position specifically to ensure joint priorities are better served.
 - A Chief Superintendent has been seconded (December 2017) to LCC in support of partnership working initiatives. In the role of Deputy Director of Community Safety.
- **Risk C041 – “Failure to maintain or develop beneficial regional collaborations”.** *(Following significant changes in the regional leadership landscape including PCCs and Chief Officers)*
 - Recruitment to 3 posts creating a regional PCC's secretariat has been successful with the following posts due to commence in January 2018;
 - Regional Collaborations Manager
 - Regional Meetings Administrator
 - Regional Performance Analyst (Collaborations)

These posts will help to advise and inform the regional PCCs on the performance of existing collaborations, and the rigour of new collaborative business cases.
- **Risk C037 – “Resilience & instability in the Chief Officer team.”**
(Recent significant changes in chief officer team).
 - Chief Constable leading a relatively new ACO and two temporary chief officers (ACC & DCC)

- Initial external recruitment to DCC position unsuccessful – re advertised January 2018.
- Structure of the chief officer team remains temporary.

B. FINANCIAL CONSIDERATIONS

There are resource implications related to some of the mitigating controls. These are managed by the Chief Executive and the Chief Finance Officer.

C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS

Any relevant legal and human rights related risks are included in the PCC's risk register.

D. PERSONNEL, EQUAL OPPORTUNITIES AND DIVERSITY ISSUES (including any impact or issues relating to Children and Young People.)

Any relevant personnel, equal opportunities and diversity related risks are included in the PCC's risk register.

E. REVIEW ARRANGEMENTS

The Risk Register will be reviewed by the Joint Independent Audit Committee on a quarterly basis. The Risk Management Strategy will be reviewed on an annual basis and provide linkages to the Annual Governance Statement. The Assurance map will be reviewed by the Committee as required.

F. RISK MANAGEMENT

Risk governance is an integral part of the Joint Independent Audit Committee's remit. It is reflected on the Forward Plan accordingly.

G. PUBLIC ACCESS TO INFORMATION

Information in this report along with any supporting material is subject to the Freedom of Information Act 2000 and other legislation.