

**Report to the Chair and Members of the Leadership Panel
14th December 2011**

**Executive Officer: Stuart Pudney, Chief Executive
Presenting Officer: Dr Neville Cameron, Service Improvement Manager**

Status: For Approval

CPA Risk Management Update

1 Purpose

- 1.1 To approve outcomes from the update of the CPA Risk Register and Risk Action Plan for the period 16 September 2011 to 30 November 2011.

2 Recommendations

- 2.1 To approve the updates and periodic maintenance to the CPA Risk Register and Risk Action Plan for the period 16 September 2011 to 30 November 2011.

3 Reasons

- 3.1. Any updates and amendments to business critical corporate documents, such as the CPA Risk Register, are the responsibility of the Leadership Panel to scrutinise, agree and sanction.
- 3.2. At the Leadership Panel on 6 October 2011, the CPA Risk Register and Risk Action Plan, updated to 16 September 2011, were approved by Members.
- 3.3. The Authority regularly meets with the Force via the Joint Risk Management Group, a sub group of the Leadership Panel. The most recent meeting took

place on 22 November 2011 and discussed Force and Authority strategic risk management and business continuity arrangements.

3.4. Future funding issues and matters arising from Partnership Risk Governance Forums are also tabled. The latter group addresses risk management and business continuity arrangements with the Resilience and Operational Planning Service (ROPS) operated on behalf of Cleveland Police by Steria.

3.5. Changes to the CPA Risk Register (16 September 2011 – 30 November 2011)

3.6. The CPA Risk Register is regularly assessed and updated to reflect current operations and conditions surrounding Cleveland Police Authority everyday and strategic business.

3.7. At the Leadership Panel on 6 October 2011, amendments to the Risk Register and Action Plan reflected the effects of the current investigation and the transition of Police Authorities to the office of the Police & Crime Commissioner on current risks.

3.8. The latter area, however, has grown in recent months since plans for the introduction of Police & Crime Commissioners were given Royal Assent on 15th September. This is discussed further in sections 3.12 to 3.17.

3.9. A summary of the updates to the Risk Register are as follows:

3.10. PA2 (Effectiveness and Value for Money) - A cause & effect item has been added regarding the assessment of CPA's arrangement with the Audit Commission to achieve value for money in its use of resources. The ratings remain unchanged and at the highest possible scoring of 25 (5 impact and 5 likelihood) for both inherent and residual risk.

3.11. PA3 (Diversity & Equality) – An action has been added regarding the assessment of the effectiveness of local Independent Advisory Groups in ensuring the Force complies with the Equality Act 2010.

3.12. PA12 (Transition to the Office of the Police Crime & Commissioner) - The Act received Royal Assent on 15th September 2011. The Cleveland Police Crime & Commissioners (PCC) Office will commence business on 22nd November 2012, 7 days after the election of the PCC.

3.13. To assist with the transition process nationally, the Home Office has established a Transition Board which is chaired by the Policing Minister. This Board is supported by twelve projects which are focused on:

1. Elections
2. Police Authority Support and Challenge
3. Protocol
4. Strategic Policing Requirements
5. Collaboration
6. Transfer Schemes
7. PCC Capability Building and Induction
8. Checks and Balances
9. Handling of Complaints
10. London (*where the powers of the PCC will go to the elected Mayor in London. This commences in January 2012*)
11. Wales (*reflects the Welsh devolution settlement and the specific powers of the National Assembly for Wales and Welsh Ministers*)
12. Relationships with the Criminal Justice System and other partners

3.14. To ensure that the Cleveland transition process is as smooth and seamless as possible, a Transition Board is being established to take account of national developments and deliver the necessary changes locally. This will include Senior Members and Officers of the Police Authority, ACPO Officers from Cleveland Police and representation of the four unitary Local Councils in Cleveland.

3.15. An exploratory meeting has taken place to assess immediate issues and a full Transition Board meeting will take place under the guidance of the new CPA Chief Executive once appointed.

3.16. The Transition Board will develop a work programme which is focused on three distinct periods:

- The period leading up to the elections on 15th November 2012,
- The formal seven day transition period following the election,
- The period following the taking up of office by the Police and Crime Commissioner.

3.17. A structured and focussed approach to the management of risks associated with the transition will be undertaken, thereby ensuring that appropriate controls are in place to mitigate risks as far as possible. Emerging risks will be added to the CPA Risk Register (under a newly created risk PA12), as and when identified.

3.18. Changes to the CPA Risk Action Plan (16 September 2011 – 30 November 2011)

3.19. Routine maintenance of the Risk Action Plan has also taken place with modifications and updates from 16 September 2011 up to and including 30 November 2011 are shown in red font in Appendix 2.

3.20. There have been updates to the Action Plan in Risk PA9 (Member Issues) and Risk PA11 (Ongoing Investigation) in light of both managerial appointments in both the Force and Authority.

3.21. Completed actions shown previously in the Risk Register have been removed.

3.22. Risk Appetite

3.23. At the Audit & Internal Control Panel on 20 October, it was agreed that the HM Treasury elements of Risk Appetite will be assessed by the Force and Authority for applicability in their current risk management processes.

3.24. The analysis will be brought to the next meeting of the Joint Risk Management Group on Tuesday 24 January 2012 for scrutiny before reporting its findings to the Audit & Internal Control Panel on 13 February 2012.

4. Implications

Sustainability – Future Management of Risks

4.1 The Joint Risk Management Group assists in the management of risk and business continuity across both Authority and Force. It promotes the embedding of risk management within integrated business and financial planning processes. Any modifications and updates are agreed at Leadership Panels, and reported further at alternate Audit & Internal Control Panels.

Financial Implications

4.2 Any effect on finance or other funding pressures are contained within the Risk Register and Action Plan with associated mitigations highlighted.

Diversity and Equal Opportunities

4.3 Equality and Diversity issues are outlined in the Risk Register and Action Plan.

Risk Management

4.4 The ability to identify and manage risk enhances the Authority's capability to promote openness and accountability whilst further promoting corporate governance and performance improvement.

Human Rights

4.5 There are no direct human rights implications in this report.

5 Conclusions

- 5.1 This report provides the Leadership Panel with the updates to the CPA Risk Register and Action Plan for the period 16 September to 30 November 2011 which reflects the current conditions of the organisation and the prevalent economic climate.
- 5.2 This process of scrutiny and agreement of risk within the Police Authority enhances its ongoing management and adoption and remains a proactive process of embedding risk management in all aspects of the business.

Stuart Pudney
Chief Executive

Appendices (attached)

Appendix 1: CPA Risk Register (updated to 30 November 2011)

Appendix 2: CPA Risk Action Plan (updated to 30 November 2011)