For Decision	
Public/Non Public*	**Public**
Report to:	**Joint Audit and Scrutiny Panel (JA&SP)**
Date of Meeting:	**15 December 2016**
Report of:	**Superintendent Paul Winter, Corporate Development**
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Corporate Risk Management Policy and Procedure, and Governance

1. Purpose of the Report

1.1 Present to the Joint Audit and Scrutiny Panel (JA&SP) a Corporate Risk Management Policy and Procedure.

1.2 Outline strengthened governance arrangements around anticipating, capturing, reporting and managing organisational risks.

2. Recommendations

2.1 That the (JA&SP) notes the new Corporate Risk Management Policy and Procedure (Appendices A and B).

2.2 That the (JA&SP) acknowledges the strengthened governance arrangements (Appendices C, D and E).

2.3 That the (JA&SP) notes the addition of risk into the terms of reference for the Force Performance Board (Appendix F).

2.4 That the (JA&SP) also note the creation of a Force Organisational Risk and Learning Board and the terms of reference (Appendix G).

3. Reasons for Recommendations

3.1 The existing Corporate Risk Management Policy and Procedure are in need of revision to reflect the current risk landscape.

3.2 An efficient and effective risk management framework will enable the Force to better predict and prepare for future challenges, and to use its resources in an efficient and effective manner, and in a proportionate way to support its objectives.

3.3 Improved governance arrangements will allow the Chief Officer Team, OPCC and other external bodies together with the public to be provided with assurance that risks are being managed effectively within the Force.

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4   Summary of Key Points

4.1   The Policy and Procedure have been developed, taking account of consultation with internal and external colleagues throughout the Force who have been involved in aspects of risk management. They have also been drafted to meet the requirements of ISO 31000 a recognised standard to identify and manage risk.

4.2   The revised documentation will enable the introduction of a more formalised risk review process and clarification over roles and responsibilities.

4.3   Key elements of the new Policy are:

- A clear statement of the Force's approach to corporate risk management.
- A definition of corporate risk.
- The scope of the Policy, including those aspects of risk assessment to which it does not apply.
- Roles and responsibilities of risk owners and risk managers, including identification of the Deputy Chief Constable as the owner of the policy.
- The link between the Policy, which establishes the principles, and the Procedure, which outlines the process.
- An escalation process which includes a Risk Authorisation Form which gives an auditable trail of why issues are on the Strategic Risk Register.
- How implementation of the Policy will be monitored and reviewed by both the Governance and Business Planning Team and Mazars the Force's Internal Auditor.

4.4   Key elements of the revised Procedure are:

- Establishment of a risk register structure: Strategic (Force and OPCC) , Information and Thematic/Department.
- Clearly defined stages in the risk management process:

    o Identification
    o Analysis
    o Control
    o Monitoring.

- That the Procedure will be monitored and reviewed alongside the Policy.

4.5   The revised governance arrangements will strengthen the capturing and monitoring of organisations risks and provide assurance to the Chief Officer Team that controls are being identified and appropriately applied.

4.6   Key elements of the new governance arrangements are:

Revision of the Force Performance Board to include the following objectives –

- o   Identification and capturing of current and emerging risks, to ensure mitigation is identified and appropriately applied.

- o   Reviewing of risk responses in an open forum with the aim of advancing organisational understanding and learning.

- o   Recommend to the Force Executive Board risks that require a strategic response or which require additional resources.

Creation of an Organisational Risk and Learning Board to include the following objectives –

- o   Identification and provision of strategic governance to advance organisational wide learning and address potential blame culture.

- o   Provision of strategic leadership, direction and governance, ensuring integrity and transparency across the organisation.

- o   Identification and the appropriate management of organisational wide strategic, tactical and operational matters, which require change and improvement.

- o   Identification and the capture of emerging strategic risks, ensuring that controls are identified and appropriately applied.

5	**Financial Implications and Budget Provision**

5.1   Corporate risk management forms part of the core functions of the Governance and Business Planning Team, and, therefore, the introduction of this revised policy and procedure, and the strengthening of governance arrangements requires no additional budget provision.

6	**Human Resources Implications**

6.1   There are no specific human resource implications as a result of recommendations outlined in this report.

7	**Equality Implications**

7.1   Development and implementation of the Force's risk management policy and procedure will need to take account of potential changes to the policing landscape, in particular the work of the tri-force collaboration unit and the Force's relationships with community safety and criminal justice partners.