Police, Fire and Crime Commissioner for Cumbria

Delivering to the Public

RISK MANAGEMENT STRATEGY

2023-2026

Document control

This policy applies to all employees of the Office of the Police, Fire and Crime Commissioner for Cumbria.

Date of last review	March 2023
Date of next review	March 2026
Owner	Head of Communications and Business Services
Equality Impact Assessment	January 2023

Version Control

Plan Approval	
Approved By	OPCC Executive Team
Signature	Vivian Stafford, OPCC Chief Executive
Date	25 March 2020
Equality Impact Assessment reviewed	Date: 09.03.2020

Version .02	Created March 2014
Department	Office of the Police and Crime Commissioner
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Version .03	Created March 2015
Department	Office of the Police and Crime Commissioner
Contact	Joanne Head, Governance Manager

Version .04	Created March 2016
Department	Office of the Police and Crime Commissioner
Contact	Joanne Head, Governance Manager

Version .05	Created March 2017
Department	Office of the Police and Crime Commissioner
Contact	Joanne Head, Governance Manager

Version.06	Created March 2020
Department	Office of the Police and Crime Commissioner
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Version.07	Created March 2023
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Introduction

The Police, Fire and Crime Commissioner for Cumbria (Commissioner) is committed to providing the highest quality of policing and fire services to the people of Cumbria; which takes place in a constantly changing and challenging environment. This strategy is about the approach and arrangements - the Office of the Police, Fire and Crime Commissioner (OPFCC) has in place to manage the risks we encounter in doing this.

Risk management involves the identification, assessment and prioritisation of risks and taking action to control, minimise and monitor them. Risks are threats that have potential to impact on our organisation and the delivery of our objectives and services. Sometimes they can be positive as well as negative. Risk management activity ensures we protect against negative threats whilst recognising and taking advantage of positive opportunities.

Our strategy sets out responsibilities for risk management, what we do and how we do it. It incorporates a number of key objectives and what we aim to achieve from the arrangements we have in place. In doing so our strategy provides assurance and contributes to the overall arrangements we have for governance.

Cumbria Constabulary and Cumbria Fire and Rescue Service have their own risk management processes which enables them to identify, monitor and deal with risks which relate to their individual organisations and areas of business.   This strategy will identify how the Commissioner and the Office of the Police, Fire and Crime Commissioner (OPFCC) has oversight of such risks.

Our Approach to Risk Management

Police, crime reduction and fire services are delivered in a high-risk environment. Like many public service organisations we are continually challenged to change the way we do things, to improve and to reduce cost. In doing this the level of risk we take as an organisation increases. Our approach to risk management recognises this by seeking to ensure we have a structured approach to manage those risks.

ISO 31000:2018, *Risk management – Guidelines*, provides principles, a framework, and a process for managing risk. It can be used by any organisation regardless of its size, activity or sector. Using ISO 31000 can help organisations increase the likelihood of achieving objectives, improve the identification of opportunities and threats, and effectively allocate and use resources for risk treatment.

Risks affecting organisations can have consequences in terms of economic performance and professional reputation, as well as environmental, safety and societal outcomes. Therefore, managing risk effectively helps organisations to perform well in an environment full of uncertainty

Our approach seeks to ensure that our people and organisation are protected without stifling innovation or adversely restricting the taking of risks where we can see there are positive benefits from doing so. We describe this as being risk aware. This strategy sets out the things we have in place to embed a risk aware culture. These are:

- **Risk Management Objectives:** Our overall aims that set out what we want to achieve from the arrangements we have in place for risk

- **Risk Management Methodology:** The way we review our risks to understand their impact and decide how we will manage them

- **Risk Management Framework:** The specific things we have in place that supports the delivery of our objectives

- **Risk Management Responsibilities:** Specific responsibilities for different areas of risk for which our Commissioner, senior managers, staff, committees and auditors are accountable

The rest of this strategy sets out more information on or objectives, framework, methodology, responsibilities and sets out how we record our risks on our risk register.

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Risk Management Objectives & Opportunities

Risk management is not always solely about eliminating risk as this would limit the availability of the Commissioner to develop and deliver their ambitions. Its purpose is to recognise the issues that could affect the achievement of the Commissioner's objectives, realise the opportunities that this brings and develop actions to control or reduce those risks. The Commissioner has an agreed appetite for risk which is explained later. Acknowledgement of potential problems and preparing for them is an essential element of risk that will enable the Commissioner to rapidly respond to change and develop innovative responses to challenges and opportunities.

Risk management makes an important contribution in helping to achieve our aims and deliver better services. Through being aware of risk and having an understanding of its impact we can make better decisions about what and how we do things. Risk management works best when we have a culture that is risk aware. Our strategy aims to achieve this by providing a framework that helps to integrate and embed risk management into our day-to-day business. To do this we have identified a number of objectives that we are committed to. This section of our strategy sets out what they are and what we will do to achieve them.

Objective 1: We will ensure that risk management is part of the process for delivering in Cumbria policing and crime reduction through the Constabulary; and fire services through Cumbria Fire and Rescue Service; and for our wider Partners. We will do this by:

- Maintaining an effective risk management strategy, a framework through which the strategy is implemented and a risk register to manage risks
- Holding the Constabulary, Fire and Rescue Service and wider Partners to account in respect of their arrangements for risk management

Objective 2: We will ensure that our organisation is risk aware and that arrangements for risk management comply with best practice. We will do this by:

- Providing communications and guidance through our website to spread good practice
- Ensuring our officers are appropriately trained in risk management practice
- Subjecting our risk management arrangements to annual review

Objective 3: We will ensure that there is clear ownership and accountability for risks. We will do this by:

- Establishing clear roles and responsibilities in relation to risk management within our strategy
- Ensuring all risks on our risk register has a risk owner and an action owner

Objective 4: We will provide a framework for evaluating and responding to risks that is easy to understand and supports decision making. We will do this by

- Setting out a framework for risk management
- Including within the framework a methodology for scoring risks and timescale for risk review based on the risk score.

Risk Management Framework

Our risk management framework sets out the things we have in place to manage risk and who is responsible for them. They form the substantive part of what we do to achieve our risk management objectives. The framework comprises:

RISK MANAGEMENT FRAMEWORK
Identifying Risks

The first stage of risk management is to identify risk issues. These can be categorised into three areas:

- *Demand* – risk issues will arise in relation to volume, type and complexity of demands on policing, fire, the Commissioner and the OPCC. The main demands are its statutory roles and responsibilities as a body of governance and as an organisation.
- *Capacity* – risk issues will arise in relation to the capacity and capability of the Commissioner/OPCC to meet the demands placed upon it. Capacity and capability includes people, money, buildings and relevant areas of business.
- *Governance* - governance is about ensuring that things are done the right way for the right people in a timely, open, honest and accountable manner. It comprises of the systems, processes, culture and values by which the Commissioner is directed and controlled; and through which they engage with, are accountable to and where appropriate lead the communities of Cumbria.

RISK MANAGEMENT FRAMEWORK
Risk Registers

Risks for the Office of the Police, Fire and Crime Commissioner and Cumbria Commissioner Fire and Rescue Authority are recorded on risk registers. The registers holds key information about each risk including a description of the risk, a score for the risk, what we are doing to manage the risk currently and any further actions we plan to take. It identifies the risk owner and the score determines how frequently that owner will review the risk to ensure we are taking appropriate action.

RISK MANAGEMENT FRAMEWORK
Risk Classification

Risks are grouped on our risk register into one of three classifications. The classification determines who is responsible for managing the risk and how those risks are managed. The classifications are:

- *Strategic Risks* – risks that threaten the achievement of strategic objectives such as those in our policing plan, fire plan and other core strategies. These tend to be medium to long-term but some may feature for a shorter period of time due to a significant event or planned business activity.

- *Operational Risks* – these are risks which relate to the day-to-day business of to our operating systems, service delivery and the objectives in our business plans. Operational risks will also be identified as part of the business continuity process.

- ▪ ***Project Risks*** – risks identified as being significant to the projects being undertaken by the Commissioner. These risks are managed very dynamically due to the more limited timescale across which projects are typically delivered. They are reviewed prior to each project board and presented to each meeting. This means that the pace of the project and the frequency of meetings are aligned to the review of risks. The terms of reference for all project boards includes responsibility for managing project risks.

RISK MANAGEMENT FRAMEWORK
Risk Assessments

Our strategy sets out a consistent way to score risks taking into account the impact of the risk and likelihood of it occurring. The higher the risk score the more frequently we will assess the actions that we have in place to mitigate the risk. We score both the inherent risk and the mitigated risk. The inherent risk score tells us what the impact of the risk could be if we took no action whilst the mitigated score tells us how much we have reduced the risk as a result of things we do to manage it.

RISK MANAGEMENT FRAMEWORK
Police & Crime Plan

The Police, , the Office of the Police, Fire and Crime Commissioner; and how policing will be delivered in Cumbria. The development of the plan informs our work in relation to strategic risks. Strategic risks are incorporated within the strategic risk register which is approved by the OPFCC Executive Team and presented to the Joint Audit Committee for scrutiny. Operational risks are included within the operational risk register and are actively managed through the Commissioner's Office under the direction of the Executive Team. Cumbria Constabulary will actively identify and manage their own risks which are also presented to the Joint Audit Committee for scrutiny.

RISK MANAGEMENT FRAMEWORK
Fire & Rescue Plan

As Cumbria Commissioner Fire and Rescue Authority, the Police and Crime Commissioner agrees a Fire and Rescue Plan with the Chief Fire Officer. This identifies how fire services will be delivered within Cumbria and informs our work in relation to strategic risks. Where operational risks impact upon Cumbria Commissioner Fire and Rescue Authority these will be entered into the OPCC strategic or operational risk registers and actively managed through the Commissioner's Office under the direction of the Executive Team. Cumbria Fire and Rescue Service will actively identify and manage their own risks which are presented to the Joint Audit Committee for scrutiny.

RISK MANAGEMENT FRAMEWORK
Partnership Risks

Partnership Risks may be identified through the collaboration or commissioning work undertaken by the Commissioner and their office when holding partners to account. Where either are the lead or commissioning body and which impact upon the OPCC or require mitigation these would be added to the strategic, operational or project risk register as appropriate.

RISK MANAGEMENT FRAMEWORK
Risk Arrangements Review

Our overall arrangements for risk are reviewed annually by the OPCC Executive Team as part of the review of wider governance arrangements. The review is reported in the Annual Governance Statement alongside our Statement of Accounts, which is approved by the Commissioner. The statement is subject to external audit and presented with the Accounts to our Joint Audit Committee.

RISK MANAGEMENT FRAMEWORK
Risk Appetite & Tolerance

Risk appetite is developed in the context of the organisation's risk management capability. It is not a single, fixed concept and there will be a range of appetites for different risks which need to align. Risk appetite must take into account differing views at a strategic and operational level and these may vary over time. If a level of risk is not acceptable then it must be managed accordingly. Risk tolerance allows for variations in the amount of risk the OPCC is prepared to tolerate for a particular activity or project. How the OPCC will deal with risk tolerance for all its risks is addressed within the risk management methodology section of this strategy.

The OPCC will strive to manage strategic, operational and project risks to a level which is acceptable or where it is negated, taking into account the costs of any mitigations which are required. Depending upon the circumstances it may be necessary to set a different risk appetite for a particular area of business or project but the general default position for the OPCC will be medium/cautious.

The OPCC has a Risk Matrix which illustrates assessments of the likelihood and impact scores which are plotted onto a (4 x 4) Risk Matrix. This determines the level of inherent risk and, later, to demonstrate the residual position after the application of controls to mitigate and reduce risk

LIKELIHOOD			1	2	3	4
	Very High	4	4	8	12	16
	High	3	3	6	9	12
	Medium	2	2	4	6	8
	Low	1	1	2	3	4
			1 Low	**2** Medium	**3** High	**4** Catastrophic

Magnitude of Impact

Key

Risk Management Action Level	Low Priority No additional action needed Maximum review time frame 12 months	Some additional activity may be necessary Maximum review time frame 6 months	Activity required in current year Maximum review time frame 3 months

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RISK MANAGEMENT FRAMEWORK

Risk Responsibility

Our strategy allocates specific roles and responsibilities to officers within the OPFCC for Risk Management. This ensures there is clarity and accountability for ensuring our practices are embedded and our objectives are achieved. Responsibility for the risk management is identified later within this framework.

RISK MANAGEMENT FRAMEWORK

Fraud Risk Assessment

Fraud risk assessment is used to assist staff to identify and deal with any suspected risk of fraud and ensure that adequate and effective internal control arrangements are in place. As part of the preparation process for the financial statements of accounts, evidence and assurances are provided for scrutiny to the external auditors. This information is then assessed and incorporated into the final statement of accounts. Our independent Joint Audit Committee is provided with a copy of the final statement of accounts for consideration and can monitor any fraud issues which are raised.

We have an Anti-Fraud and Corruption Policy which provides staff with information on identifying and dealing with fraud and corruption including contact details for the reporting of any concerns. Our Joint Audit Committee reviews the policy on a cyclical basis and ensures that it meets recommended practices. Also, in place is a Confidential Reporting (Whistleblowing) Policy which provides effective mechanisms for `open' and `confidential' reporting of wrongdoing.

RISK MANAGEMENT FRAMEWORK

Internal Audit

Our arrangements for risk management, those of Cumbria Constabulary and Cumbria Fire and Rescue Service are subject to internal audit. The service has adopted the Public Sector Internal Audit Standards (PSIAS) which ensures that they undertake risk based internal auditing. This methodology is used to help our organisation accomplish its objectives. Our Joint Audit Committee receives the findings of audit work and monitors the implementation of actions following any audit recommendations.

RISK MANAGEMENT FRAMEWORK

Decision Making and Risk

Our reporting formats include a section on the risk implications of any decision and potential course of action. This ensures that decisions are taken on an informed basis and agreement can be reached on how risks should be managed.

RISK MANAGEMENT FRAMEWORK

Lead Officer for Risk

Our Governance Manager is designated as lead officer for risk. This means that one of our staff has specific responsibility for maintaining an up-to-date awareness of risk management practices and

ensuring we embed a risk aware culture. Our lead officer attends risk management meetings with Cumbria Constabulary and Cumbria Fire and Rescue Service to assure their arrangements and that our risk registers are aligned where it is appropriate. This is one of the ways we hold Cumbria Constabulary and Cumbria Fire and Rescue Service to account for their risk management arrangements.

RISK MANAGEMENT FRAMEWORK
Accountability & Governance

The Police, Fire and Crime Commissioner has an Accountability Framework which aims to:

- Provide a robust system for holding the Chief Constable and Chief Fire Officer to account for policing and fire services respectively within Cumbria.
- Provide information on performance in delivering the Police and Crime Plan and the Fire Service Plan.
- Focus on the priority developments whilst still maintaining oversight of key outcomes and day-to-day business.
- Provide a balance between the services provided, the quality of those services and value for money.

Collectively the risk management framework ensures that we have a systematic approach to managing our risks. It facilitates proper consideration of the implications of decisions and actions and provides a mechanism through which we can evaluate how well our approach is working in practice. Internal and external audit provide a further layer of validation and scrutiny of our arrangements.

The Chief Executive/Deputy Chief Executive/Head of Communication and Business Services meets quarterly with the Constabulary's Strategic Lead for Risk to ensure both organisation's strategic risk registers reflect the purpose and key objectives of their respective organisations and that the identified strategic risks are being effectively managed. This is replicated for Cumbria Fire and Rescue Service.   In the first instance this will be done through the Legal and Governance Board

Risk Management Methodology

This strategy adopts a risk management methodology to assess the impact of a risk should it materialise and the likelihood of this happening. This methodology plays an important part in determining how much attention we need to give to managing specific risks through helping us to consider the implications should they arise. The methodology involves scoring risks based on the likelihood of the risk happening and the impact, using a 4x4 matrix that produces a risk score of between 1 and 16.

RISK MATRIX: LIKELIHOOD		
Likelihood Score	**Description of likelihood over the next 4 years**	
4	Very High	Will undoubtedly happen, possibly frequently (90% probability)
3	High	Will probably happen, but not a persistent issue (65% - 90% probability)
2	Medium	May happen occasionally (20% - 65% probability)
1	Low	Not expected to happen, but is possible (5% - 20% probability)

RISK MATRIX: IMPACT					
IMPACT SCORE		**IMPACT ON SERVICE OBJECTIVES**	**FINANCIAL IMPACT**	**IMPACT ON PEOPLE**	**DURATION OF IMPACT**	**IMPACT ON REPUTATION**
4	Very High	Unable to function or fulfil obligations – total failure of at least 2 areas of activity	Severe financial impact (Above £5m / budget implications)	Internally – wholesale or part resignation; unable to staff OPCC Externally – service provision withdrawn or unable to fund.	In excess of 1 year to recover pre- event position	Severe damage to reputation Sustained and prolonged national media interest Legal implications PCC resignation
3	High	Significant impact on service provision – total failure of at least 1 area of activity with impact across all areas of business	Significant financial impact (over £1m)	Internally – increased staff turnover/ shortage Externally – general/systemic poor user experience or unable to provide services (eg to victims)	Between 6 months to 1 year to recover to pre-event position	Significant damage to reputation Short term national / longer-term local media interest Legal implications
2	Medium	Material impact on service objectives – at least 2 areas of business / several personal objectives	Material financial impact (over £250k - £1m)	Internally – high level of staff absences Externally – multiple poor service user experience; reduced service provision	Between 2 to 6 months to recover to pre-event position	Adverse publicity, noticeable damage to reputation. Short term local media interest Complaints received
1	Low	Some impact on service objectives – single area of business/ individual objectives	Some financial impact (up to £250k)	Internally - low morale Externally – some poor service user experience	Up to 2 months to recover	Some damage to reputation 1-day local media interest Complaints received

RISK MANAGEMENT METHODOLOGY
Using the Methodology

It is important that the OPFCC manages it's risks effectively. Risks can have consequences in terms of economic, performance, professional reputation and public confidence.   By managing risk effectively it enables the organisation to fulfil its obligations to the communities of Cumbria and partners.

There are a number of steps to using our methodology to ensure that risks are considered effectively and appropriate controls are put in place to manage them. By identifying the OPFCC's risk appetite or tolerance will enhance the ability to score and RAG rate each identified risk.

Firstly, the inherent or base risk score is calculated. This is the risk score that would result if no action were taken to manage the risk. Using the matrix above a score would be calculated by multiplying the likelihood score with the impact score. It is important to understand this base risk as it helps us to assess what might happen if the measure we put in place to manage the risk fails; or if we put nothing in place. It supports decision making on the level of effort that should be directed towards reducing the risk.

Once the base risk has been scored, consideration is given to what we can do and what we are doing to reduce the risk. These are our risk control measures. The risk is then scored again, taking into account the effects of our actions. This produces a mitigated risk score against which we can then decide to do one of four things:

Tolerate	We decide to accept the risk and take no further measures
Transfer	We transfer all or part of the risk, for example through insurance or to other agencies/contractors
Treat	We introduce additional control measures to reduce the risk
Terminate	We aim to eliminate (avoid) the risk, for example by ceasing to provide a service or by doing something a different way

If we choose to transfer, treat or terminate the risk we then update our mitigated risk score once these actions have been taken. The overall inherent and mitigated risks scores are reviewed cyclically with the score determining how often we do the review. On a quarterly basis the OPFCC risk registers are monitored and reviewed to ensure they are kept up to date.   Risks with scores of between 8 and 16 are reviewed and updated on a quarterly basis; those scoring between 4 and 6 every 6 months; all other risks are reviewed and updated at least annually. The exception is project risks that are reviewed at each project board meeting due to the limited life of project activity and the impact of risk on project delivery. The inherent and mitigated risk score, control measures and any additional planned control measures are documented within our risk register.   We assign a `RAG' rating to all our risks as follows:

RED	Unacceptable with urgent action - high risks with a risk score from 8 to 16
AMBER	Tolerable with Actions – medium risks with risk scores from 4 to 6
GREEN	Acceptable - low risks with risk scores from 3 or less

This RAG rating assists in the easy identification of those risks which require urgent attention or close monitoring to those which can be reviewed on a less frequent basis.

The register identifies the review frequency and the officer responsible for managing the risk. Strategic risks under the direction of Police and Crime Commissioner are presented to the Joint Audit Committee twice during the year in March and September. This will provide the opportunity for the

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Committee to review both registers at the same time.   An annual risk management monitoring report will also be presented which includes the arrangements for holding the Chief Constable to account for Constabulary risk management.

Risk Management Responsibilities

Our strategy allocates specific responsibilities to key individuals, and any OPCC committees and boards to ensure clear lines of accountability for managing risk. This section of our strategy sets out those responsibilities.

RISK MANAGEMENT RESPONSIBILITIES
The Police and Crime Commissioner

The Police and Crime Commissioner has strategic responsibility for the overall arrangements for risk management. An Annual Governance Statement is approved annually by the Commissioner which includes a commentary on the effectiveness of risk management arrangements by the Commissioner's Chief Internal Auditor.

The Commissioner is responsible for strategic risks as identified within the strategic risk register and for understanding and challenging risks as part of their processes for developing policy and decision making.

The Commissioner has responsibility for holding Cumbria Constabulary, Cumbria Fire and Rescue Service and wider partners to account for their arrangements in respect of risk management and providing public assurance of such.

RISK MANAGEMENT RESPONSIBILITIES
Risk Oversight for Policing and Fire

As well as risks related to the Office of the Police, Fire and Crime Commissioner, the Commissioner, through his office and the Joint Audit Committee, deliver oversight and holding to account for strategic risks associated with Cumbria Constabulary and Cumbria Fire and Rescue Service.   This enables them to ensure risks are being appropriately identified, managed and mitigated.   Where risks within Cumbria Constabulary or Cumbria Fire and Rescue Service impact upon the Commissioner, these will be entered onto the OPFCC registers and monitored.

RISK MANAGEMENT RESPONSIBILITIES
OPCC Executive Team

The OPCC Executive Team has responsibility for maintaining comprehensive systems of internal control including risk management processes and approval of the risk management strategy. They also have responsibility for ensuring a strategic and operational risk register is maintained to support the management of those risks that may impact on the delivery of the OPFCC business plan.

The Chief Executive/Executive Team reports on the effectiveness of arrangements for risk management within the Annual Governance Statement to the Commissioner and to the Joint Audit

Committee. The Chief Finance Officer has responsibility for ensuring appropriate internal audit arrangements are maintained and for insurance in respect of those risks which are to be treated.

RISK MANAGEMENT RESPONSIBILITIES
OPCC Managers and Staff

Managers and staff - have responsibility for the strategic and operational risks arising in their service areas. Managers must ensure teams carry out risk assessments to inform control measures and mitigating action. Staff are responsible for ensuring risks that may impact on the delivery of their business objectives are recorded in the strategic and operational risk register and actively managed.

Where a risk is identified by a manager or member of staff which affects another part of the OPCC's business then this will be highlighted to the appropriate manager or member of staff for inclusion within the register.

A risk which is considered to have a significant effect on medium to long term objectives can be escalated to the Executive Team at any time for consideration, inclusion within the strategic risk register and appropriate action identified and instigated. Following their consideration, it may be reported to the Commissioner to appraise them of the issues.

OPCC staff are able to receive direction and instruction regarding their responsibilities for operational risk from a number of sources. These include – information contained within policy/strategy and procedure manuals; as part of their induction process; from their line manager; the lead officer for risk, information sessions at extended team meetings and specific training courses where required.

RISK MANAGEMENT RESPONSIBILITIES
Project Managers

Project managers are responsible for ensuring any project risks are actively recorded on a project risk and issues log. All risks should be scored in line with the agreed risk methodology within this risk strategy and reported to the project board to ensure appropriate action is taken. As part of updates or project reports any identified risks should be reported upon, with particular attention to those which may disrupt or halt the project.

RISK MANAGEMENT RESPONSIBILITIES
Joint Audit Committee

The Office of the Police, Fire and Crime Commissioner, Cumbria Constabulary and Cumbria Fire and Rescue Service have in place a Joint Audit Committee which has independent membership.

The Committee will examine evidence provided by internal and external audit and other governance areas to ensure that we demonstrate we are actively managing our risks. This provides independent assurance to the Commissioner, Executive Team and OPFCC Chief Finance Officer.

The relevant terms of reference of the Joint Audit Committee are:

▪ Monitor the effective development and operation of risk management, review the risk profile, and monitor progress of the Police, Fire and Crime Commissioner, the Chief Constable and the Chief Fire Officer in addressing risk-related issues reported to them.

- Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.

- Review arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter-fraud strategy, actions and resources.

- Consider the framework of assurance and ensure that it adequately addresses the risks and priorities of the OPCC, Cumbria Constabulary and Cumbria Fire and Rescue Service.

RISK MANAGEMENT RESPONSIBILITIES
Internal and External Audit

Internal Audit are responsible for periodically reviewing the effectiveness of risk management processes including the verification that controls are operating as intended. This source of independent assurance is a fundamental part of the evidence used to discharge our accountability for reviewing the effectiveness of our governance arrangements. External auditors review the annual governance statement that sets out how we have complied with our arrangement for risk management and will test a number of financial controls that mitigate against financial risks as part of their audit work on the financial statements.

RISK MANAGEMENT RESPONSIBILITIES
Lead Officer for Risk

The OPCC Governance Manager is the lead officer for risk. This responsibility includes:

- Pro-actively driving forward the management of risk

- Liaison with the Constabulary, other partners and major contractors to monitor compliance with and the effectiveness of their risk management arrangements and reporting thereon to the Police and Crime Commissioner

- Monitoring the implementation of the risk management action plans of the OPCC Cumbria Constabulary and Cumbria Fire and Rescue Service.

- Bring to the attention of the Commissioner and/or Joint Audit Committee any concerns about the arrangement for risk management

- The provision of a risk register system to aid the recording, review, analysis and reporting of strategic and operational risks

- Maintaining an up-to-date awareness of risk management practice and leading on communications and guidance to support the embedding of a risk aware culture

Risk Register Template

Risk No:	Risk Title:	Description: **Police & Crime Plan Objectives:** **Fire Service Plan:**

Risk Mitigation Strategies:	
Avoid	Stop the risk completely or stop it having an impact.
Reduce	Reduce the likelihood and/or impact of the risk
Transfer	Outsource, use contractors or insure against things going wrong
Accept	The risk is tolerable/accepted

Risk Score		Likelihood – over the next 4 years
1	Low	Not expected to happen, but is possible
2	Medium	May happen occasionally
3	High	Will probably happen, but not a persistent issue
4	Very High	Will undoubtedly happen, possibly frequently

What is the cause of the risk? (Lack of …..failure to ….)	What is the consequence of the described risk? (Results in…….leads to………)	Unmitigated Score			Mitigated Score			Risk Owner & Mitigation Strategy (Avoid, reduce, transfer, accept)	Actions				
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score		Current Controls in Place to Mitigate the Risk	Assurances	Future or further actions to be taken	Action Owner	Review Date

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