

Ref	Action	Description	Lead	Priority	Status	Time Frame	Update
1	CEO attendance at JARAP	Attendance of the CEO at the JARAP to reinforce our commitment to scrutiny and provide reassurance of the organisational progress	Chief Executive	High	Completed	Ongoing	<p>Apr-23 - Previous CEO attended JARAP in January. The current CEO is due to attend the April meeting.</p> <p>Jul-23 - CEO attended meeting in April and is schedule to attend the next meeting in August. CEO has regular meetings and conversations with the chair of JARAP.</p> <p>Apr-23 - All risks reviewed, risk register updated with risk score and responsible officer. Risk embedded into SMT business agenda. Dedicated risk lead identified to manage organisational risk in the OPCC.</p>
2	New approach to risk	Updated version of the risk registers with a refreshed review of organisational risk	Chief Executive	High	Completed	Ongoing	<p>Jul-23 - Risk Register continues to be updated on a regular basis and is a standin agenda item at OPCC SMT meeting.</p> <p>Apr-23 - Departmental risk registers established for VRN, People Zones, Commissioning and Comms. Risk register still to be put into place for governance, performance and finance.</p>
3	Deptamental/Operational risk registers	Departmental risk registers aligned to organisational work streams	Chief Finance Officer	High	In Progress	Aug-23	<p>Jul-23 - Performance and Governance risk register in place. Finance risk register to still be implemented. Risk is on the agenda at individual team meetings and updated regularly. Risks escalated through SMT.</p> <p>Apr-23 - Risk Register last reviewed at SMT business meeting on 22nd March 2023.</p>
4	Review of Risk Scores	A review and refresh to the current risk scores	Chief Finance Officer	High	Completed	Ongoing	<p>Jul-23 - Risk continue to be reviewed and discussed at SMT. Individual managers have ownership of risks and controls. Controls log to be put in place to monitor the implementation of controls and mitigations</p> <p>Apr-23 - Risk Register reviewed at SMT business meeting on 22nd March 2023. Regular meetings scheduled into the SMT diaries to discuss individually assigned risks and progress against controls.</p>
5	SMT Update	An update by the CEO and other members of the SMT of each specific risk	Chief Executive	High	Completed	Ongoing	<p>Jul-23 - Risk is standing item on the SMT and departmental agenda. Regular meetings scheduled with risk owners. Risk policy recently reviewed and updates to scoring matrix made.</p>
6	Review of Risk owners/Responsible Officers	A review and refresh of the risk owners and the responsible officers	Chief Executive	High	Completed	Jan-23	<p>Apr-23 - Risk owners and responsible owners reviewed and updated in line with new leadership roles.</p> <p>Apr-23 - Risk is a standing agenda item on the SMT business meeting each week to capture any new risks. Risk Register is presented to SMT business meeting monthly.</p>
7	Introduction of formal processes	The introduction of formal processes through the senior management team meetings to maintain focus and scrutiny	Chief Executive	High	Completed	Jul-23	<p>Jul-23 - Risk Management policy reviewed at SMT. Change to risk scoring matrix. Last update by SMT was 16th July.</p>
8	Staff Briefing	A briefing session for staff to raise awareness of organisational risk	Chief Executive	High	Completed	Jun-23	<p>Jul-23 - Session provided at the OPCC team meeting by the Force's Heath, Safety and Risk Advisor on 14th June. Covered strategic risks and the risk register. Follow up session provided by the OPCC Policy and Compliance officer on 12th July.</p>
9	Commissioning Strategy	The delivery and strong oversight of the Commissioning Strategy which will be reported upon to the Police and Crime Panel in June 2023.	Director of Strategy, Commissioning and Partnerships	Medium	Completed	Jun-23	<p>Apr-23 - Commissioning Strategy completed and presented to Police and Crime Panel in Dec 2022. Commissioning team implementing and delivering against the strategy. Commissioning Audit - Satisfactory Assurance. Commissioning briefing can be provided to JARAP if required.</p> <p>Apr-23 - Leadership roles have been reviewed and new structure in place. New roles being finanlised with HR and fully implemented.</p>
10	Review of Leadership roles	A review of leadership roles has been conducted within the Office of Police and Crime Commissioner	Chief Executive	High	In Progress	Aug-23	<p>Jul-23 - Structure is implemented and majority of the leadership roles have been finalised. New CEO due to start in September and interview for the CFO role is end of July.</p>
11	Review of CGF	A review of the Corporate Governance Framework including the scheme of consent and delegation in response to a new Chief Constable taking office and the introduction of the new Deputy Police and Crime Commissioner	Chief Executive/ Chief Finance Officer	High	In Progress	Aug-23	<p>Apr-23 - Review of the CGF in progress. First draft completed and being reviewed.</p> <p>Jul-23 - PCC has been briefed on the updated CGF. Due to go to the Force for consultation in July. Will be circulated to legal and JARAP in due course.</p>
12	Development of People Strategy	The development of a People Strategy to ensure the organisation is progressive, modern and culturally aligned to our vision and Police and Crime Plan	Chief Executive	High	In Progress	Jul-23	<p>Apr-23 - PDR system is being developed. People strategy grouped into 4 sections - first section has been compldted and reviewed by SMT. Other 3 areas will be completed by end of April 23. Hybrid working policy will be implemented from 1st April 23. Staff Survey conducted by Tensense. Results are yet to be analysed.</p> <p>Jul-23 - PDR system complete and all members of staff have a PDR in place. Results of the Tensense survey have been analysed. Hybrid working policy implemented.</p>

13	Development of Organisational Policies	The development of organisational policies which were hitherto non-existent	Director of Governance and Performance	High	In Progress	Jul-23	Apr-23 - External consultant has been sourced to review all OPCC Hr polcies and redraft to be fit for purpose. Work expected to commence in April 23. Jul-23 - HR policies being reviewed with some already under consultation.
14	Development of Performance Framework	The development of an organisational performance framework in line with my ambition to be as strong with internal governance as we have become with the force Corporate Governance Structure	Director of Strategy, Commissioning and Partnerships	Medium	In Progress	Sep-23	Apr-23 - Performance Framework for holding force to account has been implemented. Performance framework for commissioned service in the process of being defined. Jul-23 - Commissioning processes currently being reviewed by external consultant. Commissioning framework still to be implemented.
15	Risk Lead	Identify Risk Lead in the OPCC	Chief Executive	High	Completed	Mar-23	Apr-23 - Chief Finance Officer identified as risk lead for the OPCC Apr-23 - CFO seeking relevant risk management training and will book on an appropriate course.
16	Risk Management Training	Provide risk management training to OPCC risk lead.	Chief Finance Officer	High	In Progress	Aug-23	Jul-23 - Training course identified. Training needs analysis for OPCC recently completed as part of the PDR process. Training is now being booked following completion of needs analysis.
17	Briefings to PCC on risks	Provide regular briefings to the PCC on the risks within the OPCC including the action plans to mitigate risk.	Chief Finance Officer	High	In Progress	Ongoing	Apr-23 - Reinstate PCC meeting after the SMT Business meeting to update the PCC and DPCC on OPCC risks including risk action plan. Jul-23 - Updates provided to the PCC by the CEO on matters raised during SMT including risk.
18	Force and OPCC joint risks	Attendance at the Force Organisational risk board.	Chief Finance Officer	High	In Progress	Aug-23	Apr-23 - CFO (or suitable representative) to attend the forces Organisational Risk Board to capture joint risks. Jul-23 - CFO has requested invite for the next ORB meeting.