



Report of the PCC CFO to the Chair and Members of the Joint Audit Committee
25th September 2025

Presenting Officer: Mr Michael Porter, Chief Finance Officer

Status: For information

Strategic Risk Register

1. Purpose

- 1.1 To provide Members with an update on the progress of the PCC's risk register.

2. Recommendations

- 2.1 That Members note the content of the report.

3. Background

- 3.1 The PCC continues to take an integrated approach to embedding its risk register within the OPCC. The Risk Register is managed on the 'Insight4GRC' system and also continues to be reviewed in line with the OPCC's own Risk Management Policy.
- 3.2 The Risk Register is reviewed and reported on a half yearly rolling basis. The objective of the review is to update risk controls, scoring, and check progress against outstanding actions and to explore new or emerging risks.

4 Progress and Changes since the last update

- 4.1 The OPCC has a very stable risk register than doesn't fluctuate too much over the course of a year and therefore other than some minor adjustments the risk register has remained largely unchanged during the last 6 months.
- 4.2 The review of Governance as part of the Annual Governance Statement process for 2024/25 noted that there had been an implementation of a new Risk Management package during 2024/25 which needs to be better understood, used and managed within the OPCC so that Risk Management becomes a key part of the organisation and can help inform decision making and areas of key development.
- 4.3 As a result, a full review of the Risk Register is to be undertaken across the Senior Management Team, aligned to the new Police and Crime Plan, ensuring that access to the system, ownerships of each risk and regular updates are provided to ensure that risk management is an active part of the OPCC.
- 4.4 Emerging Risks
- 4.5 There are a number of areas that are currently under consideration for addition to the Risk Register as a separate Risk and/or supplementing current risks.
- 4.6 In terms of the Organisational Governance Risk one of previous actions to move this area of risk to its Target level was: *'Following the appointment of a new Chief Constable, the OPCC now needs to ensure that the Force secure robust and stable Chief Officer Team'*
- 4.7 This Action was rightly closed around 2 years ago.
- 4.8 With the new Chief Constable and Deputy Chief Constable promoted from within this provides continuity in terms of the understanding of organisational governance. However, the 2 Assistant Chief Constables (ACCs) are both temporary/acting appointments at this stage, one of whom is on secondment from another Force.
- 4.9 Neither of the ACCs have undertaken the executive leaders programme (ELP) which replaced the strategic command course in 2023 and is the most prestigious programme for executive leaders in policing. The ELP enables police officers and staff to develop towards becoming an executive leader in policing, in line with the leadership standards and relevant role profiles
- 4.10 The potential risk in this area has clearly reduced over the last 6 months with the appointment of the Chief Constable and Deputy Chief Constable however there remains some potential for some instability in the Chief Officer Team and therefore some increased risk around Organisational Governance, and therefore this risk will continue to be reviewed and monitored from an OPCC perspective with any amendments included within the Risk Register update provided to the Committee in March 2026.

4.11 In terms of the Financial Planning Risk, while the risk rating has not changed this continues to be actively considered. The Comprehensive Spending Review that was published in June 2025 provided an indication of the level of Police Funding for the next 3 years, including increases in the Police element of the Council Tax bill, of the following:

- 2026/27 – 4.8%
- 2027/28 – 3.6%
- 2028/29 – 2.5%

4.12 It is not clear at this stage what is included within these percentage increases, for example does it include funding that will be ring-fenced for additional investment into Neighbourhood Policing, does it include the costs for the recently agreed 4.2% Police Officer Pay award.

4.13 As such it is unclear how much funding will be available for general pressures and inflation.

4.14 This continues to be monitored, and scenarios have been developed to try to forecast the potential impact and outcomes.

4.15 All risks will continue to be reviewed and monitored as the year progresses.

5 Risk Register

5.1 The Insight4GRC methodology and Risk Management Policy is in place and work is continuing to embed it into the day-to-day work of the OPCC.

5.2 All risks have and will continue to be allocated to individual Officers with regular updates required.

5.3 A Summary Risk Report is included as an appendix to this report which includes details of the Inherent, Residual and Target Risk scores.

5.4 Members will note that around half of the Risks currently on the Risk Register are at their Target Score.

6. Implications

6.1 Finance

There are no known financial implications at the present time. However, as the process progresses the financial implications will be continually reviewed.

6.2 Diversity and Equal Opportunities

There are no diversity or equal opportunities implications arising from the content of this report.

6.3 Human Rights Act

There are no Human Rights Act implications arising from the content of this report.

6.4 Sustainability

Risk Management is a vital element in ensuring the sustainable delivery of services and delivering the PCC's priorities.

6.5 Risk

Risk Management is crucial in ensuring the sustainable delivery of services and delivery of the PCC's priorities through the effective identification and management of the principal risks to the delivery of corporate objectives.

7. Conclusion

- 7.1 The OPCC strategic Risk Register and the work to embed risk management within the work of the OPCC remains on-going and work will continue to ensure progress is maintained and risks are appropriately captured and managed.

Risk Summary Report

Generated Date				17 Sep 2025 07:59			
Risk Criteria							
Project				Risk - Live			
Prefix	Reference	Risk Title	Risk Owner	Status	Inherent Priority	Residual Priority	Target Priority
OFF0015	1626	Organisational Governance	Michael.Porter@cleveland.police.uk	Open	Primary (25)	Contingency (10)	Contingency (10)
OFF0017	1628	Fraud	Michael.Porter@cleveland.police.uk	Open	Primary (20)	Contingency (8)	Contingency (8)
OFF0021	1632	Financial Planning	Michael.Porter@cleveland.police.uk	Open	Primary (16)	Primary (12)	Contingency (8)
OFF0028	1639	Objectives of the Office of the PCC	lisa.oldroyd3@cleveland.police.uk	Open	Primary (16)	Contingency (8)	Contingency (8)
OFF0029	1640	Holding the Chief Constable and the Force to account	lisa.oldroyd3@cleveland.police.uk	Open	Primary (25)	Primary (15)	Contingency (10)
OFF0030	1641	Commissioning of services	Rachelle.Kipling@cleveland.police.uk	Open	Primary (16)	Primary (12)	Contingency (8)
OFF0033	1644	Complaints against the Chief Constable	lisa.oldroyd3@cleveland.police.uk	Open	Contingency (9)	Low (4)	Low (4)
OFF0039	1868	Failure to provide competent Complaints Model 3 service	Elise.Pout@cleveland.police.uk	Open	Primary (20)	Contingency (9)	Contingency (6)
OFF0040	1899	Working with Partners	Rachelle.Kipling@cleveland.police.uk	Open	Primary (16)	Primary (12)	Contingency (8)
OFF0041	1900	Sexual Assault Referral Centre	Rachelle.Kipling@cleveland.police.uk	Open	Primary (16)	Primary (12)	Contingency (8)
OFF0042	1901	Data Protection	Rachelle.Kipling@cleveland.police.uk	Open	Primary (12)	Contingency (8)	Contingency (8)