Report of the PCC CFO to the Chair and Members of the Joint Audit Committee
25th September 2026

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 2024/25 Annual Governance Statement has the following action in relation to the OPCC Risk Register:
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.

4.2 Much of this work has now been completed. All risks have been reviewed and updated as appropriate, resulting in some risks being closed and replaced by revised risks reflecting the new Police and Crime Plan, the current PCC and Chief Constable and the overall position of the organisation.

4.3 It the last report it was reported that the new Risk Management package still 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, and a wider training package provided to ensure that all risk owners are confident in using the Risk Management system in a consistent manner.

4.4 Training across the OPCC SMT was provided in August to address this.

4.5 In terms of the 2025/26 Annual Governance Statement, there was an action to review, update and publish an updated OPCC Risk Management Strategy/Policy with appropriate oversight from the Audit Committee, this is on track for completion this financial year and is expected to be reported to the next meeting of this Committee.

4.6 <u>Increasing Risk</u>

4.7 As noted in the last update the financial planning risk continues to be an area of challenge. In March 2026 we reported an increase to the Financial Planning Risk (0021) to reflect the significant challenges resulting from the 2026/27 financial settlement and the expectation that future funding settlements for the next 2 financial years, aligned within the current Comprehensive Spending Review period, will be even more challenging for Cleveland than 2026/27.

4.8 This has been added to in the 6 months since then through the significant costs incurred for mutual aid to support the Force and communities with the tragic events of 22nd August and subsequent events.

4.9 While the Government have indicated that they will provide £2m additional funding to the organisation, this is significantly lower than the costs of mutual aid that has already been provided to the Force.

4.10 Emerging Risks

4.11 There are a couple of areas that are currently under consideration and development for addition to the Risk Register as either separate risks and/or supplementing current risks.

4.12 **Abolition of PCC's** - The government announced on November 13, 2025, that Police and Crime Commissioners (PCCs) in England and Wales will be abolished by May 2028, coinciding with the end of the current electoral cycle. Their responsibilities will transfer to regional mayors or new policing boards.

4.13 The OPCC now have in place regular meetings with the Tees Valley Combined Authority to consider this, there is a PCC Transition group in place that meets every 2 weeks, and work is progressing to develop a Programme Transition Board, setting out the required workstreams, owners and work.

4.14 This will be developed further over the coming months.

4.15 **Wider Policing Reforms as set out within the Policing White Paper** - The Government published a major police reform White Paper, From Local to National: A New Model for Policing, on January 26, 2026. It proposes the biggest shake-up in 50 years, aiming to create 13,000 new neighbourhood roles, merge forces into regional "super-forces," introduce a national police service for specialised crime, and mandate officer licensing

4.16 There remains a considerable lack of clarity, information, legislation and known timelines across both areas, which creates additional risk on top of the risks of the change itself.

4.17 These areas will continue to be considered further over the next 6 months and reported on in the next update on the OPCC Risk Register in March 2027.

4.18 All risks will continue to be reviewed and monitored and as further information becomes available.

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	16 Sep 2026 17:09
Risk Criteria	
Project	Risk - Live
Risk Area	19. Office of the Police and Crime Commissioner

Prefix	Reference	Risk Title	Risk Owner	Inherent Priority	Residual Priority	Target Priority
OFF0015	1626	Organisational Governance	Michael.Porter@cleveland.police.uk	Primary (25)	Contingency (10)	Contingency (10)
OFF0017	1628	Fraud	Michael.Porter@cleveland.police.uk	Primary (20)	Primary (12)	Contingency (8)
OFF0021	1632	Financial Planning	Michael.Porter@cleveland.police.uk	Primary (16)	Primary (16)	Contingency (8)
OFF0030	1641	Ability to commission services that align with the Police and Crime Plan priorities	Rachelle.Kipling@cleveland.police.uk	Primary (16)	Primary (12)	Contingency (8)
OFF0033	1644	Complaints against the Chief Constable	Lisa.Oldroyd3@cleveland.police.uk	Contingency (9)	Low (4)	Low (4)
OFF0039	1868	Failure to provide competent Complaints Model 3 service	Elise.Pout@cleveland.police.uk	Primary (20)	Primary (12)	House Keeping (6)
OFF0040	1899	Ineffective engagement with partners	Rachelle.Kipling@cleveland.police.uk	Primary (16)	Primary (12)	Contingency (8)
OFF0041	1900	Failure to comply with Sexual Assault Referral Centre forensic accreditation requirements (ISO 15189)	Rachelle.Kipling@cleveland.police.uk	Primary (16)	Primary (12)	Contingency (8)
OFF0042	1901	Data Protection	Rachelle.Kipling@cleveland.police.uk	Primary (12)	Contingency (8)	Contingency (8)
OFF0043	7833	Effective delivery of the Police and Crime Plan	Lisa.Oldroyd3@cleveland.police.uk	Primary (16)	Contingency (8)	Contingency (8)
OFF0044	7839	Holding the Chief Constable to account.	Lisa.Oldroyd3@cleveland.police.uk	Primary (25)	Contingency (10)	Contingency (10)