

**POLICE & CRIME
COMMISSIONER FOR
LEICESTERSHIRE
JOINT AUDIT, RISK &
ASSURANCE PANEL**

Paper
Marked

G

Report of **OFFICES OF POLICE AND CRIME COMMISSIONER**

Subject **POLICE AND CRIME COMMISSIONER RISK REGISTER**

Date **THURSDAY 26 MARCH 2026**

Author **DHARMISTA DAVE, ASSURANCE OFFICER**

Purpose of report

1. To provide JARAP with an update on the Police and Crime Commissioners strategic risk register, highlighting high priority risks, newly registered risks, changes of risk score and archived risks since the last report.

Recommendation

2. The panel is recommended to review the contents of this report and the updates provided within.

Summary (Appendix A)

3. There are currently 24 live strategic risks on the OPCC risk register.

High Risks (Appendix B)

4. 2 risks are currently rated as 'High' priority.

Changes in risk score (Appendix C)

5. 3 risks with changes in risk score documented on Appendix B and C.

New risks (Appendix D)

6. A total of 10 new strategic risks have been identified following the government's announcement - Abolition of PCCs in 2028.

Risk Grading Criteria (Appendix E)

7. The strategic risk register identifies the key strategic risks to the OPCC. In the main, these risks represent long-term issues and typically remain on the register for long periods.
8. All risks are scored on the new ascending scale of 1 – 5 in terms of impact and likelihood. Multiplication of these two figures leads to a Risk Score, which is expressed as a Red/Amber/Green or 'RAG' rating. All strategic risks are reviewed at least quarterly.

Likelihood Score	Almost Certain to occur.	5	5 Low	10 Major	15 Major	20 Critical	25 Critical
	Probably/Likely	4	4 Low	8 Moderate	12 Major	16 Critical	20 Critical
	Possible	3	3 Low	6 Low	9 Major	12 Major	15 Major
	Unlikely	2	2 Low	4 Low	6 Low	8 Moderate	10 Major
	Very Unlikely/Rare	1	1 Low	2 Low	3 Low	4 Low	5 Low
			1	2	3	4	5
			Very Low	Low	Medium	High	Very High
			Impact Score				

Risk Status

9. The 'status' of a risk gives an indication of the extent to which the risk is being managed/controlled. The categories are detailed below:

Controls Tasked – when additional controls have been identified. These additional controls will have an owner tasked to complete them and a target completion date.

Overdue Control – when the completion date for additional controls has passed.

Managed – when no further controls have been identified at that time to reduce the risk further, however, the risk is not acceptably 'controlled'.

Controlled – this risk is in the ideal state. Circumstances or time may change this state.

Awaiting Review – a managed risk which requires a review or a new risk to be reviewed for the first time or a risk transferred to a new 'Responsible Officer'.

Appendices

Appendix A: Strategic Risks Overview

Appendix B: High Risks

Appendix C: Changes to Risk Score

Appendix D: New risks

Appendix E: Risk Scoring Matrix

Persons to contact.

Kira Knott – Chief Finance Officer

Email: kira.knott@leics.pcc.police.uk.

Claire Trewartha – Chief Executive Officer

Email: claire.trewartha@leics.pcc.police.uk.

Dharmista Dave – Assurance Officer

Email: Dharmista.dave@leics.pcc.police.uk

Appendix A: Strategic Risks Overview

Highlighting Legend:

Risks Closed
Change to risk score
New risk since last meeting
Managed at operational level

Appendix A		OPCC Strategic Risk Register									
Reference	Owner	Title	Impact	Likelihood	Status	First Recorded	Last review	*Inherent (unmitigated) Risk Score	*Previous Score	Current Score	*Direction of Travel
OPCC031	Chief Finance Officer	The Financial Challenge 2024/2025 -2027/28	Very High	Almost Certain	Controls Tasked	02/11/2022	10/02/2026	16	20	25	↑
OPCC032	Chief Finance Officer	Risk of Cyber Attack	High	Probable	Controls Tasked	02/11/2022	10/02/2026	12	16	16	→
OPCC082	Chief Finance Officer	External Audit risk of prior period errors	Very High	Very Unlikely	Controls Tasked	13/12/2024	10/02/2026	25	10	5	↓
OPCC080	Chief Finance Officer	Loss or reduction in funding streams from the Home Office/ New Government/Ministry of	High	Unlikely	Controls Tasked	14/08/2024	10/02/2026	16	12	8	↓
OPCC073	Chief Finance Officer	Arrangements in place do not secure efficient and effective police service	High	Unlikely	Controls Tasked	15/10/2023	10/02/2026	8	8	8	→
OPCC014	Chief Executive	Failure to meet the General Data Protection Regulations (GDPR)	Low	Possible	Controls Tasked	30/8/2018	14/01/2026	16	6	6	→

OFFICIAL

OPCC020	Chief Executive	Police and Crime Plan commitments not delivered	Medium	Very Unlikely	Controls Tasked	30/08/2018	14/01/2026	12	3	3	→
OPCC021	Chief Executive	Values in the workplace Historic cultural issues may result in poor organisational morale.	Very Low	Possible	Controls Tasked	04/11/2021	14/01/2026	16	3	3	→
OPCC078	Chief Executive Officer	Change in strategic direction due to changing PCC priorities	High	Unlikely	Controls Tasked	13/08/2025	14/01/2026	12	9	9	→
OPCC084	Chief Executive Officer	Political Neutrality of OPCC Staff	High	Unlikely	Controls Tasked	13/08/2025	14/01/2026	12	8	8	→
OPCC085	Chief Executive Officer	Challenges in recruiting and retaining skilled staff, members and wider personnel.	Very High	Possible	Controls Tasked	13/08/2025	14/01/2026	15	15	15	→
OPCC093	Chief Executive Officer	Current Political narrative causes partners to disengage.	Low	Possible	Controls Tasked	28/08/2025	14/01/2026	6	6	6	→
OPCC095	Chief Executive Officer	Government Policy Announcements/Changes	Low	Possible	Controls Tasked	28/08/2025	14/01/2026	6	6	6	→
OPCC097	Chief Executive Officer	Devolution and local government organisations is likely to impact office ways of working, this could lead to instability to deliver on the Police and Crime	High	Possible	Controls Tasked	28/08/2025	14/01/2026	12	12	12	→

OFFICIAL

OPCC106	Chief Finance Officer	Contracts extending beyond abolition of PCCs	High	Probable	Controls Tasked	01/12/2025	02/03/2026	16	16	16	→
OPCC107	Chief Executive Officer	Relationship with the Force changes meaning we are unable to fulfil holding to account functions.	High	Possible	Controls Tasked	04/12/2025	12/02/2026	16	16	12	↓
OPCC108	Head of Strategy, Partnerships and Commissioning	Staff Morale and Performance impact due to PCC abolition	High	Probable	Controls Tasked	01/12/2025	11/02/2026	16	16	16	→
OPCC109	Director of Performance and Governance	Staff start to look for other employment and leave due to uncertainty affecting ability to deliver	High	Probable	Controls Tasked	01/12/2025	11/02/2026	16	16	16	→
OPCC110	Chief Executive Officer	Recruitment difficulties due to organisational uncertainty	High	Probable	Controls Tasked	01/12/2025	11/02/2026	16	16	16	→
OPCC111	Head of Communications	Social media negative comments, due to abolition of PCCs in 2028	High	Probable	Controls Tasked	01/12/2025	11/02/2026	16	16	16	→

OFFICIAL

OPCC112	Chief Finance Officer	Insufficient clarity on transition arrangements impacting planning and delivery	High	Probable	Controls Tasked	01/12/2025	11/02/2026	16	16	16	→
OPCC113	Head of Strategy, Partnerships and Commissioning	Disengagement of partners due to organisational change	High	Probable	Controls Tasked	01/12/2025	11/02/2026	16	16	16	→
OPCC114	Director of VRN	Reduced community trust, confidence and engagement due to perceived loss of investment	High	Probable	Controls Tasked	30/12/2025	26/02/2026	16	16	16	→
OPCC115	Director of VRN	Reduction in support for vulnerable children and adults due to funding uncertainty	High	Probable	Controls Tasked	30/12/2025	26/02/2026	16	16	16	→

OFFICIAL
Appendix B – High Risks

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
02/11/2022	OPCC031	Chief Finance Officer	Chief Finance Officer	20	25	↑
Title	The Financial Challenge 2024/25 -2027/28					
Risk summary	The overall MTFP position has deteriorated. Current assumptions indicate the MTFP will not balance through to 2026 and the use of reserves and identification of efficiency savings will be required from 2023/24 onwards					
Information	The announcement of the police staff pay award, will significantly increase pay inflation cost pressures across the MTFP period 2022/26. The Force is also experiencing higher than forecast non-pay inflation and considerable unbudgeted costs in relation to Op Energy. Uncertainty now exists around whether the 3-year Settlement for 2022/25 will be honoured, which includes the potential for PCCs to raise Band D precept by £15 for 2023/24. Force Risk: ST0278					
Controls	<ul style="list-style-type: none"> • Strategy and oversight - MTFP/Financial Strategy and the ongoing oversight provided by OPCC CFO/ Assistant Chief Officer (Finance and Resources) • Budget review -The PCC has requested the MTFP core assumptions be reviewed in order to balance the budget over the medium term, reduce reliance on the use of reserves, and increase the overall balance of reserves. • The operation requirements for both the PCC and Force will be reviewed in light of the new and emerging financial picture. Therefore, a series of meeting are being planned to ensure that the operational demand is aligned to the finances available. • The OPCC will review the commissioning budget and ensure that it is aligned to the commissioning strategy. • OPCC budgets/structures so will be reviewed to ensure that they are streamlined and provide value for money. • Force and OPCC efficiency savings plan to be drawn up for 2023/24. • NEW CONTROL - Budget build for 2024/25 and MTFP review for future years to be undertaken - including scenario planning, review of current assumptions, identifying efficiencies and moving to a sustainable position. 					
Latest Update	<ul style="list-style-type: none"> ➤ 02/11/2022 - New risk – Joint risk with the Force ➤ 30/11/2022 - Reviewed by SMT ➤ 23/12/2022 - CEO reviewed - The force and PCC/OPCC are reviewing the Financial and budgetary position for both organisations. The Financial risks are fluid and not clearly understood at this time. There are collective serious concerns about the potential for a budget deficit in the coming years and are being addressed through the budget building process. The PCC will be working with the Force to develop an achievable budget proposal for the PCP (1/2/2023). The MTFP will be developed to provide a longer-term oversight of the financial position and will be published in due course. Consultation is currently being undertaken with the public regarding the precept levels (Council Tax) and will be reported on in due course. The oversight of the MTFP is now well established and underpinned with a strong oversight and scrutiny approach with the monthly budget monitoring process. ➤ 22/03/2023 - Reviewed at SMT, the 23/24 budget has been set. The precept was set at £15; the Force has also applied for special aid to ease additional financial pressures created from Op Energy. The OPCC review of structures has concluded and enabled a release of £620k transfer to the Force. There is a 					

OFFICIAL

£5.8m deficit for 2023/24 which will be met through efficiency savings and use of reserves. Force and OPCC efficiency plan to be drawn up to reduce the deficit for 2023/24 and over the MTFP.

- 16/07/2023 - Reviewed by Chief Finance Officer - The Force have implemented a new Investments, Savings and Productivity Board to oversee the current financial position. The CFO will also attend this meeting to have oversight of the force's plans for investment, savings, and efficiencies plans.
- 24/09/2023 - Reviewed by Chief Finance Officer. CFO is now attending the Investments, Savings and Productivity Board. New Control measure added. A number of scenarios around precept will be presented to the Corporate Governance Board. A number of efficiencies and savings have been identified for 2023/24. Further work to be undertaken to realise further savings for 2024 and beyond. Risk score remains unchanged and given the overall MTFP position the risk remains high.
- 21/01/2024 - Reviewed by Chief Finance Officer. Budget meetings for 2024/25 have commenced and a draft budget proposal complete. Precept scenarios presented to the Commissioner. Police and Crime Panel meeting to take place on 1st Feb 24. Force on track to overachieve their £3.9m efficiency savings target for 2023/24 however a further £5.4m efficiency savings required for 2024/25.
- 14/02/2024 - New Controls Added. Update provided by CFO - Police and Crime Panel meeting took place on 1st Feb 2024 and £13 precept increase on a Band D property endorsed by the panel. Efficiency plan being drawn up by the force to close the budget gap of £5.4m. PCC wrote to Home Secretary to outline Leicestershire Position in relation to the budget. PCC is in the process of setting up a meeting with the policing minister to lobby for a fairer funding formula.
- 12/03/2024 - Control 1 -CFO changed due date from 31/2/2024 to 1/06/2024.
Control 2 - Assumptions reviewed as part of the budget setting process - Budget Report attached to task.
Control 7-Letter Sent to the Minster 8th February. reply received 5th March. Efficiency Savings plan to be presented to CGB on 18th March 2024. No change to risk score.
Control 8 - Control Owner changed to CEO from CFO
Control 9- CFO advised efficiency Savings Plan update to be presented to CGB on 18/03/2024.
- 11/04/2024 CFO reviewed no change.
- 15/05/2024 - SMT reviewed.
- 03/06/2024 - Control 5 -Each area of the OPCC is undertaking a workforce planning exercise to ensure each area is running effectively as possible with the right roles in place and ensures value for money.
Control 8 - Assigned to CEO as requested by CFO.
Control 9-Sustainability plan presented to Corporate Governance Board on 30th May 2024. Force making progress towards closing the budget gap for 2024/25. Update to be brought back to CGB on 30th July 2024 on how the force plan to close the gap for 2024/25 and show sustainable savings into 2025/26.
- 20/06/2024 - SMT reviewed.
- 09/07/2024 No Change
- 11/10/2024 - Risk score reviewed against new risk matrix. Increased to overall score of 20.
- Open Letter sent to Minister Johnson requesting a meeting at the earliest opportunity.

OFFICIAL

- 13/11/2024 - OPCC budget have been reviewed as part of the 2025/26 budget process. Bottom-up budget approach undertaken. Workforce planning exercise undergone by SMT to ensure structures align to best practice and deliver VFM
- 20/11/2024 - SMT reviewed.
- 18/12/2024 - SMT reviewed.
- 06/01/2025 - Provisional Police settlement received 17th December. Force are forecasting an approx. £11.7m deficit, reduced to £5.8m as a result of ongoing savings. The Force and OPCC are continuing to identify ways to reduce the deficit. CGB took place on 18th December where further areas were identified. Meeting to take place 16th January to identified further areas for potential savings.
- 15/01/2025 - SMT reviewed.
- 04/03/2025 - PCC and CFO met with Policing Minister on 3rd Feb to discuss Leicestershire Financial position. Follow up letter to be sent in March. 2025/26 budget included a £9.3m deficit. Plans in place to close the budget gap down to £1m. Force and OPCC to work together to close the remaining gap.
NEW CONTROL - Savings plan to be drawn up for the remaining £1m gap. assigned to CFO deadline Sept 2025
NEW CONTROL - Plans for £9.3m savings to be tracked through Corporate Governance Board. assigned CFO. Deadline March 2026. Control 5 - Workforce planning exercise has now been completed and final structures put into place. OPCC budget reviewed as part of the budget process.
- 01/05/2025 - Savings update paper to be presented to Corporate Governance Board on 6th May outlining the approach to closing the budget gap for 2025/26. Awaiting spring spending review which is expected in June.
CHANGE RISK TITLE - The Financial Challenge 2024/25 -2027/28 from The Financial Challenge 2022/23 -2025/26
- 11/06/2025 - Reviewed at OPCC Business Board
- 02/07/2025 - Reviewed at OPCC Business Board
- 07/07/2025 - Spending Review announced on 11th June. Very high level information - no force level detail. Known information is being worked into the MTFP and will be presented to CGB on 8th July.
- 06/08/2025 - Reviewed at OPCC Business Board
- 28/08/2025 - Annual Risk Review - SMT reviewed.
- 22/09/2025 - Police officer pay award agreed at 4.2%. Current modelling is based on 2.8%. Home Office have confirmed that the pay award above 2.8% will be funded centrally. However police staff pay award is still unknown and the impact on future years funding is still unknown.
NEW CONTROL - Budget build for 2026/27 and MTFP review for future years to be undertaken - including scenario planning, review of current assumptions, identifying efficiencies and moving to a sustainable position.
- 01/10/2025 - Reviewed at OPCC Business Board
- 30/10/2025 - Budget build for 2026/27 commenced. Autumn budget expected 26th November. No further information available. Staff pay award still not confirmed.
- 05/11/2025 - Reviewed at OPCC Business Board
- 10/12/2025 - Reviewed at OPCC Business Board
- 14/01/2026 – Reviewed at OPCC Business Board
- 10/02/2026 - PCC proposed a £11 precept increase to the police and crime panel on 4th February. The proposal was unanimously vetoed by the panel

OFFICIAL

	<p>members on the basis that the panel felt it was too low and the proposed level would not provide sufficient, sustainable resources to maintain and improve core services. Based on the current assumptions the MTFP identified substantial funding gaps over the planning period with a £16.4m deficit by 2029/30. The Commissioner has reviewed his decision in light of the recommendation put forward by the panel and put forward a revised proposal of £15. However, notwithstanding the additional funding generated through the maximum precept increase, the MTFP currently identifies projected funding gaps of £8.2m in 2027/28, £10.6m in 2028/29, and £14.9m in 2029/30. These gaps reflect ongoing financial pressures, including inflation, demand growth, and wider uncertainty in the future funding environment.</p> <ul style="list-style-type: none"> ➤ 10/02/2026 - New Control Measure added - CFO to work with the Force to refine saving plans, identify efficiencies and address the future funding gaps. Sustainability and savings plan to be implemented which looks assist key financial planning for the medium to long term. Change to Risk Score - Based on the current projections and the identified funding gaps over the MTFP likelihood increase to 5 - New Risk Score: 25 ➤ 11/02/2026 – Reviewed at OPCC Business Board ➤ 02/03/2026 - The Police and Crime Panel unanimously supported the revised precept of £15. The additional income will be used to close the remaining funding gap and to support the PCC with prevention activity.
Next Key Date	JARAP

OFFICIAL

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
02/11/2022	OPCC032	Chief Finance Officer	Chief Finance Officer	16	16	→
Title	Risk of Cyber Attack					
Risk summary	A successful cyber-attack on Leicestershire Police may result in the serious compromise of the confidentiality, integrity and availability of the information systems, services, and assets of the force/OPCC, potentially hindering operational effectiveness.					
Information	<ul style="list-style-type: none"> • All funded projects to be RAG rated to identify the impact of reduced or removed funding. • All contracted providers to develop exit strategies prior to March 2025 • Top-slicing funding to provide for future exit strategies. • Explore joint funding opportunities via SPB Exec • Potential underwriting by the PCC of key projects for Q1 should funding decisions be delayed where there is high confidence in ongoing funding. 					
Latest Update	<ul style="list-style-type: none"> ➤ 14/08/2024 - New risk ➤ 11/10/2024 Reviewed against the new risk score and control 3 removed. ➤ 13/11/2024 - Reviewed - no change. ➤ 09/12/2024 - Control 2 - MoJ settlement now known as of 02/12/2024. HO still not known. Services to decommission are sitting with the PCC Budget, once agreed notice will be provided to affected providers and exit strategies implemented. VRN in consultation with their identified partners re exit strategies. Deadlines added to Controls 1 and 2. Controls 3 and 4 are awaiting full settlement statements from HO and decision of PCC ongoing in budget setting process. ➤ 13/11/2024 - Cyber training took place 9th October. Training included on the mandatory training list and all staff will be monitoring to ensure they undertake training. Uptake of mandatory training is part of the performance pack which is monitored through SMT. Reduce likelihood to 1 - NEW RISK SCORE: 4 ➤ 20/11/2024 – SMT challenged the reduction in likelihood – no change made until reviewed by CEO. ➤ 18/12/2024 - SMT challenged the reduction in scoring at the meeting on 20th Nov 2024. 12/12/2024 CEO reviewed and considering recent attacks i.e., Leicester City Council and the Force risk scoring. Likelihood has been increased to 4 total risk score increased from 8 to 16. ➤ 06/01/2025 - No change. ➤ 15/01/2025 - SMT reviewed. ➤ 04/03/2025 - No Change to Risk. Controls reviewed. ➤ 01/05/2025 - Update as per Force Risk STR0339 - No further changes to risk score ➤ 11/06/2025 - Reviewed at OPCC Business Board ➤ 24/07/2025 - Risk remains high as a result of the outcome from the Internal Audit ➤ 02/07/2025 - Reviewed at OPCC Business Board ➤ 06/08/2025 - Reviewed at OPCC Business Board ➤ 20/08/2025 - Update as Force Risk STR0339 - Phishing attacks have continued but our safeguards are working well, and we are seeing people reporting concerns which is positive. BC preparation has begun. Cyber resilience action plan key area: Reviewing our third-party supply chain to ensure adequate levels of cyber protection are in place. IT health checks continue. IT reviewing roles to ensure sufficient resources in place for patching. Action cards created for IT service desk, 					

OFFICIAL

	<p>Information Security and Crisis management team. Currently being reviewed by relevant staff before testing will begin. Developing a cyber resilience rapid response plan. This will be used as a grab item during an incident. This will contain action cards once they have been approved. Once complete and approved, testing will begin. Playbooks are being created for additional support to action cards. No changes to risk score</p> <ul style="list-style-type: none">➤ 28/08/2025 - Annual Risk Review - SMT reviewed.➤ 22/09/2025 - Update as Force Risk STR0339 - Ransomware incident response plan (force wide Gold) plan to be created and tested.➤ 01/10/2025 - Reviewed at OPCC Business Board.➤ 30/10/2025 – Reviewed – no further updates➤ 05/11/2025 – Reviewed at OPCC Business Board➤ 10/12/2025 – Reviewed at OPCC Business Board➤ 14/01/2026 – Reviewed at OPCC Business Board➤ 10/02/2026 - Update as Force Risk STR0339 - Phishing attack BC Exercises have begun, with one completed in Corporate Services. In 2026 MAZARS will be reviewing the actions and progress made on the cyber audit they carried out in 2025.➤ 11/02/2026 – Reviewed at OPCC Business Board➤ 02/03/2026 - Reviewed by Risk Owner - No further updates
Next Key Date	JARAP

Appendix C: Change in Risk Score

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
14/08/2024	OPCC080	Chief Finance Officer	Chief Finance Officer	12	8	↓
Title	Loss or reduction in grant funding from the Home Office/Ministry of Justice leading to loss of significant commissioned activity					
Risk summary	Risk that the Home Office/ New Government/Ministry of Justice may reduce or cut funding which will have an impact on the delivery of OPCCs and VRN commissioned services.					
Controls	<ul style="list-style-type: none"> All funded projects to be RAG rated to identify the impact of reduced or removed funding. All contracted providers to develop exit strategies prior to March 2025 Explore joint funding opportunities via SPB Exec Potential underwriting /bridge funding by the PCC of key projects for Q1 should funding decisions be delayed where there is high confidence in ongoing funding. 					
Latest Update	<ul style="list-style-type: none"> ➤ 14/08/2024 - New risk ➤ 11/10/2024 Reviewed against the new risk score and control 3 removed. 3.Top-slicing funding to provide for future exit strategies. ➤ 16/10/2024- SMT reviewed. ➤ 13/11/2024 - Reviewed - no change ➤ 20/11/2024- SMT reviewed. ➤ 09/12/2024 - Control 2 - MoJ settlement now known as of 02/12/2024. HO still not known. Services to decommission are sitting with the PCC Budget, once agreed notice will provided to affected providers and exit strategies implemented. VRN in consultation with their identified partners re exit strategies. Deadlines added to Controls 1 and 2. Controls 3 and 4 are awaiting full settlement statements from HO and decision of PCC ongoing in budget setting process. ➤ 18/12/2024- SMT reviewed. ➤ 09/01/2025 - Decision Controls 3 and 4 waiting on funding settlement announcements. Controls 1 and 2 underway. ➤ 15/01/2025 - SMT reviewed. ➤ 03/02/2025 - Control 1- Process in place to RAG rate Funding Projects - Control closed. Control 3 - The Director of Strategy, Commissioning and Partnership has raised funding with SPB Exc. members of the group awaiting details of funding. Will be raised again. ➤ 04/03/2025 - Control 2 - Completed, due to MoJ grant cuts ten small grants to be decommissioned, al in exit strategy phase. Awaiting HO funding outcome but service has an exit strategy in place. Risk Score changed to 12" ➤ 15/04/2025 - Control 3 - There is little appetite at present to explore across the partnership, SPBExec members are focused on devolution. Deadline to be extended until further clarity is available. ➤ 11/06/2025 - Reviewed at OPCC Business Board ➤ 02/07/2025 - Reviewed at OPCC Business Board 					

OFFICIAL

	<ul style="list-style-type: none"> ➤ 07/07/2025 - Spending Review announced on 11th June. Very high level information - no force level detail. No information available on Home Office or MOJ grants. ➤ 06/08/2025 - Reviewed at OPCC Business Board ➤ 28/08/2025 - Annual Risk Review - SMT reviewed. ➤ 22/09/2025 - MOJ confirmed in an APCC working group that funding allocations for PCC would be announced at the end of October. ➤ 01/10/2025 - Reviewed at OPCC Business Board ➤ 30/10/2025 - Autumn budget expected 26th November - no further updates ➤ 05/11/2025 - Reviewed at OPCC Business Board ➤ 10/12/2025 - Reviewed at OPCC Business Board ➤ 14/01/2026 - Reviewed at OPCC Business Board ➤ 10/02/2026 - Ministry of Justice confirmed a 2 year funding settlement for Victims and Witnesses funding and DASV funding. Serious Violence Funding confirmed by the Home office for the VRN which will be combined with the SV duty and Young futures panels for 1 year. Funding confirmed for 6 months for the DA Perpetrator whilst the Home Office implement a competitive process for funding allocations. Suggest reducing likelihood to 2 as a result of multi year funding from MOJ and potential multiyear funding for DA Perpetrator. NEW RISK SCORE - 8 ➤ 11/02/2026 – Reviewed at OPCC Business Board
Next Key Date	JARAP

OFFICIAL

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
13/12/2024	OPCC082	Chief Finance Officer	Chief Finance Officer	10	5	↓
Title	External Audit risk of prior period errors					
Risk summary	As a result of the backlog of audits across the sector and the backstop the external auditor has given a disclaimer of opinion for the 2021/22 and 2022/23 statutory accounts. The risk is that the prior year closing balances are at risk of error or misstatement and therefore impacting on the opening balances for 2023/24 and beyond.					
Controls	<ul style="list-style-type: none"> Internal Audits schedule to review internal controls - ensuring adequate controls are place. Liaise with External Audit to conclude 2023/24 audit and discuss any areas of concern Ensure an Effective Assurance Framework is in place Review Corporate Governance Framework and Financial Controls Track recommendations from 2023/24 external Audit 					
Latest Update	<ul style="list-style-type: none"> ➤ 23/12/2024 - New risk ➤ 15/01/2025 - SMT reviewed ➤ 04/03/2025 -Internal Audit planning session due 05/03/2025. Previous financial controls audit came out at moderate assurance - the highest level of assurance. External Audit for 2023/24 concluded on 28th February. Two recommendations relating to VFM and 1 relating to the audit of the financial statements. NEW CONTROL - Track recommendations from 2023/24 external Audit - Assigned to CFO - deadline 31/03/2026. CGF and financial controls is currently under review ➤ 01/05/2025 - IA Plan has been drafted and will be presented to JARAP on 14th May 2025. IA plan includes review of core financials which will look at internal controls. External Audit of 2023/24 accounts completed. Recommendation re: HMIC presented to Corporate Governance Board - Added as an agenda item to track the HMIC recommendations. ➤ 11/06/2025 - Reviewed at OPCC Business Board ➤ 02/07/2025 - Reviewed at OPCC Business Board ➤ 06/08/2025 - Reviewed at OPCC Business Board ➤ 28/08/2025 - Annual Risk Review - SMT reviewed. ➤ 22/09/2025 - External Audit gave an update at JARAP in August and have not reported any issues with their audit of the 2024/25 statement of accounts. External Audit is still ongoing and being tracked. Internal Audit Core Financials audit had substantial assurance that controls are in place. Likelihood score to be reduced to 2 and propose to downgrade risk to departmental risk register. ➤ 01/10/2025 - Reviewed at OPCC Business Board ➤ 30/10/2025 - 2024/25 Audit findings report expected to be presented at JARAP in November ➤ 05/11/2025 - Reviewed at OPCC Business Board ➤ 10/12/2025 - Reviewed at OPCC Business Board ➤ 14/01/2026 - Reviewed at OPCC Business Board ➤ 10/02/2026 - Anticipated that auditors will continue to have limited assurance over the opening balances for 2024/25 due to the prior year disclaimer of opinion. The aim over 2025/26 audit will be to build back assurance in line with the NAO Local 					

OFFICIAL

	<p>Audit Reset and Recovery Guidance. The draft audit findings report reported no misstatements identified. Core financials internal audit reviewed the effectiveness of internal controls and gave a substantial assurance. Recommendations from 2023/24 external audit tracked and implemented. No recommendations identified as part of the 2024/25 audit. Change in Risk Score: Likelihood reduced to 1 as a result of work undertaken to date - NEW RISK SCORE: 5. All controls managed</p> <ul style="list-style-type: none">➤ 11/02/2026 – Reviewed at OPCC Business Board➤ 02/03/2026 - Audit of 2024/25 Statement of Accounts concluded on 26th February. Annual Audit Letter and Audits Finding Reports - One recommendation relating to the Pension Fund. Accounts published by the backstop date. The auditor's issued disclaimer of opinion for both the Group/PCC and the CC accounts as the auditors have not been able to gain assurance on opening balances due to previous disclaimer opinions.
Next Key Date	JARAP

OFFICIAL
Appendix D: New Strategic Risks

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC106	Chief Finance Officer	Chief Finance Officer	16	16	→
Title	Contracts extending beyond abolition of PCCs					
Risk summary	There is a risk that the PCC enters into contractual arrangements that extend beyond the planned abolition date. This may result in contractual obligations transferring to successor bodies that may not align with their operational needs, priorities or budgets.					
Controls	<ul style="list-style-type: none"> Legal advice to be sought. 					

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC107	Chief Executive Officer	Chief Executive Officer	16	12	
Title	Breakdown in relationship with Force impacting accountability					
Risk summary	Changes arising from the abolition of the PCC disrupt established working relationships and governance arrangements between the Force and the OPCC. This may weaken the oversight, scrutiny and engagement, resulting in the OPCC being unable to effectively fulfil its statutory responsibility to hold the CC and the Force to account.					
Controls	<ul style="list-style-type: none"> CEX to maintain 121s with DCC/CC - status of relationship to remain on the agenda for those 121s. Agendas for CGB to be shared in advance with Force and clearly written briefs to be created for each ask - including a rationale for the ask. 					
Latest update	<ul style="list-style-type: none"> 10/12/2025 - Reviewed at OPCC Business Board 11/02/2026 - Reviewed at OPCC Business Board 12/02/2026 - 121s with the DCC and CC have been put in with the CEX for the remainder of the year, relationships remain positive at that level. The CGB forward plan has been tasked to the DG&P. Risk downgraded to 12 from 16. 					

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC108	Head of Strategy, Partnerships and Commissioning	SMT	16	16	→
Title	Staff Morale and Performance impact due to PCC abolition					
Risk summary	Uncertainty and anxiety among staff arising from the planned abolition of PCCs leads to reduced morale, engagement, and productivity. This may adversely affect the ability of the OPCC to effectively deliver its functions, priorities and statutory responsibilities during the transition period.					
Controls	<ul style="list-style-type: none"> CEX to ensure that there are regular team briefs and that it is regularly covered in the weekly update so the team feel informed. SMT to talk about it in team meetings as required so the subject becomes BAU rather than scary change. 					

OFFICIAL

	<ul style="list-style-type: none"> • Messaging to concentrate on transfer of roles and responsibilities out in 2028 rather than abolition. • Continue to drive forward initiatives for staff so they can see we are still investing in them - L&D, Recruitment and Retention etc.
--	---

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC109	Director of Performance and Governance	SMT	16	16	→
Title	Loss of Staff due to uncertainty impacting Service delivery					
Risk summary	Uncertainty arising from abolition of PCCs leads to employees seeking alternative employment. This may result in loss of experienced staff and organisational knowledge, impacting the OPCC's ability to maintain effective service delivery and fulfil its statutory functions during the transition period.					
Controls	<ul style="list-style-type: none"> • Business continuity planning to commence modelling different vacancy levels • Strategies to be completed in case of SMT absence - it will be more challenging to fill senior posts. Specific focus on single points of failure. • Stay incentives to be explored for critical posts. 					

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC110	Chief Executive Officer	Chief Executive Officer	16	16	→
Title	Recruitment difficulties due to organisational uncertainty					
Risk summary	Uncertainty associated with the abolition of PCCs reduces the attractiveness of roles with the OPCC. This may lead to difficulties in recruiting suitably qualified and experienced candidates, resulting in capacity gaps and impacting delivery of key functions and statutory responsibilities.					
Controls	<ul style="list-style-type: none"> • Business continuity planning to commence modelling different vacancy levels. • Agency and fixed term models to be explored. • Increased salary levels to increase attractiveness to be explored if necessary. 					

OFFICIAL

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC111	Head of Communications	Head of Communications	16	16	→
Title	Social media negative comments, due to abolition of PCCs in 2028					
Risk summary	As a result of the abolition of PCCs in 2028, social media continues to be challenging for teams to read leading to reduced morale and potentially increased churn affective ability to deliver					
Controls	<ul style="list-style-type: none"> • Social media comments to be monitored • Reduction in PCC focussed posts and increase in OPCC good work focussed posts • Increase reposts that celebrate Force achievements. 					

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC112	Chief Finance Officer	Chief Finance Officer	16	16	→
Title	Insufficient clarity on transition arrangements impacting planning and delivery					
Risk summary	Lack of clear, timely information regarding transition arrangements following abolition of PCCs limits the ability of the OPCC to effectively plan, allocate resources and prepare for future operating models. This may result in an inability to deliver services, priorities and statutory responsibilities.					
Controls	<ul style="list-style-type: none"> • CEX to volunteer for national working groups on transfer models. • CEX to ensure that information is fed down to SMT on national thinking when it is known • Police authority old model to be reviewed. 					
	<ul style="list-style-type: none"> • 10/12/2025 - Reviewed at OPCC Business Board • 11/02/2026 - Reviewed at OPCC Business Board • 12/02/2026 - CEX has been recruited to national group on staff transition, attended sessions on the transfer from Police Authorities to OPCCs and attends a weekly APACE briefing. • 12/02/2026 - CEX has arranged one SMT briefing post white paper release. Further briefings will be arranged as necessary. 					

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
01/12/2025	OPCC113	Head of Strategy Partnerships and Commissioning	Head of Strategy Partnerships and Commissioning	16	16	→
Title	Disengagement of partners due to organisational change					
Risk summary	Changes and uncertainty arising from the abolition of PCCs lead to reduced engagement and collaboration from key partners (e.g. Local authorities, Criminal Justice agencies and voluntary sector organisations). This may weaken partnership working arrangements and impact the OPCC's ability to deliver shared priorities.					
Controls	<ul style="list-style-type: none"> • Continue to talk and engage with partners at all levels. • Ensure awareness that roles are being transferred not removed. • CEX to update regularly at SPB Exec on OPCC/PCC transfer. 					

OFFICIAL

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
30/12/2025	OPCC114	Director of VRN	Director of VRN and Head of Strategy Partnerships and Commissioning	16	16	
Title	Reduced community trust, confidence and engagement due to perceived loss of investment					
Risk summary	Uncertainty surrounding the abolition of PCCs leads communities and stakeholders to fear reduction in local investment, both financial and relational. This may reduce trust and confidence in the OPCC, resulting in decreased engagement, weakened relationships and reduced community capacity to support delivery of community safety priorities.					
Controls	<ul style="list-style-type: none"> Continue to engage communities and keep them informed of HM Government and local transitions plans. VRN and commissioning and partnership team to continue to invest in capacity building so funding can be sought from other sources. VRN to continue to support wider partnership to invest in communities as partners, reducing reliance on OPCC/VRN 					

Risk creation date	URN	Risk Owner	Responsible Officer	Risk score	Proposed risk score	Movement
30/12/2025	OPCC115	Director of VRN	Director of VRN and Head of Strategy Partnerships and Commissioning	16	16	→
Title	Reduction in support for vulnerable children and adults due to funding uncertainty					
Risk summary	Uncertainty arising from abolition of PCC leads to delays, reductions or gaps in funding and commissioning. This may result in a decline in quality or provision of support services for vulnerable children and adults, impacting their safety, wellbeing and access to essential services.					
Controls	<ul style="list-style-type: none"> Continue to engage with and support providers. Seek clarity from HM Govt re transfer plans for commissioned services. Risk assessments, including mitigation, to be put in place for all relevant interventions to minimise impact on vulnerable 					

Appendix E: Risk Scoring Matrix

		Impact score (severity levels) and examples of descriptors				
		1	2	3	4	5
Type		Very Low	Low	Medium	High	Very High
Cost		Small loss / Insignificant cost increase	<5 per cent over project budget	5–10 per cent over project budget	10–25 per cent over project budget	>25 per cent over project budget
		Affects service budget by less than £25,000	Affects service budget by between £25,001 & £100,000	Affects service budget between £100,001 & £400,000	Affects service budget between £400,001 & £800,000	Affects service budget by more than £800,000
		Variations manageable by virement against internal budget headings	Requires some additional funding from the partner organisation	Requires significant additional funding from one of the partners	Requires significant reallocation of funds from one or more partner organisations to meet objectives	Increases threaten the viability of the partnership
Time		Slight slippage against internal targets	Slight slippage against key milestones or published targets	Delay affects key stakeholders & causes loss of confidence in the enterprise	Failure to meet deadlines in relation to priority outcomes	Delay jeopardises viability of the enterprise or partnership
Quality	Business objectives/ projects	Barely noticeable reduction in scope or quality	Minor reduction in quality/scope	Reduction in scope or quality	Failure to meet secondary objectives	Failure to meet primary objectives
	Service/ business interruption	Little or no impact on service delivery	Minimal service disruption having limited impact on service delivery	Moderate service disruption having adverse impact on service delivery	Major service disruption having serious impact on service users	Major service disruption having serious impact on the public Permanent loss of service or facility
	Statutory duty/ inspections	No or minimal impact or breach of guidance/ statutory duty	Breach of statutory legislation Reduced performance rating if unresolved	Single breach in statutory duty Challenging external recommendations/ improvement notice	Multiple breaches in statutory duty Critical report / Improvement notices / Enforcement action Low performance rating	Multiple breaches in statutory duty Prosecution Complete systems change required. Severely critical report
	Adverse publicity/ reputation	Rumours Potential for public concern	Local media coverage – short-term reduction in public confidence Elements of public expectation not being met	Local media coverage – long-term reduction in public confidence	National media coverage with <3 days service well below reasonable public expectation	National media coverage with >3 days service well below reasonable public expectation. Total loss of public confidence
	Sustainability / Environmental impact	Minimal or no impact on the environment or sustainability targets	Minor impact on environment or sustainability targets	Moderate impact on environment or sustainability targets	Major impact on environment or sustainability targets	Catastrophic impact on environment or sustainability targets

OFFICIAL

Risk Matrix: Likelihood		
Likelihood Score	Description of Score	Chance of Occurrence
5	Almost Certain	Already occurring, newly occurred or likely to be a regular occurrence, daily, weekly, monthly. 51%-100% chance Almost certainly will occur
4	Probable/Likely	Event has a reasonable chance that it will probably happen/recur or may have occurred recently. 26%-50% chance Expected to happen
3	Possible	Little likelihood of event occurring May occur annually or less frequently, but reasonably likely in the medium/long term. 11%-25%
2	Unlikely	Event not expected. Possible at some point. Extremely unlikely to happen in the current year, but possible in the longer term. 6%-10% chance of occurrence
1	Very Unlikely/Rare	Exceptional event Unlikely to occur at any given point. 0%-5% chance of occurrence

Overall Risk Score

Likelihood Score	Almost Certain to occur.	5	5 Low	10 Major	15 Major	20 Critical	25 Critical
	Probably/Likely	4	4 Low	8 Moderate	12 Major	16 Critical	20 Critical
	Possible	3	3 Low	6 Low	9 Major	12 Major	15 Major
	Unlikely	2	2 Low	4 Low	6 Low	8 Moderate	10 Major
	Very Unlikely/Rare	1	1 Low	2 Low	3 Low	4 Low	5 Low
			1	2	3	4	5
			Very Low	Low	Medium	High	Very High
			Impact Score				