

Joint Audit Committee

25 February 2026

Responsible Officer:	Impact on Business:		Risk Register Reference & RAG
Jack Hudson Chief Executive	High		
	Medium	X	
	Low		
Lead Manager:	Report Type:		
Heather Sheldon Head of Governance & Compliance	Governance	X	
	Strategic		
	Operational		
Previous papers to Committee:			
Risk Register 27/10/2025			

Report summary	The report outlines the approach to strategic risks by the OPCC and linkages to the Constabulary strategic risks.			
Related Police and Crime Plan objective				
Action (tick one box only)	Information <input type="checkbox"/>	Assurance <input checked="" type="checkbox"/>	Approval <input type="checkbox"/>	Decision <input type="checkbox"/>
Recommendation	Note the updated Strategic Risk Register and revised approach.			

Office of the Police and Crime Commissioner (OPCC) Risk Register

1. Purpose

- 1.1 The purpose of this report is to update the Joint Audit Committee (JAC) on the refreshed OPCC Strategic Risk Register and the revised approach to strategic risk management. This includes an overview of how risks shared with the Cambridgeshire Constabulary (the “Constabulary”) are identified and managed.
- 1.2 This report is intended to enable the JAC to monitor the effective development and operation of risk management in the OPCC and the Constabulary.

2 Recommendation

- 2.1 JAC are asked to consider the updated Strategic Risk Register and revised approach and confirm that the strategic risks identified are appropriately aligned with the Constabulary’s risk register, recognising the distinction between OPCC assurance and operational ownership.

3. Background

- 3.1 The OPCC have maintained a Joint Strategic Risk Register (the “register”) since the transition from Police Authorities to Police and Crime Commissioners (PCCs).
- 3.2 It was originally structured around the statutory duties of the PCC. It has evolved over time with iterations developed as internal and external conditions changed. The approach has enabled the OPCC to ensure that significant risks were identified, aligned with strategic objectives and appropriately managed.
- 3.3 Following feedback from the JAC, a review of the register was commissioned. It was evident that it had become less effective as a governance and assurance tool and did not clearly support strategic decision-making, oversight, or reporting.

4. Revised Approach

- 4.1 The OPCC reviewed its approach to strategic risk management. It was essential that in the development of a register there was a need to focus on those risks that could impact the delivery of the Police and Crime Plan, the current statutory responsibilities of the PCC, and the multiple changes being considered by the current Government.
- 4.2 The revised register contains clearly defined strategic risks, aligned explicitly to statutory duties and key areas of accountability. Each risk identifies a clear owner and, where relevant, highlights risks that are shared with the Constabulary.
- 4.3 Where risks are shared with the Constabulary, the register distinguishes between operational ownership, which remains with the Chief Constable, and the PCC's responsibility for assurance, scrutiny, and holding to account. This ensures shared risks are visible at a strategic level without transferring responsibility for operational delivery to the OPCC.
- 4.4 A risk appetite has been introduced, together with a target risk score and an assessment of whether each risk currently sits within appetite. This provides clearer visibility of tolerance, prioritisation, and where active management or escalation is required.
- 4.5 In line with CIPFA best practice, the register is separate from the OPCCs approach to the management of events, conditions, and known issues. These are monitored through existing management structures, with clear escalation routes into the register where emerging issues present a material threat to strategic objectives.
- 4.6 The register will be maintained as a live document by the OPCC and reviewed regularly. It is proposed that the register is reviewed by the Police Accountability Board (PAB) quarterly. By exception, where changes occur outside of this reporting period these will be reported through PAB. The

register will continue to be subject to scrutiny through existing governance and assurance arrangements.

- 4.7 A short risk appetite has been developed to provide clarity and consistency, reflecting how risk appetite is applied in practice and supporting clearer assessment and reporting of strategic risks. This is shown within Appendix 1.

5. Conclusion

- 5.1 The refreshed Strategic Risk Register strengthens governance, improves transparency, and provides clearer accountability for managing strategic risks, including those shared with the Constabulary. It supports effective PCC oversight and assurance while maintaining appropriate boundaries between operational delivery and strategic scrutiny.

BIBLIOGRAPHY

Source Document(s)	Appendix 1: OPCC Strategic Risk Register
Contact Officer(s)	Jack Hudson Chief Executive