



Darryl Preston

Cambridgeshire OPCC Risk Register

Updated as of 24.10.2024

Risk Appetite Map:

CURRENT RISK APPETITE LEVELS						
		LIKELIHOOD				
		Unlikely (1)	Possible (2)	Likely (3)	More likely than not (4)	Probable (5)
IMPACT	Catastrophic (5)	15	19	22	24	25
	Significant (4)	10	14	18	21	23
	Moderate (3)	6	9	13	17	20
	Minor (2)	3	5	8	12	16
	Insignifant (1)	1	2	4	7	11

CURRENT RISK EXPOSURE LEVEL						
		LIKELIHOOD				
		Unlikely (1)	Possible (2)	Likely (3)	More likely than not (4)	Probable (5)
IMPACT	Catastrophic (5)					
	Significant (4)					
	Moderate (3)					OPCC2
	Minor (2)		SD3 OPCC1		SD1 OPCC3	
	Insignifant (1)			SD2		

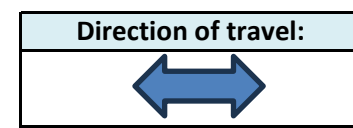
Risks with an increased direction of travel:			
Risk	Risk Score	Risk Description	Reason Raised/Outcome

Risk Ref:	Risk	Owner:
SD1	Victims support service provision risk and wider risk to Police and Crime Plan outcomes caused by funding cliff edge March 2025 which has the	Nicky Edwards
SD2	Effectiveness of holding to account	Jack Hudson
SD3	Major incident and victim support	Nicky Edwards
OPCC1	Risk to office stability and leadership following resignation of CEO.	Jack Hudson
OPCC2	Continued poor funding for Cambridgeshire	Phil Trussell
OPCC3	OPCC resourcing in light of increasing government expectations but without assurance of funding	Jack Hudson

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Ref: SD1	Strategic Priority: Statutory Duties	Risk Owner: Asst CEO & Director of Commissioning - Nicky Edwards
Risk:	Victims support service provision risk and wider risk to Police and Crime Plan outcomes caused by funding cliff edge March 2025 which has the potential to affect victim attrition rates and outcome rates.	
Description:	Multiple funding streams end in March 2025 combined with other local funding decisions means services to victims and Police and Crime Plan outcomes at risk. Victim & Prisoners Bill places additional pressures for Commissioning processes.	
	Inherent Score	
	L	I
	4	3
	TOTAL	
	17	

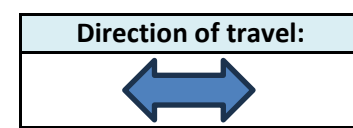
ASSURANCES:		Current Score		Future Controls/Mitigation		Completion Date	Last Update:	External/Internal Assurances:
Current Controls/Mitigation:		L	I	TOTAL				
Regular review of budgets where possible					Update Commissioning Strategy		Letter from MOJ stating Grant allocations will be notified w/c 2 December 2024. Planning ongoing for budgets to meet Police and Crime Plan intentions.	Int Audit report 22/23 - Victims of Practice - reasonable assurance. Monthly Commissioning & Grants meetings with PCC for funding decisions.
Agile approach to commissioning				Attendance at national/regional/professional meetings to engage, influence and have early sight of any impact				
Joint commissioning with partners	4	2	12	Police & Crime Plan in development				
Mobilisation of statutory commissioning duty to collaborate with partners to develop joint needs assessment and Victims Commissioning Strategy								
Support partnership risk mitigation through partnership governance								



Target Score			Risk Appetite
L	I	TOTAL	
3	2	8	Cautious

Ref: SD2	Strategic Priority: Statutory Duties	Risk Owner: Interim CEO - Jack Hudson
Risk:	Effectiveness of holding to account	
Description:	The PCC has a statutory duty to hold the Chief Constable to account for the effectiveness and efficiency of the Constabulary. There is a risk to public confidence if the PCC is perceived not to be holding the Chief Constable to account.	
	Inherent Score	
	L	I
	3	3
	TOTAL	
	13	

ASSURANCES:		Current Score		Future Controls/Mitigation		Completion Date	Last Update:	External/Internal Assurance:
Current Controls/Mitigation:		L	I	TOTAL				
PCC holds the CC to account for effectiveness & efficiency at BCB								Internal Audit in 24/25 reasonable assurance for Governance. BCB is scheduled with agendas planned in advance. PCC has scheduled meetings with Chief Constable two weekly.
Governance processes in place	3	1	4					




Target Score			Risk Appetite
L	I	TOTAL	
2	1	2	Cautious

Ref: SD3	Strategic Priority:	Risk Owner: Asst CEO & Director of Commissioning - Nicky Edwards
Risk:	Major incident requires significant numbers of victims of crime to be supported and the current model is unable to flex and meet demand.	
Description:	The Victims Services Grant awarded to the PCC by the Ministry of Justice has historically included a requirement for locally commissioned victim support services to provide support to victims and witnesses in the event of a major crime /terrorist incident. A draft framework has been prepared by the MoJ which sets out how the national charity Victim Support will accept calls for an initial time period but then cases should be handed back over to local services to provide ongoing support. There is also an expectation that local Victim Hubs will 'stand up' a support provision in the days following the incident. Pre-Covid an Operational Plan was developed which enabled Cambridgeshire's Victim and Witness Hub to play this role.	
	Inherent Score	
	L	I
	2	3
	TOTAL	
	9	

ASSURANCES:		Current Score		Future Controls/Mitigation		Completion Date	Last Update:	External/Internal Assurance:
Current Controls/Mitigation:		L	I	TOTAL				
Operational plan has been developed and OPCC staff proactively engaging with MoJ on new draft framework.					Commissioning documentation to be reviewed to leverage additional support	Ongoing	Operational Plan reviewed and is considered fit for purpose. Plan to be re-socialised with OPCC and Constabulary.	
Joint problem solving with Constabulary and other partners including county victim services.					Review of Operational Plan to be reviewed at a joint Constabulary/OPCC workshop. This plan remains wholly fit for purpose and will be re-socialised.	Complete		

	2	2	5	Further work and engagement with partners, including CPFT, will need to follow this to ensure victims and witnesses can access appropriate and proportionate support should such an incident happen in the county.		

Direction of travel:


Target Score			Risk Appetite
L	I	TOTAL	
2	2	5	

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Ref:	OPCC1	Strategic Priority:	OPCC	Risk Owner:	Interim CEO - Jack Hudson
Risk:	Risk to office stability and leadership following the retirement of the CEO.				
Description				Inherent Score	
	L	I	TOTAL		
It is a statutory duty of the PCC to have a CEO. The retirement reduces office capacity at a time when the new Police & Crime Plan requires development. Some staff do not like change and this unsettles them or may cause additional staff leaving causing further capacity issues in OPCC.			3	3	13

ASSURANCES:							
Current Controls/Mitigation:	Current Score			Future Controls/Mitigation	Completion Date	Last Update	External/Internal Assurance
	L	I	TOTAL				
Established succession planning SMT structure enables senior staff to cover	2	2	5	Process for recruitment of CEO	TBC	Successful confirmation hearing held for interim CEO 15.08.2024 Director of Governance & Compliance start date 6 January 2025.	
Whole team approach				Process for recruitment of Director of Governance & Compliance	Jan-25		
Appointment of Interim CEO until suitable time for a selection process							
Multi-skilling of team							

Direction of travel:

Target Score			Risk Appetite
L	I	TOTAL	Challenging
2	1	2	

Ref:	OPCC2	Strategic Priority:	OPCC	Risk Owner:	CFO - Phil Trussell
Risk:	Continued poor funding for Cambridgeshire				
Description				Inherent Score	
	L	I	TOTAL		
The police allocation formula (PAF) is a calculation that uses various data sources (such as population density) to share money between police authorities in England and Wales. It is not a calculation of absolute needs, that is, it does not estimate how much each force needs independently of other forces. Instead it shares out the amount of money designated for police funding between forces based on their relative needs compared to each other. Cambridgeshire is the 4th lowest funded force in the country with funding allocated based on 2012 census data uplifted by estimates to 2013 despite being one of the areas of the country with the highest population growth. With a decreasing proportion of the cost base that is inflexible, an ageing estate and continued population growth added to the uncertainty of a new government, maintaining an effective service is going to become increasingly difficult without an improved central funding position. Increasing the precept, if permitted, will be insufficient to maintain or improve service.			5	4	21

ASSURANCES:							
Current Controls/Mitigation:	Current Score			Future Controls/Mitigation	Completion Date	Last Update	External/Internal Assurance
	L	I	TOTAL				
MTFS has a balanced budget up to 2027/28	5	3	20	OPCC continues to identify & bid for additional sources of funding	Ongoing	Budget due 30 October 2024 and Spending Review by end December 2024. https://www.bbc.co.uk/news/articles/cgejd18lqdqo Cambridgeshire County Council calls for better police funding 24.10.24 Budgetary Control Internal Audit report ongoing	CAMSTRA VfM Strategy BCH work on budgets MTFS 24/25 to 2027/28 Treasury Management Strategy 24/25 Medium Term Financial Strategy IA Substantial assurance
PCC continues to lobby government for fairer funding							

Direction of travel:

Target Score			Risk Appetite
L	I	TOTAL	Minimal
5	2	16	

Ref:	OPCC3	Strategic Priority:	OPCC	Risk Owner:	Interim CEO - Jack Hudson
Risk:	OPCC resourcing in light of increasing government expectations but without assurance of funding				
Description:				Inherent Score	
	L	I	TOTAL		
The Government is increasing areas that PCCs oversee/manage: DHRs, Victims & Prisoners Act, Town Boards, CSPs, ASB. Changes to the Gross Misconduct hearing processes mean additional responsibilities on PCCs. All creates increased workload/capacity in OPCC. Additional funding for the new burdens on PCCs has not been forthcoming from Government and places additional pressure on an already stretched budget.			4	3	17

ASSURANCES:							
Current Controls/Mitigation:	Current Score			Future Controls/Mitigation	Completion Date	Update	External/Internal Assurance:
	L	I	TOTAL				
Attendance at national/regional/professional meetings to engage and shape guidance and have early sight of impact. Continue existing plans to multi-skill and develop resilience across the team.	4	2	12	Learn how other OPCCs are flexing resources		27.09.24 Monitor Government Missions as more information is released.	APCC and APACE provide up to date information on likely increase in demand; MoJ and Home Office. Discussed at SMT/EMT and Team Meetings.
Regular reviews of resources in OPCC and reprioritisation where necessary				PCC Review (Part II) to be implemented			
Experienced OPCC SMT							

Direction of travel:

Target Score			Risk Appetite
L	I	TOTAL	Challenging
4	1	7	