



Darryl Preston

Cambridgeshire OPCC Risk Register

Updated as of 27/02/2025

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)
IMPACT	Catastrophic (5)				
	Significant (4)				
	Moderate (3)				SD1
	Minor (2)		SD3		OPCC1
	Insignifant (1)				

Risks with an increased direction of travel:

Risk	Risk Score	Risk Description	Reason Raised/Outcome
SD1	Was 4 raised to 17	Effectiveness of holding to account	Firearms Licensing number of complaints to PCC about delays to renewals.
SD3	New risk	Failing to achieve our Net Zero ambitions by 2035 as outlined in the Sustainability Strategy.	New risk raised

Cambridgeshire OPCC Risk Register

Ref: SD1	Strategic Priority: Effectiveness of holding to account	Statutory Duties	Risk Owner: Interim CEO - Jack Hudson									
<table border="1"> <thead> <tr> <th colspan="3">Inherent Score</th> </tr> <tr> <th>L</th> <th>I</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>3</td> <td>13</td> </tr> </tbody> </table>				Inherent Score			L	I	TOTAL	3	3	13
Inherent Score												
L	I	TOTAL										
3	3	13										

Current Controls/Mitigation:	Current Score	Future Controls/Mitigation	Completion Date	Last Update:	External/Internal Assurance:
	L I TOTAL				
PCC holds the CC to account for effectiveness & efficiency at BCB		Firearms Licensing - lots of disgruntled licence holders contacting PCC. Reputational damage due to complaints thinking PCC is not HTA effectively. Reports to BCB six monthly and to SAS.		25.11.24 JH to write to Home Secretary to request that Home Office increases cost of firearms licences and impact on Court for appeals. 15.12.24 Police Settlement states full cost recovery for F/arms Licensing will be made statutory in 2025.	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 and compliance framework in place and regularly monitored.	4 3 17	Performance data now enables OPCC to HTA more fully. Plans to be presented at BCH SAS 11.02.25 outlining plans of how FEL will implement plans to improve.		21.01.2025 Performance league tables made available & BCH are bottom of table. Ongoing monitoring of this high risk area. 27.01.25 Public meeting held in Fenland after disruption in Fens over weekend and lack of Police response. Chief Constable attended and apologised. Arrests made.	

Direction of travel:



Target Score	Risk Appetite
L I TOTAL	Challenging
2 1 3	

Ref: SD2	Strategic Priority: Continued poor funding for Cambridgeshire	Statutory Duties	Risk Owner: CFO - Phil Trussell									
<table border="1"> <thead> <tr> <th colspan="3">Inherent Score</th> </tr> <tr> <th>L</th> <th>I</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>4</td> <td>21</td> </tr> </tbody> </table>				Inherent Score			L	I	TOTAL	5	4	21
Inherent Score												
L	I	TOTAL										
5	4	21										

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		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/cg9jd18dq0 Cambridgeshire County Council calls for better police funding	CAMSTRA VM Strategy BCH work on budgets MTFS 24/25 to 2027/28 Treasury Management Strategy
PCC continues to lobby government for fairer funding Precept 2025/26 ratified by Police & Crime Panel, 2025/26 budget balanced.	5 3 20			24.10.24 Budgetary Control Internal Audit report ongoing 08.11.24 PCC has written to Home Secretary re out of date funding formula. PCC co-signed letter along with other E Region PCCs and Chief Constables re funding. 05.01.25 Local MP led debate on Police Funding of Cambridgeshire in Parliament. 15.01.25 Joint letter from two CFOs re Settlement submitted to Home Office. 03.04.2025 MTFS is balanced for 25/26 but without significant incremental savings in future years there is a high risk of annual deficit. The Spring CSR is due shortly setting out expectations for the public sector to 28/29 which will give more certainty to the level of the cost challenges ahead. We need to continue to try and influence policy with the help of the Panel, but in the absence of positive news in the CSR, we will need to consider implementing a strategic cost plan to 28/29 including careful management of the optics and use of reserves.	24/25 Medium Term Financial Strategy IA Substantial assurance 24/25 Budgetary Control IA reasonable assurance

Direction of travel:




Target Score	Risk Appetite
L I TOTAL	Minimal
5 2 16	

Ref: SD3	Strategic Priority: Failing to achieve our Net zero ambitions by 2035 as outlined in the Sustainability Strategy.	Statutory Duties	Risk Owner: Director of Finance & Resources for Constabulary									
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Inherent Score												
L	I	TOTAL										
2	2	5										

Current Controls/Mitigation:	Current Score	Future Controls/Mitigation	Completion Date	Last Update	External/Internal Assurance
	L I TOTAL				
Sustainability Strategy divided into themes with individual transition plans.		Paper to BCB on update on all Sustainability initiatives during 2025/26. EV Pilot	Mar-26	11.04.25 Sustainability Lead recruitment took place, however candidate did not take up position. Constabulary reviewed the position and chose to use free advice from HDC Net Zero Hub and specialist consultants as required.	
MTFS 2025/26 and capital programme includes budget for net zero carbon initiatives and also a Sustainability Reserve.	2 2 5	Regular reviews of revenue & capital report at BCB. Advisory Internal Audit report scheduled 2026/27	Mar-26 Mar-27		

Direction of travel:



Target Score	Risk Appetite
L I TOTAL	Challenging
2 2 5	

Cambridgeshire OPCC Risk Register

Ref:	OPCC1	Strategic Priority:	OPCC	Risk Owner:	Interim CEO - Jack Hudson		
Risk:	OPCC resourcing and resilience						
Description:	The Government is increasing areas that PCCs oversee/manage: DHRs, Victims & Prisoners Act, Town Boards, CSF, ASB and Missions without assurance of funding. Additional requirement for further engagement by PCC. Changes to the Gross Misconduct hearing processes mean additional responsibilities on PCCs. All creates increased workload/capacity issues 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.				Inherent Score		
					L	I	TOTAL
					4	3	17
ASSURANCES:							
Current Controls/Mitigation:							
		Current Score		Future Controls/Mitigation		Completion Date	Last Update
		L	I	TOTAL			
Established succession planning by experienced SMT and EMT.					Learn how other OPCCs are flexing resources.		27.09.24 Monitor Government Missions as more information is released.
SMT structure enables senior staff to cover and conducts regular reviews of resources and capacity and reprioritises where necessary.					PCC Review (Part II) to be implemented.		25.11.2024 - OPCCs and SMT stabilised through appointment of Interim CEO.
Whole team approach and multi-skilled staff					Staff Survey	Feb 25	19.12.24 Additional work of Police Appeal Tribunals (PATs), Pension Forfeitures and IRs ongoing and may impact OPCC budget, also potential reputational risk for OPCC if not handled correctly.
Attendance at national/regional/professional meetings to engage and shape guidance and have early sight of impact.					Ongoing monitoring of the number of PATs/IRs and Pension Forfeitures for resourcing and costs. Seeking specialist advice when necessary.		APCC and APACE provide up to date information on likely increase in demand, Mid and Home Office. Discussed at SMT/EMT and Team Meetings.
Continue existing plans to multi-skill and develop resilience across the team.					21.01.25 Regular Tasking co-ordination meeting chaired by Interim CEO with G&C Team to monitor demand and address current gaps. This area of business has a key role in managing statutory responsibilities of PCC.		
OPCC budget for 2025/26 is costed and approved as part of MTPS.					11.04.2025 Internal Statutes Resolution Procedure names PCC as Stage 2 (Appeal). May impact OPCC resources.		
Direction of travel:		Target Score		Risk Appetite			
		L	I	TOTAL			

Ref:	OPCC2	Strategic Priority:	OPCC	Risk Owner:			
Risk:							
Description:							
				Inherent Score			
				L	I	TOTAL	
ASSURANCES:							
Current Controls/Mitigation:							
		Current Score		Future Controls/Mitigation		Completion Date	Update
		L	I	TOTAL			
Direction of travel:		Target Score		Risk Appetite			
		L	I	TOTAL			

Ref:	OPCC3	Strategic Priority:	OPCC	Risk Owner:			
Risk:							
Description:							
				Inherent Score			
				L	I	TOTAL	
ASSURANCES:							
Current Controls/Mitigation:							
		Current Score		Future Controls/Mitigation		Completion Date	Update
		L	I	TOTAL			
Direction of travel:		Target Score		Risk Appetite			
		L	I	TOTAL			