



**Cambridgeshire OPCC Risk Register**

*Updated as of 21/10/2025*

**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)	Probable (5)
IMPACT	Catastrophic (5)					
	Significant (4)				SD1	
	Moderate (3)				SD4 OPCC1	SD2
	Minor (2)		SD3			
	Insignifant (1)					

Risk Ref:	Risk	Owner:	Risk score	Direction
SD1	Effectiveness of the PCC Holding to Account	Jack Hudson	21	↑
SD2	Continued poor funding for Cambridgeshire	Phil Trussell	20	↔
SD4	National shortage of Police Appeal Tribunal Chairs and Misconduct Panel Costs	Jack Hudson	17	New risk
OPCC1	OPCC resourcing and resilience.	Jack Hudson	17	↑
SD3	Failing to achieve our Net Zero ambitions by 2035 as outlined in the Sustainability Strategy.	Jon Lee	5	↔

Cambridgeshire OPCC Risk Register

Ref: SD1	Strategic Priority: Statutory Duties	Risk Owner: CEO - Jack Hudson	
Risk: Effectiveness of the PCC 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. This includes the collaborative space of BCH. 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	TOTAL
	3	3	13
ASSURANCES:			
Current Controls/Mitigation:	Current Score	Future Controls/Mitigation	Completion Date
	L I TOTAL		
PCC holds the CC to account for effectiveness & efficiency at BCH for the operational policing of Cambridgeshire & Peterborough, including collaboration and the ability to meet the Strategic Policing Requirement.		Firearms Licensing - lots of disgruntled licence holders contacting PCC. Reputational damage due to complainants thinking PCC is not HTA effectively. Reports to BCH 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. 19.12.24 Police Settlement states full cost recovery for F/arms Licensing will be made statutory in 2025. 21.01.2025 Performance league tables made available & BCH are bottom of table.
Governance and compliance framework in place and regularly monitored.		Performance data now enables OPCC to HTA more fully.	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.
Section 22 Agreements in place for Strategic Alliance across Beds, Cambs & Herts and specific functions. There is a requirement to keep collaboration agreements under review (section 22 c para 96)	4	Plans to be presented at BCH SAS 11.02.25 outlining plans of how FEL will implement plans to improve.	22.05.25 Decision made at JCOB to not proceed with Monks Wood. Future mitigation to meet SPR (public order) to be brought to BCH. Risk impact increased to 4. 24.07.2025 Reviewed by EMT. Current developments specifically in relation to Herts are being monitored. There is an ongoing risk that Herts may pull out of collaborative arrangements.
		Paper to BCH 30.05.25 on FEL	
		Monks Wood was intended to enable Chief Constable to deliver the public order element of the SPR.	

Direction of travel:  
↑

Target Score	Risk Appetite
L I TOTAL	Challenging
2 1 2	

Ref: SD2	Strategic Priority: Statutory Duties	Risk Owner: CFO - Phil Trussell	
Risk: Continued poor funding for Cambridgeshire			
Description: 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 influenceable, 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 service.	Inherent Score		
	L	I	TOTAL
	5	4	21
ASSURANCES:			
Current Controls/Mitigation:	Current Score	Future Controls/Mitigation	Completion Date
	L I TOTAL		
MTFS has a balanced budget up to 2027/28		OPCC continues to identify & bid for additional sources of funding	Ongoing
PCC continues to lobby government for fairer funding Precept 2025/26 ratified by Police & Crime Panel, 2025/26 budget balanced.			Budget due 30 October 2024 and Spending Review by end December 2024. <a href="https://www.bbc.co.uk/news/articles/cegej18lqgdo">https://www.bbc.co.uk/news/articles/cegej18lqgdo</a> Cambridgeshire County Council calls for better police funding 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. 06.01.25 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. 25.6.25 CSR issued on 11th June but inconclusive in terms of impact due to remaining unknowns. Initial review by JL suggests that funding is less than previously assumed that has now opened a gap of c.£10m by 28/29. Further clarity required but may not understand the final position until we receive the 26/27 settlement.
	5		

Direction of travel:  
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Target Score	Risk Appetite
L I TOTAL	Minimal
5 2 16	

Ref: SD3	Strategic Priority: Statutory Duties	Risk Owner: Director of Finance & Resources for Constabulary	
Risk: Failing to achieve our Net Zero ambitions by 2035 as outlined in the Sustainability Strategy.			
Description: The Sustainability Strategy - Estates and Fleet Transition Plans were first presented to BCH in November 2022. In February 2024 there was a presentation at BCH re the People and Behaviours theme including the Sustainability Strategic Lead and their main responsibilities. The Sustainability Strategy has five themes: Estates & Property, Fleet & transport, People & behaviour, Offsetting and Procurement and the Supply Chain.	Inherent Score		
	L	I	TOTAL
	2	2	5
ASSURANCES:			
Current Controls/Mitigation:	Current Score	Future Controls/Mitigation	Completion Date
	L I TOTAL		
Sustainability Strategy divided into themes with individual transition plans.		Paper to BCH on update on all Sustainability initiatives during 2025/26. EV Pilot	Mar-26
MTFS 2025/26 and capital programme includes budget for net zero carbon initiatives and also a Sustainability Reserve.	2	Regular reviews of revenue & capital report at BCH. Advisory Internal Audit report scheduled 2026/27	Mar-26 Mar-27

Direction of travel:  
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Target Score	Risk Appetite
L I TOTAL	Challenging
2 2 5	

Ref: SD4	Strategic Priority: Statutory Duties	Risk Owner: CEO - Jack Hudson	
Risk: National shortage of Police Appeal Tribunal Chairs and Misconduct Panel Costs			
Description: It is becoming increasingly more difficult to appoint a Chair for a Police Appeal Tribunal (PAT). Cambs have two ongoing PATs and have been unable to source a Chair. This is a national issue and the Home Office are aware and considering another round of recruitment. Risk of delay and disruption within the Police complaints and conduct system. This undermines public confidence and officers' trust in the fairness of the system.	Inherent Score		
	L	I	TOTAL
	4	3	17
ASSURANCES:			
Current Controls/Mitigation:	Current Score	Future Controls/Mitigation	Completion Date
	L I TOTAL		
Inform Federation and PSD there is potential for significant delays if a Chair cannot be sourced. Review, Compliance & Governance Officer is maintaining links with Chairs for advice and continues to try and find an available Chair.	4	Home Office recruit more PAT Chairs Await response from Home Secretary to APCC letter.	26.09.25 APCC has written to Home Secretary & Policing Minister on behalf of PCCs raising urgent concerns regarding the absence of clear guidance & statutory protection in relation to indemnity and immunity for members of police misconduct panels particularly PAT Chairs.

Direction of travel:  
New risk

Target Score	Risk Appetite
L I TOTAL	Minimal
3 2 8	

**Cambridgeshire OPCC Risk Register**

Ref:	OPCC1	Strategic Priority:	OPCC	Risk Owner:	CEO - Jack Hudson
Risk:	OPCC resourcing and resilience				
Description:				Inherent Score	
	L	I	TOTAL	L	I
The Government is increasing areas that PCCs oversee/manage: <b>Domestic Abuse Related Death Reviews (DARDR)</b> , Victims & Prisoners Act, Town Boards, CSPs, ASB and Missions without assurance of funding. 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. <b>Police Reform Agenda is developing with potential changes to boundaries and structures across policing.</b> <b>Local Government Reform and the Devolution Agenda will bring changes across Cambridgeshire &amp; Peterborough including potential for transfer of OPCC into Mayoral model as per recent legislation. Multiple agendas testing the resilience of the OPCC.</b>					
			4	3	17

ASSURANCES:							
Current Controls/Mitigation:	Current Score			Future Controls/Mitigation	Completion Date	Last Update	External/Internal Assurance
	L	I	TOTAL				
Experienced SMT and EMT in succession planning.				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.
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 - office and SMT stabilised through appointment of Interim CEO.	
Whole team approach and multi-skilled staff				Staff survey	Feb-26	19.12.24 Additional work of Police Appeal Tribunals (PATs), Pension Forfeitures and JRS 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/JRS and Pension Forfeitures and Internal Dispute Resolution Procedures (IDRP) for resourcing and costs. Seeking specialist advice when necessary.		15.04.2025 Neighbourhood Policing Guarantee - partnership work and performance framework - more detail to follow.	
Continue existing plans to multi-skill and develop resilience across the team.	4	3	17	21.01.25 Regular Tasking co-ordination meeting chaired by 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.		15.05.25 Head of G&C appointed 22 April 2025, MBI Senior Policy Officer recruitment ongoing. Candidate going through pre-employment checks.	
OPCC budget for 2025/26 is costed and approved as part of MTFs.				11.04.2025 Internal Disputes Resolution Procedure names PCC as Stage 2 (Appeal). May impact OPCC resources.		27.07.25 Approach to Neighbourhood Policing Guarantee, partnership work and performance framework have been agreed and OPCC has put in resilience to provide oversight. There is an indication that this approach will be adopted more broadly across policing i.e. summer of action, darker nights, shoplifting etc.	
				27.07.25 IDRP processes and procedures have been updated. And first Stage 2 process has been received.		26.08.25 Additional pressure on Strategic Partnership team following resignation of an SO1. Recruitment process in train, expected new member start January 2026.	

Direction of travel:
↑

Target Score			Risk Appetite
L	I	TOTAL	Challenging
4	3	17	

Ref:	OPCC2	Strategic Priority:	OPCC	Risk Owner:	
Risk:					
Description:				Inherent Score	
	L	I	TOTAL	L	I

ASSURANCES:							
Current Controls/Mitigation:	Current Score			Future Controls/Mitigation	Completion Date	Update	External/Internal Assurance:
	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	L	I

ASSURANCES:							
Current Controls/Mitigation:	Current Score			Future Controls/Mitigation	Completion Date	Update	External/Internal Assurance:
	L	I	TOTAL				

Direction of travel:

Target Score			Risk Appetite
L	I	TOTAL	