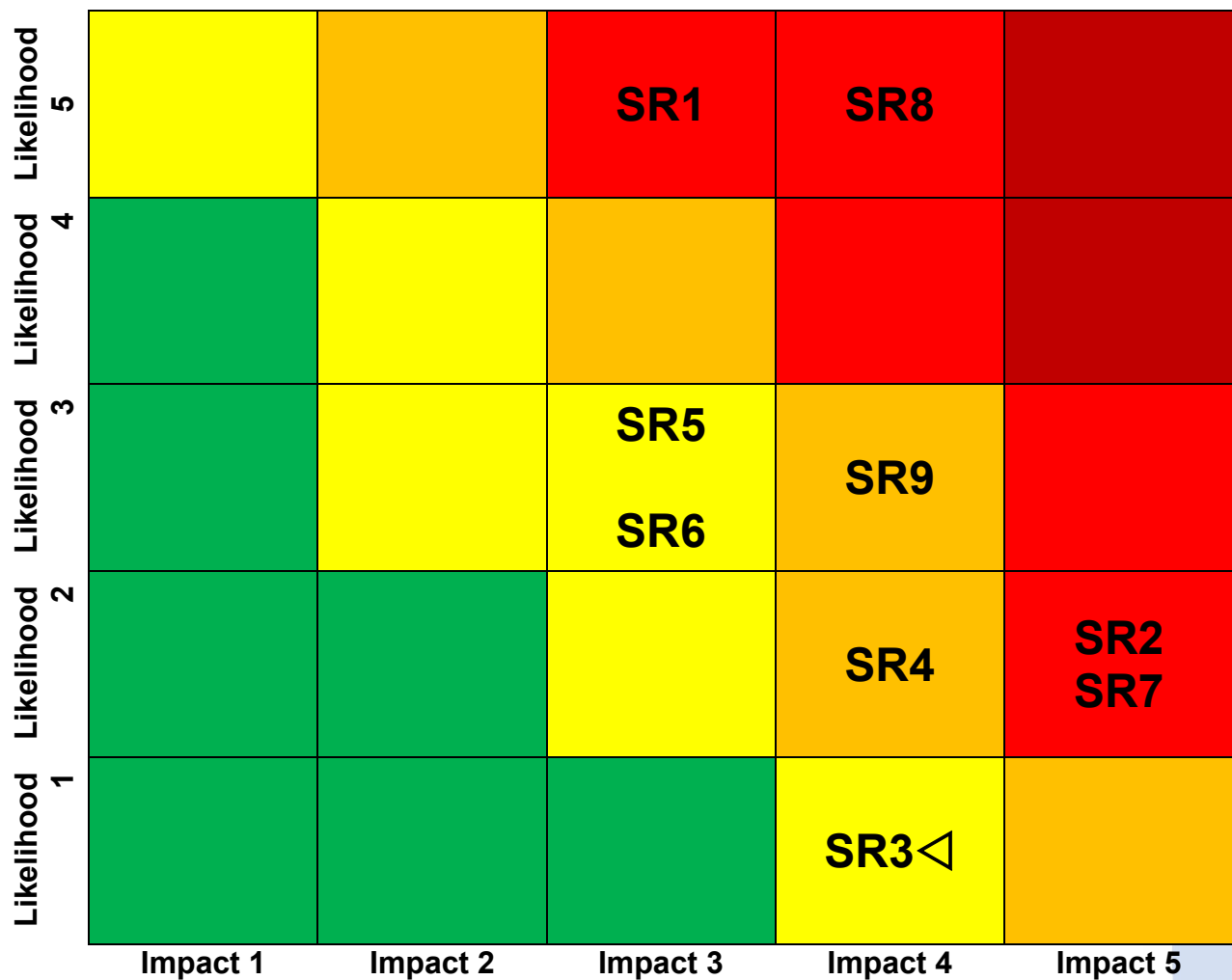


**OPCC**  
**Strategic Risk Register**  
**January 2026**



Strategic Risk Current ratings



▲	Likelihood rating increased
▼	Likelihood rating decreased
△	Likelihood rating expected to increase
▽	Likelihood rating expected to decrease
▶	Impact rating increased
◀	Impact rating decreased
▷	Impact rating expected to increase
◁	Impact rating expected to decrease

**STRATEGIC RISKS – SUMMARY OF CURRENT RISKS**

Risk	Description	Appetite	Timelines after Risk Audit - Recommendation	Owner
SR1	If financial resources are insufficient to meet Cambridgeshire's policing requirements, the PCC may be unable to allocate an adequate budget to the Chief Constable, impacting the delivery of efficient and effective policing to the public.	Strategic direction (including finance).  <b>Minimal 1-2</b>	Long standing Risk – there is no completion date for this due to the Funding Formula, however, will continuously be monitored by Cambridgeshire Police and the OPCC.	<b>Shared Ownership:</b> OPCC CFO Phil Trusell CC CFO Jon Lee
SR2	Failure to build and maintain an effective and efficient OPCC team could result in the inability to deliver the Police and Crime Plan.	Organisation and service delivery –  <b>Minimal 1-2</b>	Completion Date: <del>Jan 2026</del> Revised to May 2028 – Revised following announced proposals for change to the role of the PCC.	<b>OPCC Ownership:</b> OPCC CEO Jack Hudson
SR3	If the PCC does not work in partnership with the Chief Constable, then the PCC will be unable to effectively hold the Chief Constable to account, fulfil the statutory responsibilities and deliver the objectives of the Police and Crime Plan.	Organisation and service delivery.  <b>Minimal 1-2</b>	Completion Date: May 2028 – Ongoing as partnership work and relationship building is continuous throughout the PCC term.	<b>Shared Ownership:</b> OPCC CEO Jack Hudson DCC Chris Balmer
SR4	The Commissioning and Grants Strategy sets out how the Commissioner will award funding to people or organisations in the county to enable him to meet statutory responsibilities and deliver the Police and Crime Plan. If the PCC fails to effectively commission, in line with this strategy, there is a risk that that the PCC will not meet statutory duties and will fail to deliver the key priorities within the Plan.	Legal.  <b>Cautious 4</b>	Completion Date: May 2028 – There are interdependencies with national funding awards and the level of resourcing within the OPCC and 7F Commercial Services.	<b>OPCC Ownership:</b> OPCC Dir of Commissioning Nicky Edwards
SR5	If the Commissioner fails to work effectively in partnership with local community safety and criminal justice partners, the PCC may fail to deliver the Police and Crime Plan and meet his statutory duties for working in partnership	Partnership and collaborative working.  <b>Moderate 8-12</b>	Completion Date: May 2028 – this is ongoing as partnership work and relationship building is continuous and challenging and will remain so throughout the current term of the PCC.	<b>OPCC Ownership:</b> Dir of Strategic Partnerships Cristina Turner

OPCC STRATEGIC RISK REGISTER Jan 2026

<b>SR6</b>	If the public do not understand the role of the PCC (particularly in light of the decision to abolish the role) this could lead to a loss of public trust and confidence, confusion, which in-turn could lead to an increase in complaints which will further erode the reputation of the PCC / OPCC / Cambridgeshire Police.	Organisation and service delivery:  Minimal 1-2	Completion Date: May 2028 – this is ongoing as partnership work and relationship building is continuous throughout the PCC term.	<b>OPCC Ownership:</b> Head of Comms & Engagement, Catherine Kimberley
<b>SR7</b>	If the Commissioner fails to meet the requirements/ expectations of the Police and Crime Panel it may lead to a loss of confidence in his ability to lead the delivery the Police and Crime Plan.	Organisation and service delivery.  Minimal 1-2	Completion Date: May 2028 – this is ongoing as partnership work and relationship building is continuous throughout the PCC term.	<b>OPCC Ownership:</b> OPCC CEO Jack Hudson
<b>SR8</b>	If the Constabulary fails to deliver an effective and timely firearms licensing service, it may lead to significant public safety risks, reputational damage, and loss of confidence in policing governance.	Organisation and service delivery.  Minimal 1-2	Completion Date: Jul 2026 – this is a declared Critical Incident (Op Cordite) with a Command Structure in place. Eight Recs. Two milestones set. Recs 1-6 (28 Feb 2026) and Recs 7 & 8 (30 Apr 2026). HMICFRS to sign off Recs.	<b>Shared Ownership:</b> OPCC CEO Jack Hudson CC Simon Megicks
<b>SR9</b>	If the OPCC does not effectively manage the transition to a mayoral model ( <b>assuming this is the agreed model</b> ) then it may lead to disruption in governance, loss of continuity in service delivery (in particular for services commissioned by the PCC), and reduced confidence in policing oversight and accountability.	Organisation and service delivery.  Minimal 1-2	Completion Date: May 2028 – this is the agreed current trajectory for changes to be made to police governance.	<b>OPCC Ownership:</b> OPCC CEO Jack Hudson
<b>SR10</b>	If the tri-force collaboration (shared functions, joint capabilities and/or pooled contracts) does not deliver the anticipated benefits or fails to maintain statutory standards due to misaligned governance, inconsistent performance management, uneven resourcing and differing priorities across the three Forces. This could result in service disruption, financial inefficiency, non-compliance with statutory duties and reputational harm to the PCC.	Organisation and service delivery.  Minimal 1-2	Completion Date: May 2026 – Annual review of s22s and Delivery Plans for 2026/27. Scheduled for May 2026. Changes made to streamline governance arrangements in Nov 2025. See JAC Paper (25 Feb 2026).	<b>Shared Ownership:</b> OPCC CEO Jack Hudson CC Simon Megicks

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Reference	SR1	Category	Strategic Direction (including Finance)	Risk appetite & target risk score	Minimal 1-2	Alignment with appetite	Approaching ●	Updated	08/01/2026
If financial resources are insufficient to meet Cambridgeshire’s policing requirements, the PCC may be unable to allocate an adequate budget to the Chief Constable, impacting the delivery of efficient and effective policing.									
Causes	Effects	Inherent			Exec Lead	Senior Lead			
		L	I	R					
The current Police funding allocation formula is based on outdated census data. This means that Cambridgeshire Constabulary remains one of the lowest-funded forces in England & Wales, despite rapid population growth. This results in limited opportunities to influence the cost base, an ageing estate, and uncertainty around government funding all of which exacerbate financial pressures, making service sustainability increasingly challenging.	Insufficient resources may limit the Force’s effectiveness, reduce delivery of the Police and Crime Plan, and harm public confidence. Service levels could decline, frontline officers diverted to non-frontline tasks, and performance and morale impacted. Financial pressures may restrict capital investment, long-term planning, and partnership work, with pay award costs further reducing available funding.	4	5	24	Chief Executive	<b>Shared Ownership:</b> OPCC CFO Phil Trusell  CC CFO Jon Lee			
Controls in place	Strength of assurance	Current			<b>Last update</b> <b>Latest Update / Commentary:</b> <ul style="list-style-type: none"> <li>Status: (Improving / Stable / Deteriorating)</li> <li>What changed: (facts since last review)</li> <li>Impact on risk/assurance: (likelihood/impact/assurance change, if any)</li> <li>Next step &amp; owner:</li> </ul>	Future			
		L	I	R		L	I	R	

<p><b>Internal / External Controls</b></p> <ul style="list-style-type: none"> <li>• <b>CAMSTRA</b> – Financial monitoring and reporting system.</li> <li>• <b>Value for Money (VfM) Strategy</b> – Ensures efficient use of resources.</li> <li>• <b>BCH Collaborative Budget Work</b> – Joint financial planning across Bedfordshire, Cambridgeshire, and Hertfordshire.</li> <li>• <b>Medium-Term Financial Strategy (MTFS) 2026/27–2029/30</b> – Long-term financial planning framework.</li> <li>• <b>Treasury Management Strategy</b> – Manages cash flow, investments, and borrowing.</li> <li>• <b>Internal Audit (IA) Assurance:</b> <ul style="list-style-type: none"> <li>○ <i>Substantial assurance</i> on MTFS 2026/27.</li> <li>○ <i>Reasonable assurance</i> on 2026/27 Budgetary Control.</li> </ul> </li> </ul> <p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>• MTFS delivers a <b>balanced budget through 2029/30</b>.</li> <li>• PCC actively <b>lobbies government for fairer funding</b>.</li> <li>• <b>Precept for 2026/27 to be ratified</b> by the Police &amp; Crime Panel.</li> <li>• <b>2026/27 budget balanced</b> and approved.</li> </ul> <p><b>Future Controls</b></p> <ul style="list-style-type: none"> <li>• OPCC will <b>continue to identify and bid for additional funding sources</b> to strengthen financial resilience.</li> <li>• Police Reform White Paper highlights the issues with the existing Funding Formula and the need to make</li> </ul>	<p>A lack of funding for the risk register could undermine the robust financial planning processes currently in place. While the PCC has a strong medium-term financial strategy supported by the annual CAMSTRA planning process, and BCH budget planning is aligned through SAS agreements, insufficient resources may hinder effective monitoring and governance. Business cases for collaborated functions, which are regularly reviewed and agreed upon, could face delays or reduced oversight. Furthermore, annual financial plans—signed off at the Business Co-ordination Board and scrutinized by the Joint Audit Committee and Police and Crime Panel—rely on accurate risk assessment to inform strategies such as the MTFS, Capital Strategy, and Treasury Management. Without adequate funding, the PCC and CFO may lack the necessary tools to identify and mitigate emerging risks, potentially</p>	<p>5</p>	<p>3</p>	<p>20</p>	<p><b>Status:</b> Deteriorating</p> <p><b>What changed:</b> CSR issued on 11 June was inconclusive regarding full impact. Initial review by JL indicates funding is lower than previously assumed, creating an estimated gap of approximately £10m by 2028/29. Significant uncertainty remains until the 2026/27 settlement is confirmed.</p> <p><b>Impact on risk/assurance:</b> Increased likelihood and impact of financial sustainability risk; assurance weakened due to unknowns and delayed clarity.</p> <p><b>Next step &amp; owner:</b> Await final funding which is due at the end of Jan 2026. Await outcome of precept decision which is also due at end of Jan 2026.</p>	<p>5</p>	<p>2</p>	<p>16</p>
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significant changes. The timeline for changes to be made and implemented are uncertain and it is unclear what the outcome of these changes will mean on Cambridgeshire Constabulary.	impacting financial resilience and decision-making.			■				■
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<b>Reference</b>	SR2	<b>Category</b>	Organisations and Service Delivery	<b>Risk appetite &amp; target risk score</b>	Minimal 1-2	<b>Alignment with appetite</b>	Within ●	<b>Updated</b>	08/01/2025	
Failure to build and maintain an effective and efficient OPCC team could result in the inability to deliver the Police and Crime Plan.										
<b>Causes</b>		<b>Effects</b>			<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>	
					<b>L</b>	<b>I</b>	<b>R</b>			
A small OPCC team with specialist roles limits organisational resilience; any loss of capacity or skills could disproportionately impact delivery of statutory duties and the Police and Crime Plan. Uncertainty around potential incorporation into the Combined Authority creates instability, affecting morale, retention, and continuity, which may undermine performance if not managed effectively.		Failure to deliver the Police and Crime Plan or discharge statutory responsibilities could weaken governance, scrutiny, and commissioning effectiveness, leading to loss of public confidence and reputational damage. This could also directly affect the communities of Cambridgeshire and Peterborough who cannot access services which keep them safe.			2	4	14	PCC	Chief Executive	
<b>Controls in place</b>		<b>Strength of assurance</b>			<b>Last Update</b>					
					<ul style="list-style-type: none"> <li><i>Status:</i> (Improving / Stable / Deteriorating)</li> <li><i>What changed:</i> (facts since last review)</li> <li><i>Impact on risk/assurance:</i> (likelihood/impact/assurance change, if any)</li> <li><i>Next step &amp; owner:</i></li> </ul>					
					<b>Current</b>			<b>Future</b>		
					<b>L</b>	<b>I</b>	<b>R</b>	<b>L</b>	<b>I</b>	<b>R</b>

<p><b>Internal / External Controls</b></p> <ul style="list-style-type: none"> <li>• <b>Workforce Planning</b> – Regular review of structure and skills gaps; succession planning for critical roles.</li> <li>• <b>Recruitment &amp; Retention Strategy</b> – Competitive pay and benefits; staff engagement and wellbeing initiatives.</li> <li>• <b>Training &amp; Development</b> – Continuous professional development for specialist roles; cross-skilling to build resilience.</li> <li>• <b>Business Continuity Planning</b> – Contingency plans for loss of key staff; knowledge management systems to retain corporate knowledge.</li> <li>• <b>Change Management</b> – Clear communication plan for Combined Authority integration; staff involvement in transition planning.</li> <li>• <b>Commissioning Strategy</b> – to enable continuous service provision for vulnerable people.</li> </ul>	<p><b>Assurance Strength: Moderate</b></p> <ul style="list-style-type: none"> <li>• <b>Workforce Planning &amp; Recruitment</b> – <i>Reasonable assurance</i>; embedded in HR processes and regularly reviewed, but vulnerable to delays and candidate availability.</li> <li>• <b>Training &amp; Development</b> – <i>Moderate assurance</i>; cross-skilling adds resilience and reduces reliance on single points of expertise.</li> <li>• <b>Business Continuity Planning</b> – <i>Strong assurance</i>; tested contingency arrangements and documented knowledge management systems.</li> <li>• <b>Change Management (Combined Authority Integration)</b> – <i>Low assurance</i>; uncertainty and potential impact on morale and retention despite communication plans.</li> </ul> <p><b>Overall Grading: Moderate</b> – Solid internal controls, but external factors (organisational change, market conditions) limit assurance. Continued monitoring and proactive planning are essential.</p>	2	5	19	<p><b>Status:</b> Stable</p> <p><b>What changed:</b> NL confirmed retirement date of 31 March 2026. Considerations to recruit into the post is underway, balancing the needs of the OPCC with the changes being proposed in police governance.</p> <p><b>Impact on risk/assurance:</b> No immediate change to likelihood or impact; assurance remains moderate but dependent on either a timely recruitment and/or a handover of tasks and responsibilities.</p> <p><b>Next step &amp; owner/date:</b> PT lead to finalise options and if recruitment is necessary to timeline and initiate selection process.</p>	1	4	10
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OPCC STRATEGIC RISK REGISTER Jan 2026

Reference	SR3	Category	Organisations and Service Delivery	Risk appetite & target risk score	Minimal 1-2	Alignment with appetite	Within <span style="color: green;">●</span>	Updated	12/09/2025		
<p>If the PCC does not work in partnership with the Chief Constable, then the PCC will be unable to effectively hold the Chief Constable to account, fulfil the statutory responsibilities and deliver the objectives of the Police and Crime Plan.</p>											
Causes	Effects				Inherent			Exec Lead	Senior Lead		
					L	I	R				
Risk of inadequate or unclear oversight of the Constabulary and BCH collaboration could lead to perceived lack of scrutiny, reduced transparency, and diminished public confidence, particularly if performance or governance issues are not effectively addressed or communicated.	Inability to meet statutory and regulatory obligations, ensure community needs through effective policing, or hold the Chief Constable to account for resource use. This could result in reputational damage and strained relationships with funded organisations.				1	5	15	PCC	Chief Executive		
Controls in place	Strength of assurance				Current			Last update <ul style="list-style-type: none"> <li>Status: (Improving / Stable / Deteriorating)</li> <li>What changed: (facts since last review)</li> <li>Impact on risk/assurance: (likelihood/impact/assurance change, if any)</li> <li>Next step &amp; owner:</li> </ul>	Future		
					L	I	R		L	I	R
<ul style="list-style-type: none"> <li><b>Formal Governance Framework</b> – PCC holds regular Police Accountability Boards; s22 collaboration agreements maintained and reviewed by SAS.</li> <li><b>Performance Monitoring</b> – Quarterly Constabulary and BCH reports; independent audits and HMICFRS inspections acted upon. Annual safeguarding updates.</li> <li><b>Public Transparency</b> – PCC decisions, meeting outcomes, and performance summaries published; public engagement via consultations and annual reports.</li> </ul>	<b>Assurance Strength: Moderate</b> <ul style="list-style-type: none"> <li><b>High Assurance</b> – Independent HMICFRS inspections and external audits provide strong oversight.</li> <li><b>Medium Assurance</b> – Internal performance reporting and scrutiny panels offer reasonable assurance but rely on consistent engagement.</li> <li><b>Low Assurance</b> – Public perception measures and the complexity of BCH governance introduce uncertainty and reduce confidence.</li> </ul>				1	4	10	<b>Status:</b> Stable <b>What changed:</b> Relationship between PCC and Chief Constable remains professional and constructive. Regular updates on operational matters continue, with clear boundaries maintained. PCC does not intervene in operational decisions but exercises robust accountability on policing effectiveness.	1	3	6

<ul style="list-style-type: none"> <li>• <b>Scrutiny Panels</b> – Independent panels review finance, collaboration, and performance; external stakeholder involvement for impartiality.</li> <li>• <b>Risk Management</b> – BCH governance risks included in PCC strategic risk register; regular review at Accountability Board.</li> </ul>	<p><b>Overall Grading: Moderate</b> – Strong external oversight exists, but internal and public-facing factors create vulnerabilities.</p>				<p><b>Impact on risk/assurance:</b> Assurance remains strong; no change to likelihood or impact. Risk of governance breakdown remains low.</p> <p><b>Next step &amp; owner/date:</b> JH Continue scheduled PCC–CC meetings and maintain scrutiny protocols (ongoing).</p>		
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Reference	SR4	Category	Strategic Direction	Risk appetite & target risk score	Cautious 6	Alignment with appetite	Within ●	Updated	08/01/2026		
If the PCC fails to effectively commission, manage and monitor support services for victims and witnesses of crime, there is a risk that services may not meet victims needs or deliver value for money											
Causes	Effects				Inherent			Exec Lead	Senior Lead		
					L	I	R				
Funding pressures, legislative changes, evolving community needs, and service gaps, combined with workforce turnover or loss of commissioning expertise and resource, could weaken oversight and strain services. External pressures or rising demand may further impact delivery if not effectively managed.	Failure to meet communities' needs could cause delays, inequitable access, and reduce public confidence, leading to reputational damage. Ineffective commissioning may compromise the PCC's statutory duty to support victims and deliver quality community-based services for members of the local community.				3	5	22	Chief Executive	Director of Commissioning		
Controls in place	Strength of assurance				Current			Last update	Future		
					L	I	R		L	I	R
<ul style="list-style-type: none"> <li><b>Commissioning &amp; Governance</b> – Robust Commissioning and Grants Strategy which drives approach to outcome monitoring and stakeholder engagement.</li> </ul>	<b>Assurance Strength: Moderate</b> <ul style="list-style-type: none"> <li><b>Overall Position</b> – Governance, performance, and financial controls provide reasonable assurance, but resilience is limited by small team</li> </ul>				2	4	14	Status: Stable  <b>What changed:</b> Two-year funding award for some services, notification of wide-ranging bid opportunities.	2	4	14

<ul style="list-style-type: none"> <li>• <b>Workforce Planning</b> – Development initiatives to maintain capacity and specialist expertise.</li> <li>• <b>Financial &amp; Operational Oversight</b> – Ensures services remain sustainable and high quality.</li> </ul>	<p>size, potential turnover, external support resources, and policy or funding changes.</p> <ul style="list-style-type: none"> <li>• <b>Assurance Sources:</b> <ul style="list-style-type: none"> <li>○ Performance dashboards and commissioned service reports</li> <li>○ Contract monitoring and quality assurance reviews</li> <li>○ Community, victim and stakeholder feedback</li> <li>○ Workforce planning and development records</li> <li>○ Oversight by Chief Executive and Monitoring Officer</li> <li>○ Internal audit and inspection reports (where applicable)</li> </ul> </li> </ul> <p><b>Overall Grading: Moderate</b> – Controls are robust, but external and workforce factors introduce vulnerabilities.</p>				<p><b>Impact on risk/assurance:</b> No immediate change to likelihood or impact; assurance remains moderate.</p> <p><b>Next step &amp; owner/date:</b> NE lead to maintain oversight and allocate resources to respond to emerging opportunities.</p>		
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<b>Reference</b>	SR5	<b>Category</b>	Strategic Direction (including Finance)	<b>Risk appetite &amp; target risk score</b>	Moderate 8-12	<b>Alignment with appetite</b>	Within <span style="color: green;">●</span>	<b>Updated</b>	27/01/26		
If the Commissioner fails to work effectively in partnership with local community safety and criminal justice partners, the PCC may fail to deliver the Police and Crime Plan and meet his statutory duties for working in partnership											
<b>Causes</b>	<b>Effects</b>			<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>			
				<b>L</b>	<b>I</b>	<b>R</b>					
Limited engagement or collaboration with key community safety and criminal justice partners, conflicting priorities, and unclear governance can undermine partnership effectiveness. Capacity and budget constraints, combined with external factors such as legislative, policy or organisational and landscape changes, may further disrupt joint working and strategic alignment.	Failure to work effectively with community safety and criminal justice partners could lead to fragmented service delivery, duplication, resource inefficiency, and gaps in addressing priorities and risks. This may prevent delivery of Police and Crime Plan objectives, reduce public confidence, damage stakeholder relationships, and cause long-term reputational harm and weakened trust in collaborative governance. It may also impact on ability for partnership to leverage opportunities.			3	3	13	Chief Executive	Director for Strategic Partnerships			
<b>Controls in place</b>	<b>Strength of assurance</b>			<b>Current</b>			<b>Last update</b>		<b>Future</b>		
				<b>L</b>	<b>I</b>	<b>R</b>			<b>L</b> <b>I</b> <b>R</b>		
<ul style="list-style-type: none"> <li><b>Partnership Governance</b> – Formal structures with active participation in community safety boards, criminal justice forums, and strategic meetings.</li> <li><b>Stakeholder Engagement</b> – Regular engagement to align priorities and enable joint planning.</li> </ul>	<b>Assurance Strength: Moderate</b> <ul style="list-style-type: none"> <li>Partnership Governance &amp; Engagement – Moderate to High assurance; structured governance arrangements and documented partnership agreements provide a strong foundation, supported by regular engagement and performance monitoring. However, assurance is partly reliant on external factors such as partner commitment and resource</li> </ul>			3	3	13	<ul style="list-style-type: none"> <li><b>Status:</b> Stable</li> <li><b>What changed:</b> OPCC capacity has been impacted by a staff gap that has now been filled. OPCC capacity has also been impacted by taking on new responsibilities such as chairing Vision</li> </ul>		3	3	13

<ul style="list-style-type: none"> <li>• <b>Communication &amp; Transparency</b> – Clear strategies supported by documented terms of reference.</li> <li>• <b>Performance Monitoring</b> – Frameworks to track progress on joint initiatives.</li> <li>• <b>Relationship Management</b> – Senior-level representation and escalation routes for conflict resolution.</li> <li>• <b>Strategic Alignment</b> – Police and Crime Plan shared widely with partners for accountability.</li> <li>• <b>Horizon scanning</b> – Identifying future risks and opportunities.</li> </ul>	<p>availability, which remain outside PCC control. Formal partnership performance monitoring arrangements are variable as new national frameworks are still being established. Continued proactive engagement, transparent communication, and escalation processes help maintain confidence in delivering the Police and Crime Plan.</p> <p><b>Overall Grading: Moderate</b> – Robust internal mechanisms and evidence of collaboration, but external dependencies limit full assurance. Ongoing monitoring and relationship management are essential.</p>			<p>Zero Board. Partnership capacity is impacted by long-term funding uncertainty, new national legislative and policy requirements, service demand and organisational uncertainties from Local Government Reorganisation and other change programmes. Vision Zero Board arrangements are still evolving and as refreshed strategy and action plan are agreed will take time to bed in.</p> <ul style="list-style-type: none"> <li>• <i>Impact on risk/assurance:</i> Significant landscape changes and partnership capacity increase the likelihood of this risk materialising but controls assurance remain in place to mitigate.</li> </ul> <p><i>Next step &amp; owner: CT to continue to monitor risks and issues and steer escalation through partnership governance arrangements.</i></p>		
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OPCC STRATEGIC RISK REGISTER Jan 2026

Reference	SR6	Category	Organisation and Service Delivery	Risk appetite & target risk score	Minimal 1-2	Alignment with appetite	Within <span style="color: green;">●</span>	Updated	08/01/2026	
If the public do not understand the role of the PCC this could lead to a loss of trust and confidence from the public, confusion for the public, lead to complaints and damage the reputation of the PCC/OPCC/Cambridgeshire Police										
Causes	Effects			Inherent			Exec Lead	Senior Lead		
				L	I	R				
Lack of clear public communication about the PCC's role, limited engagement, and complex governance structures reduce public understanding. Insufficient media coverage, low awareness campaigns, and inaccessible channels exacerbate the issue. Future uncertainty from government announcements about abolishing PCC roles adds confusion and undermines confidence.	Loss of public trust and confidence in policing governance, increased complaints due to misunderstanding of responsibilities, and reputational damage to the PCC, OPCC, and Cambridgeshire Police. Reduced effectiveness of engagement and consultation could weaken community support and impact delivery of Police and Crime Plan priorities.			3	3	13	Chief Executive	Catherine Kimberley. Head of Comms and Engagement		
Controls in place	Strength of assurance			Current			Last update	Future		
				L	I	R		L	I	R
<ul style="list-style-type: none"> <li>• <b>Public Engagement Strategy:</b> Regular community meetings, surveys, and consultations to explain the PCC's role.</li> <li>• <b>Communication Plan:</b> Clear messaging through website, social media, newsletters, and press releases.</li> <li>• <b>Transparency Measures:</b> Publication of decisions, performance reports, and FAQs on the PCC website.</li> </ul>	<b>Assurance Strength: Moderate</b> <ul style="list-style-type: none"> <li>• Public Communication &amp; Engagement – Moderate assurance; structured communication activities and transparency measures (including published information) provide a reasonable level of confidence. However, assurance is constrained by external factors such as media interpretation and fluctuating public interest. Continued proactive engagement, targeted awareness campaigns, and</li> </ul>			3	3	13	Maintaining BAU in terms of comms and engagement remains a priority, particularly after the announced changes.  PCC continues to accept opportunities to reassure the public in terms of current landscape – police reform, local	2	3	9

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<ul style="list-style-type: none"> <li>• <b>Media and Stakeholder Briefings:</b> Proactive engagement with local media and partners to ensure accurate representation.</li> <li>• <b>Education Campaigns:</b> Outreach programs to schools, community groups, and public forums.</li> </ul>	<p>monitoring of public feedback are essential to strengthen assurance and maintain trust.</p> <p><b>Overall Grading: Moderate</b> – Solid internal processes, but external influences limit full assurance. Ongoing monitoring and adaptive communication strategies remain critical.</p>			<p>government reform and devolution.</p> <p>PCC's comms team continue to reach out to those less engaged through trusted individuals to increase trust and confidence.</p> <p>Digital and traditional content remains focused and clear.</p>		
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OPCC STRATEGIC RISK REGISTER Jan 2026

Reference	SR7	Category	Organisation and Service Delivery	Risk appetite & target risk score	Minimal 1-2	Alignment with appetite	Within <span style="color: green;">●</span>	Updated	12/09/2025					
If the Commissioner fails to meet the requirements/ expectations of the Police and Crime Panel it may lead to a loss of confidence in his ability to lead the delivery the Police and Crime Plan														
Causes			Effects			Inherent			Exec Lead	Senior Lead				
Inadequate engagement with the Police and Crime Panel, failure to provide timely or accurate information, and non-compliance with statutory obligations or governance standards. Misalignment of priorities and lack of transparency in decision-making could further undermine effective oversight and accountability.			Loss of confidence in the Commissioner's leadership, reputational damage to the PCC and OPCC, and increased scrutiny or intervention by the Panel. This could cause delays in delivering the Police and Crime Plan and reduce public trust in policing governance.			L	I	R	PCC	Chief Executive				
						1	4	10						
Controls in place			Strength of assurance			Current			Last update:			Future		
<ul style="list-style-type: none"> <li>• <b>Partnership Governance</b> – Formal structures with active participation in community safety boards, criminal justice forums, and strategic meetings.</li> <li>• <b>Stakeholder Engagement</b> – Regular engagement to align priorities and enable joint planning.</li> <li>• <b>Communication &amp; Transparency</b> – Clear strategies supported by documented terms of reference.</li> <li>• <b>Performance Monitoring</b> – Frameworks to track progress on joint initiatives.</li> <li>• <b>Relationship Management</b> – Senior-level representation and escalation routes for conflict resolution.</li> <li>• <b>Strategic Alignment</b> – Police and Crime Plan shared widely with partners for accountability.</li> </ul>			<b>Assurance Strength: Moderate to High</b> <ul style="list-style-type: none"> <li>• <b>Clear Statutory Framework:</b> The Commissioner operates within defined legislative requirements, ensuring compliance with the Police Reform and Social Responsibility Act.</li> <li>• <b>Structured Engagement:</b> Regular formal meetings with the Police and Crime Panel, supplemented by informal briefings, provide transparency and accountability.</li> <li>• <b>Robust Reporting:</b> Comprehensive performance reports and delivery updates on the Police and Crime Plan are routinely shared with the Panel.</li> <li>• <b>Established Governance Processes:</b> Internal governance arrangements and oversight mechanisms ensure timely responses to Panel queries and recommendations.</li> <li>• <b>External Scrutiny:</b> Independent audit and inspection processes further strengthen assurance of compliance and performance.</li> </ul>			L	I	R	<b>Status:</b> Improving <b>What changed:</b> PCC has agreed to hold regular meetings with the new Chair and Vice Chair outside formal panel sessions. OPCC members have scheduled recurring engagement with Democratic Services and confirmed attendance at upcoming panel workshops. <b>Impact on risk/assurance:</b> Assurance strengthened; likelihood of relationship issues reduced slightly. No material change to impact. <b>Next step &amp; owner/date:</b> Monitoring Officer to review effectiveness of these engagement arrangements after next panel workshop and report			L	I	R
						2	5	19				1	4	10



OPCC STRATEGIC RISK REGISTER Jan 2026

Reference	SR8	Category	Organisation and Service Delivery	Risk appetite & target risk score	Minimal 1-2	Alignment with appetite	Exceeds ●	Updated	08/01/2026	
If the Constabulary fails to deliver an effective and timely firearms licensing service, it may lead to significant public safety risks, reputational damage, and loss of confidence in policing governance.										
Causes	Effects			Inherent			Exec Lead	Senior Lead		
				L	I	R				
Insufficient resourcing or specialist staff for firearms licensing. Inefficient processes or backlog in applications and renewals. Lack of robust performance monitoring and accountability. Failure to comply with statutory requirements or Home Office guidance.	Delayed renewals or inappropriate approvals could increase risk to public safety, cause reputational damage to the Constabulary and OPCC, lead to legal challenges and financial liabilities, and erode public confidence in policing and governance.			5	4	23	PCC	Chief Executive		
Controls in place	Strength of assurance			Current			Last update	Future		
				L	I	R		L	I	R
<ul style="list-style-type: none"> <li>• <b>Performance Monitoring</b> – Regular reporting to OPCC.</li> <li>• <b>Escalation</b> – Concerns raised promptly to Chief Constable and Police and Crime Panel.</li> <li>• <b>Action Planning</b> – Measures to address backlogs and improve processes.</li> <li>• <b>Compliance &amp; Best Practice</b> – Engagement with Home Office guidance.</li> </ul>	There is a <b>low level of assurance</b> that the risk relating to poor performance in firearms licensing is being effectively managed. <ul style="list-style-type: none"> <li>• HMICFRS Assessment: Graded the collaboration's firearms licensing unit as <i>requires improvement</i>, indicating significant shortcomings in compliance and service delivery (Jan 2026).</li> <li>• Operational Backlogs: Persistent delays in processing applications and renewals present ongoing public safety and reputational risks.</li> </ul>			5	4	23	<ul style="list-style-type: none"> <li>• <b>Status:</b> (Improving / Stable / Deteriorating)</li> <li>• <b>What changed:</b> (facts since last review)</li> <li>• <b>Impact on risk/assurance:</b> (likelihood/impact/assurance change, if any)</li> <li>• <b>Next step &amp; owner:</b></li> </ul>	2	3	9

<p><b>Future Controls</b></p> <ul style="list-style-type: none"> <li>• HMICFRS to sign off all actions and accelerated cause for concern.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement Measures in Progress: While the Constabulary has initiated action plans to address HMIC findings, these are at an early stage and require close monitoring.</li> <li>• Governance Oversight: The OPCC continues to scrutinize performance through formal governance channels and escalation to the Police and Crime Panel.</li> </ul> <p><b>Overall Assurance Level:</b> <i>Low</i>, given the HMIC grading and current operational challenges, though improvement plans provide a pathway to recovery.</p>				<ul style="list-style-type: none"> <li>• Additional financial support authorised.</li> <li>• Sign off of the accelerated cause for concern by HMICGRS will enable the current scoring to be reduced.</li> </ul>		
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OPCC STRATEGIC RISK REGISTER Jan 2026

<b>Reference</b>	SR9	<b>Category</b>	Organisation and Service Delivery	<b>Risk appetite &amp; target risk score</b>	Minimal 1-2	<b>Alignment with appetite</b>	Approaching ●	<b>Updated</b>	27/01/2026
<p>If the OPCC does not effectively manage the transition to a mayoral or other future model for police governance, it may lead to disruption in governance, loss of continuity in service delivery, and reduced confidence in policing oversight.</p>									
<b>Causes</b>	<b>Effects</b>			<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>	
	<b>L</b>	<b>I</b>	<b>R</b>						
<p>In November 2025, the Government announced that PCC elections in 2028 would be cancelled, and police governance functions will be transferred either to Mayors of Strategic Authorities, or where this is not possible, to elected leaders through new Police and Crime Boards. Further details are awaited from the Government so there currently remains uncertainty as to how the transition will take place. There is a risk that the transition may not be or may be in effective due to:</p> <ul style="list-style-type: none"> <li>(i) lack of information leading to a failure to make adequate or appropriate preparations;</li> <li>(ii) a loss of capability;</li> <li>(iii) detrimental impacts on the existing business or capacity of the OPCC;</li> <li>(iv) failure to engage effectively with the CPCA, Constabulary or key local partners;</li> <li>(v) inadequacy of allocated budget/resources.</li> </ul> <p>This risk is focused on the need for a successful transition rather than long-term operational risks arising after transition. Other risks will also be updated to reflect implications from transition, where appropriate.</p>	4	4	21				PCC	Chief Executive	
				<p><b>Governance Disruption:</b> Potential gaps in oversight and accountability during transition.</p> <p><b>Service Delivery Delays:</b> Risk of slowing or halting delivery of the Police and Crime Plan.</p> <p><b>Reputational Damage:</b> Public and stakeholder confidence may decline if transition appears poorly managed or if police governance becomes unclear.</p> <p><b>Compliance Risks:</b> Increased likelihood of non-compliance with statutory obligations during structural changes.</p> <p><b>Staffing:</b> Possible morale issues and attrition due to unclear roles and future responsibilities. Potential loss of experienced OPCC staff and corporate memory could affect continuity and expertise.</p> <p><b>Financial Impact:</b> Costs associated with restructuring and potential inefficiencies during change. Uncertain expectations on potential savings.</p>					

Controls in place	Strength of assurance	Current			Last update	Future		
		L	I	R		L	I	R
<p><b>Current controls</b></p> <ul style="list-style-type: none"> <li>Experienced SLT and ELT to ensure continuity, and lessons learned from previous transitions.</li> <li>Transition issues and project plan under development, with full team input to ensure potential issues are not overlooked. This will address operational risks.</li> <li>Ongoing staff engagement to provide appropriate reassurance.</li> <li>Initial OPCC transition governance and resourcing arrangements agreed, using existing staff resources. Internal governance initially through SLT, Resources Group and team meetings. Dedicated transition working group(s) to be considered as necessary in due course. CPCA links through Chief Executive initially.</li> </ul> <p><b>Future controls</b></p> <ul style="list-style-type: none"> <li>Use national guidance and lessons learned from other areas to inform approach.</li> <li>Confirm project support requirements.</li> <li>CPCA transition links to be developed.</li> <li>Early contact made with HR &amp; ICT to identify support needed &amp; single points of contact.</li> </ul>	<p>There is a <b>moderate level of assurance</b> that this risk is being managed effectively, based on:</p> <ul style="list-style-type: none"> <li><b>Early Planning:</b> Initial transition planning has commenced, aligned with anticipated legislative requirements.</li> <li><b>Governance Oversight:</b> A senior governance group monitors progress and risks associated with the transition.</li> <li><b>Stakeholder Engagement:</b> Communication channels with local authorities, partners, and staff are established to manage expectations.</li> <li><b>Flexibility in Approach:</b> Plans are adaptable to evolving national guidance and timelines.</li> </ul> <p><b>Risk Monitoring:</b> The OPCC maintains this risk on the Strategic Risk Register for regular review and escalation.</p> <p><b>Overall Assurance Level:</b> <i>Moderate</i>, as controls are in place but uncertainty around direction of travel, national timelines and legislative detail means residual risk remains significant.</p>	3	4	18	<ul style="list-style-type: none"> <li><b>Status:</b> New risk</li> <li><b>What changed:</b> No further national guidance has been issued since the November 2025 announcement. Police Reform White Paper published but adds further uncertainty.</li> <li><b>Impact on risk/assurance:</b> Lack of further detail and uncertainty compounded by Police Reform White Paper impacts on level of risk and potential impact.</li> </ul> <p><b>Next step &amp; owner:</b> SLT to continue to engage widely to draw down national guidance and best practice. SLT theme leads continue to identify key considerations for transition through emerging transition plan in a proportionate way balanced with business as usual activity.</p>	2	3	9

OPCC STRATEGIC RISK REGISTER Jan 2026

<b>Reference</b>	SR10	<b>Category</b>	Organisation and Service Delivery	<b>Risk appetite &amp; target risk score</b>	Minimal 1-2	<b>Alignment with appetite</b>	Approaching ●	<b>Updated</b>	12/01/2026				
<p>If the tri-force collaboration (shared functions, joint capabilities and/or pooled contracts) does not deliver the anticipated benefits or fails to maintain statutory standards due to misaligned governance, inconsistent performance management, uneven resourcing and differing priorities across the three Forces. This could result in service disruption, financial inefficiency, non-compliance with statutory duties and reputational harm to the PCC.</p>													
<b>Causes</b>			<b>Effects</b>			<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>			
						<b>L</b>	<b>I</b>	<b>R</b>					
<p>This risk may arise from the absence of a unified governance framework, which creates ambiguity in accountability and decision-making. Differing strategic priorities and operational objectives across the three Forces can lead to conflicting approaches and hinder alignment. Inconsistent performance management processes and reporting standards further exacerbate coordination challenges, while unequal allocation of resources, including staffing and funding, can create imbalances in service delivery. Additionally, insufficient stakeholder engagement and poor communication may result in misunderstandings and resistance to change. The complexity of managing pooled contracts and shared services also increases the likelihood of contractual disputes and operational inefficiencies.</p>			<p>Failure of the collaboration could lead to fragmented service delivery, creating operational gaps that impact frontline policing and public confidence. Financial inefficiencies may escalate through duplicated efforts or poorly negotiated contracts, reducing value for money and straining budgets. Non-compliance with statutory obligations could expose the organisation to legal challenges, regulatory sanctions, and audit criticisms. Additionally, reputational damage to the PCC and the Forces may undermine stakeholder trust, weaken strategic partnerships, and attract negative media attention, further complicating future collaborative initiatives.</p>						PCC	Chief Executive			
<b>Controls in place</b>			<b>Strength of assurance</b>			<b>Current</b>			<b>Last update</b>		<b>Future</b>		
						<b>L</b>	<b>I</b>	<b>R</b>	<ul style="list-style-type: none"> <li><i>Status:</i> (Improving / Stable / Deteriorating)</li> <li><i>What changed:</i> (facts since last review)</li> <li><i>Impact on risk/assurance:</i> (likelihood/impact/assurance change, if any)</li> <li><i>Next step &amp; owner:</i></li> </ul>		<b>L</b>	<b>I</b>	<b>R</b>

<p><b>Current Controls</b></p> <ul style="list-style-type: none"> <li>Established s.22 collaboration agreements, delivery plans, risk register and performance information in place. Agreed in May 2025. These include governance arrangements, roles, responsibilities and financial arrangements between the three Forces.</li> <li>Regular governance meetings to monitor performance and compliance.</li> <li>Shared performance dashboards for tracking key metrics across functions.</li> <li>Existing contractual frameworks for pooled services with defined service-level agreements (SLAs).</li> <li>Internal audit and compliance checks to ensure statutory obligations are met.</li> </ul> <p><b>Future Controls</b></p> <ul style="list-style-type: none"> <li>Enhanced resource planning to ensure equitable allocation of staff and funding.</li> <li>Strengthened stakeholder engagement strategy, including regular communication and feedback loops.</li> <li>Comprehensive review and renegotiation of pooled contracts to improve efficiency and reduce risk.</li> <li>Scenario planning and contingency arrangements to mitigate service disruption.</li> </ul>	<p>There is a <b>medium level of assurance</b> that the risk relating to the effectiveness of the tri-force collaboration is being managed appropriately, but this is tempered by low assurance in specific areas such as firearms licensing.</p> <ul style="list-style-type: none"> <li><b>Governance Assessment:</b> Current governance arrangements provide oversight through joint boards and performance reporting; however, the absence of a fully unified governance framework limits consistency and accountability across the three Forces.</li> <li><b>Operational Challenges:</b> Variations in resource allocation, performance management, and priorities continue to create operational friction, increasing the risk of service disruption and inefficiencies. These challenges are particularly evident in firearms licensing, where performance has been assessed as requiring improvement.</li> <li><b>HMICFRS Assessment:</b> Her Majesty's Inspectorate of Constabulary has graded the Constabulary's firearms licensing performance as <b>requires improvement</b>, highlighting significant shortcomings in compliance and service delivery. This reinforces concerns about the effectiveness of collaborative arrangements in maintaining statutory standards.</li> <li><b>Improvement Measures in Progress:</b> Action plans to address HMIC findings in firearms licensing are in place but remain at an early stage.</li> <li><b>Governance Oversight:</b> The OPCC monitors collaboration performance through formal governance channels, with</li> </ul>			<p><b>Status:</b> Deteriorating</p> <p><b>What changed:</b> Since the last review, HMIC's assessment of firearms licensing as <b>requires improvement</b> has highlighted significant shortcomings in compliance and service delivery. Operational backlogs in processing applications and renewals persist, despite initial improvement plans. These issues indicate that collaborative arrangements have not yet delivered the expected benefits in this critical area.</p> <p><b>Impact on risk/assurance:</b> The likelihood of service disruption and reputational harm has increased due to continued underperformance in firearms licensing. Overall assurance for the tri-force collaboration remains <b>medium</b>, but assurance for firearms licensing is <b>low</b>, reflecting HMIC's grading and ongoing operational challenges. This deterioration requires urgent attention and escalation through governance channels.</p>			
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	<p>escalation routes to the Police and Crime Panel where necessary.</p> <p><b>Overall Assurance Level: Medium overall, but low assurance in relation to firearms licensing</b>, given HMIC’s grading and current operational challenges. Improvement plans provide a pathway to recovery, but require close monitoring.</p>							
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**Strategic Risks Ratings**

	Impact 1	Impact 2	Impact 3	Impact 4	Impact 5
Likelihood 5	11	16	20	23	25
Likelihood 4	7	12	17	21	24
Likelihood 3	4	8	13	18	22
Likelihood 2	2	5	9	14	19
Likelihood 1	1	3	6	10	15

**Risk Calculation - Likelihood**

<b>Likelihood:</b> This represents the likelihood of the risk materialising and is scored on a scale of 1-5	<b>Scale</b>	
<b>Rare</b>	<b>1</b>	Very low – 2% likely to happen: a one in fifty chance
<b>Unlikely</b>	<b>2</b>	Low – 5% likely to happen: a one in twenty chance
<b>Possible</b>	<b>3</b>	Medium – 10% likely to happen: a one in ten chance
<b>Likely</b>	<b>4</b>	High – 20% likely to happen: a one in five chance
<b>Almost Certain</b>	<b>5</b>	Very high – 50% or over: a one in two chance or more likely to happen than not

**Risk Calculations - Impact**

<b>Impact</b> This indicates the seriousness of the risk materialising and is scored on a scale of 1–5	<b>Score</b>	<b>Definition of Impact</b> Impact indicates the potential seriousness should the risk materialise
<b>Negligible</b>	<b>1</b>	Minimal impact or no discernible impact at all
<b>Minor</b>	<b>2</b>	Impact of risk materialising or opportunity lost is unlikely to have any permanent or significant effect on performance or reputation
<b>Moderate</b>	<b>3</b>	Impact of risk materialising or opportunity lost will have a significant effect on performance or reputation in the short term
<b>Major</b>	<b>4</b>	Impact of risk materialising or opportunity lost will have a serious effect on performance or reputation in the medium term
<b>Catastrophic</b>	<b>5</b>	Impact of risk materialising or opportunity lost will have a serious effect on performance or reputation in the long term

## Appendix: Risk Appetite

### Overall Risk Appetite

The PCC recognises that the delivery of improved outcomes for communities requires a balanced and proportionate approach to risk. The PCC is willing to accept risk where it supports delivery of Police and Crime Plan priorities, innovation, and partnership working, provided risks are clearly understood, actively managed, and subject to appropriate scrutiny and assurance.

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### Risk Appetite Levels and Application

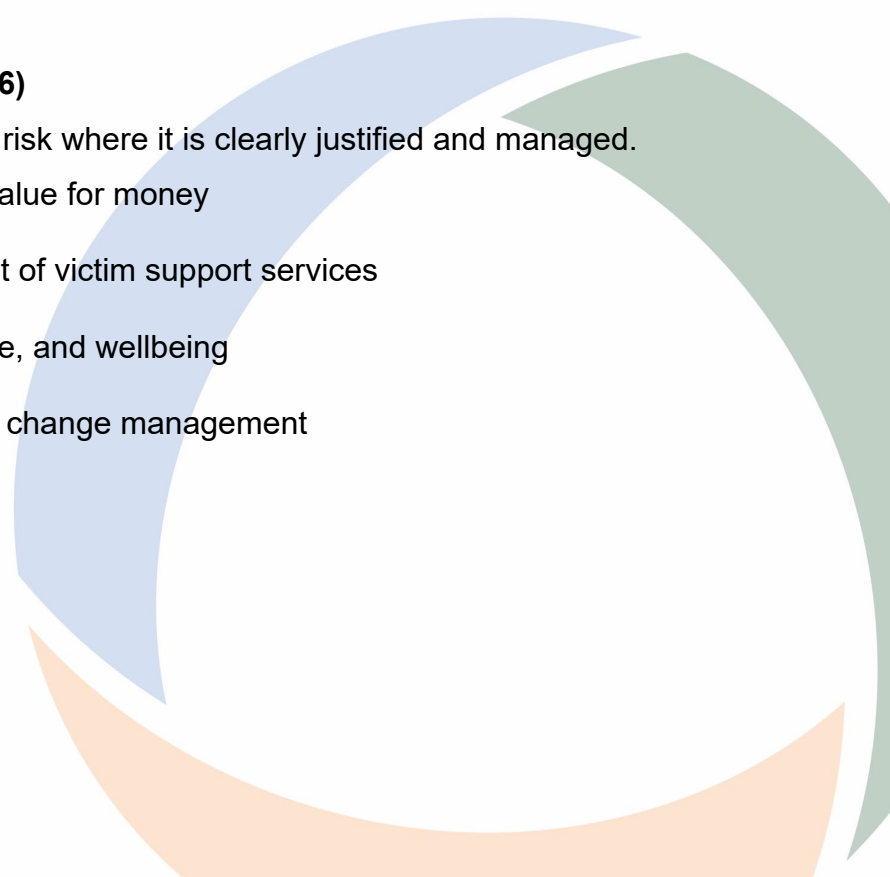
#### Minimal Appetite (Risk Score 1–2)

The PCC has very little tolerance for risk in these areas. Risks must be avoided where possible and tightly controlled.

- Statutory and legal compliance
- Public safety, safeguarding, and firearms licensing assurance
- Ethical standards, integrity, and probity
- Data protection and information governance

#### Cautious Appetite (Risk Score 3–6)

The PCC is willing to accept limited risk where it is clearly justified and managed.

- Financial sustainability and value for money
  - Commissioning and oversight of victim support services
  - Workforce capacity, resilience, and wellbeing
  - Organisational transition and change management
- 

### **Moderate Appetite (Risk Score 8–12)**

The PCC accepts a balanced level of risk to support improvement and delivery.

- Partnership and collaborative working
- Performance improvement activity
- Service redesign and transformation

### **Open Appetite (Risk Score 15–25)**

The PCC is willing to accept higher levels of risk where there is a clear strategic benefit and learning opportunity.

- Pilot projects and innovation
- New delivery models
- Long-term transformation initiatives

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### **Alignment to the Police and Crime Plan**

Risk appetite is applied proportionately across all Police and Crime Plan priorities, with the lowest tolerance for risks that could undermine public safety, victim support, confidence in policing, or statutory compliance. Higher tolerance is accepted where managed risk enables improvement, innovation, or stronger partnership outcomes.

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### **Shared and Transition Risks**

The PCC recognises that a number of strategic risks are shared with the Chief Constable, particularly where operational delivery sits with the Constabulary and oversight rests with the PCC. In these cases, the OPCC's strategic risk register focuses on assurance, scrutiny, and holding to account, while operational controls remain with the Constabulary.

During the transition towards incorporation into the Combined Authority, the PCC adopts a cautious risk appetite in relation to workforce stability, governance, and business continuity, recognising the potential impact of organisational uncertainty.

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### **Risk Appetite Matrix (Summary)**

Risk appetite is assessed using a 5×5 likelihood and impact matrix:

- **Green (1–2):** Minimal – acceptable with routine monitoring
- **Yellow/Amber (3–12):** Cautious to Moderate – active management and oversight required
- **Red (15–25):** Open but exceptional – requires explicit approval, enhanced controls, and regular review

Risks exceeding the PCC's stated appetite must be escalated and subject to additional mitigation and assurance.

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### **Oversight and Review**

The PCC receives assurance through performance reporting, financial monitoring, internal audit, inspection outcomes, and the Audit and Risk Assurance Committee. This Risk Appetite Statement will be reviewed annually as part of the Annual Governance Statement, or sooner if there are significant changes to the operating environment or strategic priorities.

