



The Chief Constable of Cambridgeshire

ANNUAL GOVERNANCE STATEMENT 2023/24

1. EXECUTIVE SUMMARY

- 1.1 The Chief Constable of Cambridgeshire is responsible for delivery of operational policing for the county and for ensuring that public money granted to him to deliver policing is safeguarded and accounted for properly. The Chief Constable is also responsible for putting in place proper arrangements for the governance of their affairs and facilitating the exercise of their functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk.
- 1.2 The governance framework comprises the systems and processes by which the Chief Constable and his office are held to account. It enables the Commissioner to monitor the achievements of the Chief Constable through the delivery of the Police and Crime Plan and to take account of the delivery of appropriate, cost-effective services, including achieving value for money.
- 1.3 The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; therefore, it can only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risk to the achievement of the Constabulary's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively, efficiently and economically.
- 1.4 The purpose of the framework is to give clarity to the way the two legal entities, the Commissioner and the Chief Constable (each one a corporation sole), will govern, both jointly and separately, and do business in the right way, for the right reason at the right time. This framework further creates a public sector relationship based upon the commissioner provider arrangement but with unique elements such as the single elected Commissioner with operational independence of the police service through the Chief Constable. It has therefore been appropriate to further consider the corporate governance arrangements and the framework.
- 1.5 The Chartered Institute of Public Finance and Accountancy (CIPFA) published their "Delivering Good Governance in Local Government: Framework" followed by specific guidance notes for Policing Bodies. The key elements of the systems and

processes which the Chief Constable has in place are aligned to the seven principles, set out below:

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- Ensuring openness and comprehensive stakeholder engagement.
- Defining outcomes in terms of sustainable economic, social and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the intended outcomes.
- Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- Managing risks and performance through robust internal control and strong public financial management.
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

1.6 The Chief Constable is committed to keep governance arrangements under review and address issues as they arise. This is demonstrated by the annual review of the Corporate Framework the purpose of which is to outline the structure and provide guidance on how the Constabulary makes decisions regarding its business, to drive performance and seeking to ensure senior leaders utilise resources to deliver first class policing across Cambridgeshire. This was last reviewed in September 2023.

Opinion

1.7 Based upon the opinion of Internal Auditor in their year-end report, the areas set out in this statement and our on-going work, we are satisfied that our arrangements for governance, risk management and control are adequate and effective.

Summary of the Significant Governance Issues Identified 2023/24

1.8 The audit of the 2021/22 and 2022/23 accounts have not yet been started by the external auditor (BDO) and there are no plans to audit the financial statements for these financial years. Current expectations are that BDO will undertake value for money work in relation to 2021/22 and 2022/23 reporting to the Joint Audit Committee (JAC) in 2024/25 as part of the audit reset proposals. This is subject however to the final position following consultation by government and the National Audit Office (NAO) on the matter.

1.9 In respect of the accounts for 2023/24 these will be audited as normal during 2024 by the newly appointed external auditors KPMG. This will again be after the statutory deadlines but will be in line with revised deadlines as set by government and professional bodies as part of the audit reset arrangements. Due to the historic issues, which are outside the control of the Constabulary, it is expected that a modified opinion on the annual accounts will be issued for the 2023/24 accounts due to their being no audit opinion relating to the prior year and opening balances for 2023/24.

1.10 The position regarding the audit of the financial statements is outside the control of the Constabulary with numerous other police forces and local authorities in a

similar position.

- 1.11 The Constabulary was successful in maintaining its establishment levels for 2023/24. However, there is an ongoing challenge to maintain the Officer headcount at the new establishment of 1,732 Officers. Pressure on recruitment, occupational health, vetting, workforce planning through People and Professional Department and HR and Operational Learning will continue. The Constabulary is positioned well to continue to maintain the 1,732 baseline.
- 1.12 McCloud pension remedy work is in its implementation phase. The Constabulary are providing data for specific Officer cohorts and all active members to the pension administrator to allow for them to produce Remedial Service Statements for all Officers. The implementation is due to continue into 2024/25. A BCH Pension Remedy Project Group is in place, chaired by the Chief Finance Officer and Director of Resources. Once key milestones for the sharing of data have been passed by the Government, the BCH Pension Board will take oversight of ongoing McCloud matters.
- 1.13 Internal Audit issued a minimal assurance report relating to BCH Cyber Security early in 2023/24. A follow up review was conducted later in the year, highlighting Good Progress in addressing the actions identified by Internal Audit.
- 1.14 The HMICFRS PEEL Assessment for Cambridgeshire Constabulary highlighted a cause of concern relating to the Constabulary's responsiveness to emergency and non-emergency calls. A further cause of concern was raised relating to the management of risks posed by registered sex offenders in the community. In addition, it identified areas for improvement in relation to achieving good outcomes for victims, and the level of experience and training around safeguarding within the multi-agency safeguarding hub and the child exploitation hub. Further areas for improvement included the management of individual performance of police officers, scrutiny of performance in the demand hub, and management of demand.

Signatures of the Chief Constable and the Chief Finance Officer & Director of Resources

Signed:

Nick Dean KPM MSt
(Cantab)
Chief
Constable for
Cambridgeshire

Jon Lee
Chief Finance Officer &
Director of Resources

2 Key Governance Arrangements

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Professional Standards Department (PSD)

- 2.1 The Constabulary has a collaborated PSD with Bedfordshire and Hertfordshire Constabularies. The team cover:
- Anti-Corruption.
 - Public Complaints, Conduct and Crime Investigation.
 - Business Management.
 - Vetting.
 - PREVENT – to mitigate risk.
 - Operation PROTECT – to reduce threat and harm from corruption, misconduct and unethical behaviour.
 - Death or serious injury investigations.
- 2.2 In addition, members of the Police and Crime Commissioner (PCC)'s office review a sample of case files covering conduct and public complaints monthly and dip sample files that relate to topical issues to ensure that all are being dealt with in an acceptable way and that any lessons learnt are taken forward by the Constabulary. Any concerns that are identified are raised with Chief Officers and / or Senior Leaders of the PSD.
- 2.3 The PSD continue to deliver a range of briefings and communications to officers and staff to ensure that all officers and staff are aware of the required standards of professional behaviour and code of ethics including the department's responsibility of promoting prevention aligned to the PSD control strategy, identifying a clear pathway for investigations of fraudulent and/or corrupt activities, abuse of authority and unacceptable behaviour expected of the Constabulary's employees.
- 2.4 The PSD reports to the DCC (Deputy Chief Constable) Collaboration Board chaired by the Hertfordshire DCC which is attended by DCCs from Bedfordshire and Cambridgeshire, and senior HR and Finance representatives. The Independent Office for Police Conduct (IOPC) Learning the Lessons reports, together with local Learning the Lessons reports are reviewed as part of the business of the PSD Strategic Scrutiny Board.
- 2.5 The PSD has an Annual Control Strategy that has been designed to consider demand from the perspective of professional standards, covering specifically the three areas:
- Strategic priorities.
 - Intelligence requirements.
 - Educational priorities.
- The Strategy is reviewed and updated on an annual basis.
- 2.6 The PSD's internal website gives a range of methods that employees may use to contact them, including options for confidential and anonymous reporting. All allegations made are investigated by the PSD or the Independent Office for Police

Conduct (IOPC), depending on the severity of the issue raised. The public can also report through two external reporting mechanisms: either via Crimestoppers, or through integrity lines for matters relating to officer conduct.

- 2.7 In the last year, PSD have developed a more granular understanding of demand and budget pressures, driven by the requirement to deliver savings of £500k. In September 2023, a four-year financial deep dive was undertaken of the PSD, which identified a need to reduce the budget by £500k. The department was required to deliver on required services, but within the existing budget.

Complaints

- 2.8 The Constabulary's website explains how a member of the public can make a complaint including through an online complaints form or by phone. All complaints are logged and tracked by the Complaints Resolution Team, with serious complaints forwarded to the Independent Office for Police Conduct (IOPC). If the content of the complaint raised is suitable for a complaint handler to deal with and give a reasonable and proportionate response to the complainant, the local complaint process is engaged and followed.
- 2.9 Should the member of the public not be satisfied with the immediate response, they have the right to request that their complaint be formally recorded and progressed.
<https://www.cambs.police.uk/fo/feedback/tcs/complaints-triage/>
- 2.10 PSD investigates complaints made by members of the public that have been evaluated as sufficiently serious to warrant a formal investigation and the IOPC continues to investigate the most serious complaints and sensitive incidents and allegations involving the police.

Our Culture

- 2.11 Cambridgeshire Constabulary is committed to creating an inclusive working environment where everyone is valued for who they are and what they bring to policing.
- 2.12 We recognise that diverse perspectives are the best way of solving many of the complex issues facing us today, and to achieve this, we must ensure all voices are respected and heard. We are a progressive organisation where innovation and enterprise are encouraged, and people feel empowered to make a difference.
- 2.13 We are continually seeking ways to learn and grow and influence positive change beyond our force boundaries. We recognise the importance of continually investing in our people and ensuring they have the right support in place to flourish.
- 2.14 We know that by doing this, everyone will feel part of the team and happy in the workplace, which is crucial for our organisation to thrive.
- 2.15 Through our culture, we aim to build trust and confidence in one another, and our communities and we will achieve this by ensuring our behaviours reflect our force values of Fairness, Integrity, Diligence, and Impartiality to deliver a first-class service to the people of Cambridgeshire. The Constabulary has a Cultural

Statement and has invested heavily in Leadership and Cultural Workshops for all first line supervisors and an innovative programme for Chief Inspectors and Police Staff equivalent. In addition, the Constabulary has embraced the revised Code of Ethics and a number of targeted messages have been delivered, led by the Chief Constable.

Equality Objectives

- 2.16 We're proud to serve such diverse communities in Cambridgeshire. Our employees are responsible for providing a fair service to everyone. We aim to meet the demands of our communities by embracing and valuing equality and diversity.
- 2.17 To ensure equality and diversity is considered in everything we do, we have five core equality objectives:
- Achieve a positive shift in our workplace culture where people, no matter their background and circumstances, feel confident to disclose their protected characteristics.
 - Attract, engage, develop and retain a workforce that is representative of the communities it serves.
 - Understand our communities by developing effective engagement strategies that enable interaction with diverse groups, fostering strong relations that build trust and confidence.
 - Work with our partners to implement strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service.
 - Understand the impact of our policies and practices on people with different protected characteristics by conducting equality analysis and take steps to identify and address disproportionality.

<https://www.cambs.police.uk/police-forces/cambridgeshire-constabulary/areas/about-us/equality-and-diversity/equality-and-diversity/>

Ethics and Equality

- 2.18 The Constabulary continues with the Ethics Panels which include meetings with internal representation and external panels with a broad representation from the workforce and public meet at intervals to discuss ethical dilemmas, most recently in March 2024. Outputs are reported through the Ethics, Diversity, Equality and Inclusion (EDEI) Strategic meeting who meet bi-monthly.
- 2.19 The Constabulary has developed and continues to deliver a Leadership and Culture workshop for all first- and second-line managers to further develop understanding of the organisational culture, Diversity, Equality, and Inclusion, with considerable focus on awareness and support for their own wellbeing and that of their teams. The Leadership and Culture workshop was subject to a 12-month evaluation at the Strategic Workforce Planning meeting in February 2024 and delivery is now anticipated until at least December 2025. An innovative initiative to develop Ethics Cards as a tool for training and development and point of reference for officers was also progressed in 2023/24 and will be fully developed in 2024/25.

2.20 In March 2024, HMICFRS published the results of their PEEL inspection of Cambridgeshire Constabulary. The report gave an Outstanding grading in the area of police powers and treating the public fairly and respectfully, highlighting innovative practice used by the Constabulary to promote its community scrutiny panel and recruit new members. Cambridgeshire is the only force to achieve such a grade in this question set.

[Cambridgeshire PEEL Assessment 2023–2025 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/cambridgeshire-peel-assessment-2023-2025-his-majestys-inspectorate-of-constabulary-and-fire-rescue-services/)

2.21 The Corporate Plan was refreshed for 2023/24, including Statements of Intent covering violence against women and girls, ethics, diversity, equality and inclusion, the Harm to Hope Strategy, and the One More Step prevention strategy.

<https://www.cambs.police.uk/police-forces/cambridgeshire-constabulary/areas/about-us/about-us/transparency/corporate-plan-23-24/>

Financial Regulations

2.22 Financial Regulations are in place which were jointly agreed with Bedfordshire and Hertfordshire (Cambridgeshire's collaborative partners known as BCH) and were last reviewed in July 2023.

<https://www.cambridgeshire-pcc.gov.uk/SysSiteAssets/media/downloads/cambs-pcc/money-downloads/combined-financial-regulations-july-2023-final.pdf>

Legal Services

2.23 The Constabulary has an in-house Legal Department led by a qualified lawyer in the Head of Legal role, with a further two qualified lawyers in the Department. The Head of Legal role became vacant early in 2024 and an acting up arrangement has been put in place to maintain the required governance and professional advice in this area. The purpose of the in-house team is to provide the Constabulary with its own dedicated legal function bringing capacity and expertise that the Constabulary can draw on directly. Contracted external legal advice continues to be secured when required to assist with or handle specific matters.

Declaration of Interests

2.24 The Chief Constable has made declarations of interest, and these are published on the Commissioners website.

<https://www.cambridgeshire-pcc.gov.uk/about-us/your-commissioner/>

Corporate Plan

2.25 The Constabulary refreshes its Corporate Plan annually, setting out the Force's mission, vision and values for the forthcoming year. The Corporate Plan for 2023/24 set out the Constabulary's operational and organisational priorities, and cultural values of all officers and staff, who are to work together to deliver an inclusive and professional policing service based on the values of:

- Fairness.
- Integrity
- Diligence; and
- Impartiality.

3. Ensuring openness and comprehensive stakeholder engagement

Communications Strategy

- 3.1 The aim of the Communications Strategy for 2024-26 is to build confidence and trust across our workforce, our partners and the people who live and work in Cambridgeshire, by increasing our visibility and presence through a range of communications and engagement tactics. The Strategy sets the deliverables, enablers and resources needed alongside the tactics which are a range of delivery plans across all force business areas to ensure a regular, consistent and professional approach to communications with the public and our partners.
- 3.2 A communications report is produced on a quarterly basis and taken to both the Force Executive Board (FEB) and Business Coordination Board (BCB). The report covers outputs, out-takes and outcomes against the communications objectives:
- Support the force vision, mission, values and culture through communications opportunities and channels.
 - Support the strategic priorities of the organisation with communications, being mindful of the Police and Crime Plan.
 - Support the organisation in channel shift to assist in the management and reduction of demand.
 - Increase visibility of policing across the force.
 - Improve internal communications and engagement.
- 3.3 The Constabulary are held to account by the PCC and including through the BCB. The Constabulary provides regular reports to the BCB in respect of operational performance, financial performance and planning, developments, plans and initiatives being delivered through the collaborated arrangements and key decisions that the Constabulary require from the PCC in respect of its operational requirements.

Community Engagement

- 3.4 The Constabulary launched a project to develop an operational model for community engagement with the long-term objectives to:
- Ensure we are listening and responding to public concerns.
 - Build continuous trust and accountability with communities.
 - Increase intelligence to support targeted activity and problem solving.
- 3.5 Following pilots and other activities that have moved this to a business-as-usual position there have been further post-implementation reviews and evaluations in recognition that to achieve the aforementioned long-term objectives there will always be some evolution of the model.

4. Defining outcomes in terms of sustainable economic, social, and environmental benefits.

Business Planning

- 4.1 The Cambridgeshire Strategic Threat Risk Assessment (CamSTRA) is used to understand the current and future services and demand for the Constabulary, mapped against the current resources, to determine what the future resource

requirement may need to be. The financial returns made as part of the CamSTRA process enable the Constabulary to start its annual budget planning and MTFS refresh. The two processes are interdependent, and the approach adopted by the Constabulary has allowed for a balanced budget across all years albeit 2026/27 and 2027/28. Budget savings must be found and the CamSTRA will support the MTFS.

- 4.2 The CamSTRA also provides a great foundation to understanding and plotting new future demand in policing. It also allows more horizon scanning and strategic thinking on workforce planning in societal changes, such as generational diversity and associated themes in terms of attraction, retention, and attrition in the workplace. Environmentally, the CamSTRA has weaved within its operational requirement template questions which naturally collect responses associated with future environment issues, and this also interlocks with the Enterprise Strategy in terms of innovations and designs.
- 4.3 The CamSTRA also supports the completion of the annual Force Management Statement (FMS). Lessons learnt each year have been used to further develop the CamSTRA process as a key element in the annual planning process.



- 4.4 The CamSTRA process as a sound and transparent business planning tool provides the principled platform for open and altruistic discussions between senior leaders. All are asked to 'rub out the lines' in their business areas and consider the operational requirements of the force as one single concern.
- 4.5 It has changed the culture and mindset of senior leaders, which in turn has been cascaded down to the workforce when considering the needs of the force. It has meant that instead of silo views of resourcing requirements, there is now a collegiate approach, which in turn instils more confidence in the services delivered for the communities of Cambridgeshire and gives a good basis to ensure value for money can be articulated and the force held accountable for the public purse that it holds.

Collaboration

- 4.6 The key purpose and benefit of collaboration is to secure more efficient and/or effective services where we can join them up. The drawing together of collective views, ideas and knowledge sharing helps us all to improve and deliver key requirements.
- 4.7 Collaborations with Bedfordshire and Hertfordshire (BCH) are key in delivering the Constabulary priorities (organisational and operational) as set out in the Corporate Plan ranging from partnership and resources through to specific specialist policing areas, e.g. armed policing, roads policing and professional standards.
- 4.8 Collaborated services are provided to the parties through a host force model with daily line management via a single structure and decisions with regards to service delivery being made collaboratively at DCC level. By sharing resources across each force, the collaboration is able to drive economies of scale and make best use of available resources across the partners.
- 4.9 The supporting structure allows each Chief Constable and PCC to have oversight and fulfil their responsibilities through:
- Strategic Alliance Summit meetings are responsible for setting the strategic direction and enables oversight and holding to account by the Commissioners.
 - Joint Chief Officers Board (JCOB) has operational strategic oversight focusing on the accountability for the effective governance for the collaborative arrangements, performance and strategic risk.
 - Deputy Chief Constable Collaboration Board is a monthly meeting with an escalation route into JCOB ensuring the effective delivery of collaborated services, with decision-making capability.
 - Assistant Chief Officer and Director-led Functional Boards that ensure the effective and efficient delivery of the services within their remit.
- 4.10 Collaboration at a 7 Force level includes procurement through Commercial Services. Operational Management is over seen by the Commercial Executive Board chaired by an ACO, currently from Hertfordshire. There is also a Strategic Procurement Governance Board chaired by a PCC, currently Suffolk, which reports to the Eastern Region Summit Meeting to ensure all corporations sole are informed of activities. These meetings also have reporting from and oversight over the Eastern Regional Special Operations Unit (ERSOU) for which Bedfordshire is the lead Force.

Value for Money (VfM)

- 4.11 As part of the strengthening of our VfM arrangements following approval of our VfM Strategy, our Senior Leadership Team (SLT) meetings will regularly have a VfM focus on a six-monthly basis to track VfM work across projects (operational, estates and collaborated), areas of investigation for VfM, reporting arrangements such as benchmarking and CIPFA dashboard analysis. The SLT also meet to discuss the development of savings during 2023/24 and the delivery of savings in 2024/25.
- 4.12 The Change Team within the Organisational Improvement Centre (OIC) has

developed a Project Management Framework which has been implemented to help track projects and their benefits.

- 4.13 The external auditors are undertaking their work on VfM as part of the external audit reset to report on the Constabulary's VfM arrangements for 2021/22 and 2022/23. The newly appointed external auditors are undertaking the same work for 2023/24.

Sustainability

- 4.14 The Constabulary has developed a Sustainability Strategy which was approved through the PCC's Business Coordination Board in May 2022, with activity around the themes of: Estates and Property, Fleet and Transport, People and Behaviour, Procurement and the Supply Chain and Offsetting.
<https://www.cambridgeshire-pcc.gov.uk/what-we-do/meetings/business-coordination-board-bcb/2022-board/bcb---26-may/>
- 4.15 Underpinning the Strategy, transition plans for Estates and Fleet have been established which include short, medium and long-term actions towards becoming carbon neutral. Fleet actions are tracked at the Fleet Governance Group. Estate actions are tracked through various Project Boards and as part of estates management.
<https://www.cambridgeshire-pcc.gov.uk/what-we-do/meetings/business-coordination-board-bcb/2023-board/bcb---19-january/>
- 4.16 The Constabulary has supported work by consultants engaged through the Chiltern Transport Consortium to review the options, issues, constraints in transitioning the fleet and its management to alternatively fuelled vehicles.
- 4.17 A Sustainability Transition Plan, presented to the BCB in February 2024, has been introduced for 2023 – 2026 covering people and behaviour with short, medium and long term actions in place to allow for the development of a people culture focused on sustainability. This will include promoting and changing behaviours and attitudes towards sustainability in conducting our policing services. Operational and working arrangements will form part of this theme. A new Sustainability Strategic Lead post is being recruited to.

5 Determining the interventions necessary to optimise the achievement of the intended outcomes

- 5.1 A MTFs is in place. For 2023/24 this was presented to the Police and Crime Panel in February 2023 when the Panel received the plan covering the period 2023/24 to 2026/27. The financial plan supports the achievement of the objectives within the Police and Crime Plan and the Constabulary Corporate Plan.
<https://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MIId=4691&Ver=4>
- 5.2 The Corporate Plan sets out the Constabulary's priorities and success measures based on qualitative assessment supported by numerical indicators, the CamSTRA and annual strategic assessment. The Constabulary monitors financial and

operational performance through the governance structure with a clear distinction of responsibilities at operational and strategic levels through Force Performance Meetings and the Force Executive Board. There is onward reporting to the Commissioner's Business Coordination Board where the Commissioner holds the Constabulary to account for performance.

6 Developing the entity's capacity, including the capability of its leadership and the individuals within it

Human Resources

- 6.1 Human Resources policies have been established by the Bedfordshire, Cambridgeshire and Hertfordshire collaborated HR department. This includes 'My Conversation' which is a performance review (PDR) process. Regular conversations take place between individuals and managers to ensure oversight of wellbeing, to guide and support in the achievement of work-based objectives and to support personal and professional development. Integrity Health Checks are a mandatory requirement for all officers and staff and processes to monitor and ensure compliance have been instigated by PSD.
- 6.2 Strategic people issues for BCH are overseen by the Senior Leadership Team (SLT) who consider HR policy and people issues. This Team has an escalation route into the DCC Collaboration Board and the JCOB if required.

Workforce Planning

- 6.3 The Strategic Workforce Planning Board chaired by the DCC, meets monthly and takes a medium to long term overview of resource planning to ensure effective succession planning, and that the force has the right skills and capabilities to meet future needs. The Board is a discussion and decision forum, reporting to the Force Executive Board.
- 6.4 There is also an Operational Workforce Planning Board chaired by an Assistant Chief Constable (ACC) that enacts and provides recorded governance for tactical and operational movement across the force. This board reports directly into Strategic Workforce Planning Board on all matters within its remit.
- 6.5 The Workforce Plan is agreed with the Constabulary and HR and training teams to ensure we have the right recruitment plan and training delivery plans in place to meet establishment numbers. This includes a focus on the maintenance of establishment levels, which for 2023/24 was 1,732 Police Officers and this has been met.
- 6.6 The Constabulary has a clear understanding of current and future demand and the resources required to meet that demand. This is obtained through the data collection and analysis processes that support the Force Management Statement (FMS) which included the Constabulary's business planning process, the CamSTRA, to inform financial and workforce planning.

Training and Development

- 6.7 The Constabulary manages requirements for training and development via an annual Learning Needs Assessment which seeks to capture requirements and assesses and allocates these on a priority/risk basis against a BCH external

training budget and internal training resources.

6.8 Throughout the year emerging learning needs are managed and prioritised by means of tactical and strategic Operational Learning Prioritisation Group governance boards.

6.9 BCH has implemented the new entry routes for police officers under the umbrella of the Policing Education Qualifications Framework (PEQF). This has entailed the launch of a Police Constable Degree Apprenticeship Programme and a Degree Holder Entry Programme working in partnership with Anglia Ruskin University. From April 2024 a Police Constable Entry Programme (PCEP) has been introduced, with plans for this to be rolled out by BCH in May 2024. Development of this is being tracked at the various tactical and strategic Operational Learning Prioritisation Group governance boards.

6.10 Due to the maintenance of the workforce uplift, the demand for training is constant.

Wellbeing

6.11 The Constabulary have set four objectives for 2024/25 which are monitored through the force governance structure:

- Continued development and promotion of an organisational health and wellbeing culture that embraces prevention, early intervention, and support for individuals,
- Improved awareness and reduced perceived stigma in respect of stress, mental health, menopause, neurodiversity.
- Developing emotional intelligence for greater self-awareness to enable officers and staff to deal with increased demand and pressures of today's policing environment.
- Enhance and expand the Peer Support network (Oscar Kilo Peer Support) and ensure effective sharing of information, innovation and best practice.

6.12 The Constabulary aligns to the National Police Wellbeing Service (Oscar Kilo) and is committed to continually developing and expanding our Peer Support network, with training provided by Oscar Kilo. We currently have 46 trained Peer Supporters in Cambridgeshire with representative membership from staff and officers, across the force and is inclusive of special constables, police service volunteers, and the Chaplaincy team.

6.13 The Constabulary wellbeing tactical delivery plan is influenced by the Police Blue Light Framework (PBLF), HMICFRS inspection outcomes, local data as well as anecdotal feedback gathered by our wellbeing Coordinator or staff networks. There is a quarterly force Wellbeing Tactical Group which monitors our wellbeing delivery against the strategy, chaired by the strategic lead.

7 Managing risks and performance through robust internal control and strong public financial management

Risk Management

- 7.1 The Corporate Risk Register (CRR) is held on the 4Risk system with a review process monitored by the Risk Controller, who reports to the Risk Review Board (RRB) chaired by the Deputy Chief Constable. The RRB challenges risk owners on their actions and other mitigations to manage their risks. The RRB reports by exception through the governance structure with a copy of the CRR to the Joint Audit Committee.
- 7.2 Local arrangements are in place with Bedfordshire and Hertfordshire for their portfolios ensuring there is management of risk within and across the collaborated functions. A BCH Collaboration Strategic risk register has been developed and is reported to JCOB, which is due to be reported quarterly in 2024/25.
- 7.3 The collective approach to management of risk across BCH includes the work of the Information Management Unit where the team have responded to the Information Commissioners Office audit recommendations and actively works on information and data protection for the forces. The joint approach to ensuring accessibility of reports and information is another example.
- 7.4 The Constabulary has developed a Fraud Risk Register that will be kept up to date and reviewed regularly.

Financial Performance

- 7.5 Financial performance against the revenue and capital budgets, as well as treasury activity and reserves has been monitored throughout the year with regular reports to the Force Executive Board and then on to the Business Coordination Board.
- 7.6 Other key internal controls are also in place which include the Force Finance Instructions and Contract Standing Orders, both of which set out clear levels of delegated responsibility to certain officers and level of staff.
<https://www.cambs.police.uk/police-forces/cs/contract-standing-orders/>

Performance Management

- 7.7 The Constabulary has clear responsibilities within the governance structure for operational and strategic performance management.
- 7.8 The Strategic Force Performance Board is chaired by the Chief Constable. It reviews all performance matters including against the Corporate Plan and operational policing.
- 7.9 The Force Operations Board, chaired by a Assistant Chief Constable, determines the operational approach adopted by the force. It will achieve this by reviewing NPCC advice, guidance and policies alongside relevant legislation and the approach taken in neighbouring forces, to enable the force to be proactive in its approach to achieving best practice.
- 7.10 The Force Performance Board, chaired by a Assistant Chief Constable, maintains

ownership and drives and supports aspects of strategic operational policing performance. Its responsibilities include to scrutinise and outline key performance risk and issues and drive performance forward from information provided from across the Force.

- 7.11 The Change Board, chaired by the Deputy Chief Constable will drive, support and maintain an overview of organisational change, ensuring the force is effectively identifying and responding to national, regional and local risks and opportunities, to ensure delivery of an efficient and effective service. Incorporating organisational learning and promoting presentations of innovation and ideas from across the organisation regardless of rank or role to ensure Cambridgeshire Constabulary cast the widest net to improve services to the public.
- 7.12 The Change Board has delegated authority from the Force Executive Board to deliver all change and continuous improvement for the force. This includes wholesale innovations and commissions, plus Enterprise Strategy strands and the delivery against each.
- 7.13 The Constabulary holds numerous tactical business meetings to drive performance, scrutiny, accountability and improvement throughout the various workstreams. These currently include the Operational Priority Review Meeting, Neighbourhood Policing Steering Group, Ethics, Diversity, Equality and Inclusion Tactical Meeting.

8 Implementing good practices in transparency, reporting and audit to deliver effective accountability

- 8.1 Information in relation to salaries, business interests, Force Management Statement, annual accounts and performance data is published on the websites. The Constabulary complies with the statutory public inspection period for the annual accounts on an annual basis.
- 8.2 There is a Joint Audit Committee (JAC) that operates within the guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Home Office Financial Management Code of Practice. The minutes and papers of the JAC are published on the Commissioners website.
<https://www.cambridgeshire-pcc.gov.uk/what-we-do/meetings/joint-audit-committee/>
- 8.3 The Business Coordination Board is a joint governance forum of the Police and Crime Commissioner for Cambridgeshire and the Chief Constable for Cambridgeshire Constabulary and their respective Officers. This meeting is one of the means whereby the Commissioner holds the Chief Constable to account for the performance of the Constabulary. Meetings scrutinise, support and challenge the overall performance of the Force including against the priorities agreed within the Plan.
<https://www.cambridgeshire-pcc.gov.uk/what-we-do/meetings/business-coordination-board-bcb/>
- 8.4 The Chief Constable and the Chief Finance Officer & Director of Resources attend meetings of the Police and Crime Panel when required which are public meetings and are published.

<https://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&Year=2012%5D>

- 8.5 The Constabulary cooperates with external inspection for example Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and has an externally contracted Internal Audit function.
- 8.6 The Constabulary has a publication scheme available on the website setting out what information will be published and how it would be available together with how to make freedom of information requests.

<https://www.cambs.police.uk/foi-ai/af/accessing-information/>

9 REVIEW OF EFFECTIVENESS

People and Professionalism Department

- 9.1 There is a team of dedicated resources, including a Chief Superintendent to focus on people and workforce development, which has enhanced the effectiveness of the Constabulary approach towards the development of a professional and inclusive organisation that continually improves; operating in line with the public's needs and expectations, strengthening the approach to organisational priority of "People"; bringing together stakeholders and transforming the continuous development and support that the workforce receives and ensuring the organisation's long-term effectiveness is future-proofed by investing significantly in the initial development of new staff during a period of change to the skills and experience mix of the Force.
- 9.2 The department has brought together crucial strands of business to achieve this working closely with BCH partners providing clear ownership and accountability for:
- Ethics, Diversity, Equality & Inclusion (EDEI) incl Positive Action.
 - Health & Wellbeing.
 - Development of the force through upskilling staff and influencing policy and decision making through organisational experience and learning Talent Management.
 - Culture Programme of Activity
 - International Workings
 - Continuous Professional Development across the Constabulary.
 - Succession Planning.
 - Learning Needs Assessment.
 - Leadership Training Programmes
 - PEQF & maintenance of Uplift numbers.
 - PSD and HR liaison with clear focus on learning and continuous improvement.

Business Assurance Meeting (BAM)

- 9.3 The purpose of the Business Assurance Meeting (BAM) is to drive, support and maintain accountability and delivery of the force key strategic areas for improvement, recommendations and action plans. The BAM will ensure progress is evidenced to demonstrate the delivery of an efficient and effective service and acts as assurance against Inspectorate recommendations.

The Joint Audit Committee (JAC)

- 9.4 The JAC undertakes the core functions of an audit committee in accordance with the guidance set out in the CIPFA publication 'Audit Committees – Practical Guidance for Local Authorities and Police'.
- 9.5 The Joint Audit Committee plays a pivotal role in the system of internal control through its oversight of audit arrangements. The Committee approves the external audit plan and receives the annual audit letter from the external auditor. The Committee also considers the annual internal audit plan, receives regular internal audit reports and monitors management performance against agreed action plans to address any areas for improvement identified. In addition, the Committee oversees progress on risk management and related issues.

<https://www.cambridgeshire-pcc.gov.uk/what-we-do/meetings/joint-audit-committee/>

Internal Audit

- 9.6 Internal audit provided an independent opinion on the adequacy and effectiveness of the system of internal control, stating that the organisation has an adequate and effective framework for risk management, governance and internal control. However, their work identified further enhancements to the framework of risk management, governance and internal control to ensure it remains adequate and effective.
- 9.7 Internal audit issued six audit reports for Cambridgeshire during 2023/24, two with substantial assurance and three with reasonable assurance; there was also one advisory report.
- 9.8 Internal Audit also undertook audits in relation to collaborated activity and issued two substantial assurance report, three reasonable assurance reports and one minimal assurance report which was followed up and demonstrated good progress in the completion of actions. There was also one advisory report.
- 9.9 Internal audit also performs an annual follow up of agreed management actions, and the Constabulary also track the completion of management actions.
- 9.10 Internal Audit has co-ordinated the first draft of this Annual Governance Statement, with assistance from senior officers and staff in the OPCC and Constabulary.

External Audit [Section remains to be updated]

- 9.11 The external auditor's opinion on the Chief Constable's 2023/24 financial statements was xxxxxxxxxxxxxxxx

HMICFRS

- 9.12 The Constabulary response to Recommendations and Areas for Improvement as directed by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services are managed by the Governance and Inspection Team within the Organisational Improvement Centre. These are tracked through the Business Assurance Meeting.

9.13 The last PEEL report was issued by HMICFRS in March 2024 and covered nine areas of which one is not graded. Of the eight, one was graded as outstanding, two as good and two as adequate. Leadership and force management were graded as requires improvement and the areas responding to the public and managing offenders were graded as inadequate.

10. SIGNIFICANT GOVERNANCE ISSUES

A summary of how the significant issues identified in the 2022/23 Annual Governance Statement have been managed

As stated in 2022/23

Internal Audit reported that in their opinion, the progress against recommendations for under £50k procurement compliance for BCH as individual forces remains rated as poor by Internal Audit in 2022/23. The 2022/23 report by Internal Audit “noted that Cambridgeshire have made better progress in implementing the £5k to £50k procurement”. Work is ongoing by the Constabulary to fully implement the audit recommendations in this area.

Current position and new issues

Internal Audit undertook a further review of this area in 2023/24 and concluded with a reasonable assurance opinion. Actions have been identified to improve certain areas which are owned by 7F Commercial Services (the Constabulary’s procurement collaboration) and progress against these will be reviewed as part of further follow up audits. However, the specific matter relating to under £50k procurement is now not considered a significant governance issue.

The demand on collaborated functions continues, in particular the Professional Standards Department (PSD) where additional resources have been invested to re-vet all officers as required by the Home Office following the Carrick case.

This is no longer considered a significant issue in the current year.

The audit of the 2021/22 accounts has not yet been started by the external auditor. Current expectations are that the accounts for 2021/22 and 2022/23 will be audited together in the autumn of 2023. This will again be after the statutory deadlines, which is out of the Constabulary’s control. There are potential impacts of any further delays as the Constabulary’s external auditor changes from the 2023/24 financial year.

The audit of the 2021/22 and 2022/23 accounts have not yet been started by the external auditor. There are no plans to audit the financial statements for these financial years. It is expected that BDO will undertake value for money work in relation to these financial years, and will report the outcomes to the JAC in 2024/25. The 2023/24 accounts will be audited as normal during 2024 by the newly appointed auditors KPMG. While this will be outside the statutory

deadlines, it will be in line with the revised deadlines forming part of the audit reset arrangements.

The Constabulary was successful in delivering its uplift target, increasing Officer headcount by 206 over the last three years. There is an ongoing challenge to maintain the Officer headcount at the new establishment of 1,732 Officers. Pressure on recruitment, vetting, workforce planning through People and Professional and HR and Operational Learning will continue.

McCloud pension remedy work continues with implementation of key statutory dates and milestones due in 2023/24 and later years.

The Constabulary was successful in maintaining its establishment levels for 2023/24. However, there is an ongoing challenge to maintain the Officer headcount at the new establishment of 1,732 Officers. Pressure on recruitment, occupational health, vetting, workforce planning through People and Professional and HR and Operational Learning will continue.

McCloud pension remedy work is still in its implementation phase. The Constabulary are providing data for specific Officer cohorts and all active members to the pension administrator to allow for them to produce Remedial Service Statements for all Officers. The implementation is due to continue into 2024/25. Contingent decision applications are also being received for Scheme Manager approval. A BCH Pension Remedy Project Group is in place, chaired by the Chief Finance Officer and Director of Resources. Once key milestones for the sharing of data have been passed by the Government, the BCH Pension Board will take oversight of ongoing McCloud matters.

Early in 2023/24, Internal Audit issued a minimal assurance opinion in relation to BCH Collaboration Cyber Security arrangements. A follow-up review was undertaken later in the year, which concluded that Good Progress had been made in addressing the management actions agreed with Internal Audit.

The 2023-2025 HMICFRS PEEL Assessment identified two causes of concern in relation to responsiveness to emergency and non-emergency calls, and to the management of risks posed by sex offenders in the community. A

number of areas for improvement were identified. The Constabulary is responding to the report recommendations with a view to improving our performance in these areas.

DRAFT