



The Chief Constable of Cambridgeshire

DRAFT ANNUAL GOVERNANCE STATEMENT 2025/26

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. A new Chief Constable took post in September 2025, following which a new Deputy Chief Constable was also appointed.
- 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 governance 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 keeping 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.

Head of Internal Audit Opinion

- 1.7 Internal audit is required to give an overall opinion on the adequacy and effectiveness of the framework of the internal control and risk management environment.

For the 12 months ending 31 March 2026, the draft Head of Internal Audit opinion is that the organisation has an adequate and effective framework for risk management, governance and internal control. However, further enhancements to the framework of risk management, governance and internal control are required to ensure that it remains adequate and effective.

- 1.8 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 2025/26

- 1.9 Following the HMICFRS inspection of the joint BCH FEL function having found significant issues, enhanced governance and oversight systems were developed to ensure better oversight of this function. In addition, joint oversight of all collaborated functions has been reviewed and enhanced.

- 1.10 During 2025/26 the joint BCH capital project to develop the Monks Wood site, owned by the Cambridgeshire PCC, for operational support training facilities was agreed to be ceased by the partners. During the design stages the costs became unaffordable against the budget envelope and the BCH Strategic Alliance Summit ultimately decided not to progress the development any further. This did incur the write off of the costs incurred to the revenue account in 2025/26 and which were shared between the BCH forces.
- 1.11 During 2025/26, the Constabulary has closely monitored ongoing national developments relating to the devolution of Police and Crime Commissioners and wider police reforms as well as local government reform. While no immediate local structural changes have been implemented, work continues with the PCC and partners to assess potential implications for governance, funding, and service delivery to ensure preparedness for any future changes.

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

Signed:

Simon Megicks, BSc
(Hons) MSc MSt
(Cantab) Chief
Constable for
Cambridgeshire
Constabulary

Jon Lee, CPFA
Chief Finance Officer &
Director of Resources

Date:

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 (a national strategy focussing on safeguarding individuals from radicalisation).
 - Operation PROTECT (focussing on enhancing public safety and security through specialist units).
 - 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.
- 2.4 The Head of PSD reports into the BCH Deputy Chief Constables (DCCs) / Deputy Chief Officer (DCO) Collaboration Board. Each of the three forces' DCCs attends and provide governance and direction as needed.
- 2.5 Additionally, the Head of PSD is held to account quarterly within the PSD Strategic Scrutiny Board which has attendance from the Office of the PCC for BCH, Senior BCH HR representatives, workforce leads from forces and Independent Panel Members as appropriate who attend and partake in PSD tactical scrutiny panels and offer a view from the communities we serve.
- 2.6 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. The Head of PSD attends quarterly IOPC oversight meetings where any IOPC concerns, or promising practice are shared.
- 2.7 The PSD has an Annual Control Strategy that has been designed to consider demand from the perspective of professional standards, covering the three areas:
- Strategic priorities.
 - Intelligence requirements.
 - Educational priorities.
- The Strategy is reviewed and updated on an annual basis.

- 2.8 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 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.

Complaints

- 2.9 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.
- 2.10 Should the member of the public not be satisfied with the outcome of their complaint or the way it was handled, they have the right to request that their complaint be reviewed either by PCC or IOPC in serious cases.
- 2.11 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

- 2.12 The Constabulary has invested heavily in Leadership and Cultural Workshops for all first line supervisors and a programme for Chief Inspectors and Police Staff equivalent. In addition, the Constabulary has embraced the revised Code of Ethics and several targeted messages have been delivered, led by the Chief Constable.
- 2.13 The key components of the Cambridgeshire Constabulary Culture, are contained within the Constabulary Corporate Plan 2025/26. Looking ahead the Chief Constable plans to simplify the Constabulary's mission focussed on public need and public service with delivery through the organisation and individual leadership. This will include clear values and frameworks to deliver leadership how we meet public expectations.
- 2.14 There is an extensive cultural programme of activity with specific examples of note which have been included in NPCC (National Police Chief's Council) National Police Culture & Inclusion Strategy 2025 – 2030 Innovative Practice such as:
- Stepping Up Programme to support progression of staff into 1st and 2nd line supervisory position.
 - 5 Day Leadership & Culture Workshop for all 1st and 2nd line supervisors.
 - Partnership Cultural Awareness Training including to support delivery against the Police Race Action Plan.

Equality Objectives

2.15 The Constabulary Equality, Diversity and Inclusion (EDI) statement of intent is part of the Corporate Plan:

2.16 The plan's Equality Objectives include the following:

- Culture – A police service that has a workplace culture where people, no matter their background and circumstances, feel confident to disclose their protected characteristics and be an upstander.
- Represented – A police service that attracts, engages, develops and retains a workforce that is representative of the people of Cambridgeshire.
- Respected – A police service that understands and challenges stereotypes and myths in our policies, procedures and practices to eliminate discrimination and aims to increase trust and confidence.
- Involved – A police service where partner agencies, stakeholders and people from all backgrounds are regularly engaged with in a meaningful way so to understand our communities and undertake appropriate action.
- Protected – A police service that can explain perceived inequality and/or works to minimise or eliminate actual inequality in our service delivery.
- Ethics – A police service that ensures its workforce's decisions and actions are impartial and for the right reasons, to foster good relations across all our communities.

Cambridgeshire Constabulary has due regard to the approach of the NPCC National policing culture and inclusion strategy 2025-2030 to inform activity within the Ethics, Diversity, Equality and Inclusion Delivery Plan, and support delivery against the equality objectives.

2.17 The Deputy Chief Constable is the EDI Chief Officer Lead and the Head of People and Professionalism is the Strategic Lead.

2.18 Delivery against the EDI statement of intent is managed via bi-monthly EDI Strategic and Tactical Boards / Meeting supported by Force EDI Delivery Plan detailing a range of activity.

Ethics and Equality

2.19 The Constabulary continues to participate in Ethics Panels. These include both meetings with internal representation and external panels with a broader representation from the workforce and public, meeting at intervals to discuss ethical dilemmas. Outputs are reported through the Ethics, Diversity, Equality, and Inclusion (EDEI) Strategic meeting who meet bi-monthly.

2.20 The Constabulary has taken cognisance of the national Police Race Action Plan and developed a local response. This is now being reviewed and enhanced in line with the change to national arrangements which will see a reduced national function and greater responsibility held by forces. Progress is reviewed at Chief

Officer level as part of Force Executive Board on a quarterly basis; current activity is directed towards completion of a comprehensive maturity matrix by the end of Q2 FY 26/27.

- 2.21 The Constabulary has developed and continues to deliver a Leadership and Culture workshop for all 1st and 2nd 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 was completed monthly until December 2025.
- 2.22 In March 2024, HMICFRS published the results of their PEEL inspection of Cambridgeshire Constabulary. The report gave an Outstanding grading around 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. The force are preparing for the next PEEL inspection which is due in 2027.

Corporate Plan

- 2.23 The Constabulary refreshes its Corporate Plan annually, setting out the Force's mission, vision, and values for the forthcoming year. The Corporate Plan for 2025/26 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.
- 2.24 The Corporate Plan also includes statements of intent covering culture, violence against women and girls, ethics, diversity, equality and inclusion, and the Neighbourhood Policing Guarantee.

Financial Regulations

- 2.25 Financial Regulations (including 7 Force Contract Standing Orders) are in place which were jointly agreed with Bedfordshire and Hertfordshire (Cambridgeshire's collaborative partners known as BCH) and were last reviewed in February 2025.

Legal Services

- 2.26 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 posts in the Department, one of which is being recruited to. The Department also has a full-time legal assistant and two part-time paralegals equating to two full-time equivalents.

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 manage specific matters.

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 Police Accountability Board (PAB), previously known as the Business Coordination Board. The report covers outputs 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 support the public to self-serve by accessing appropriate information directly.
 - Increase visibility of policing across the force.
 - Improve internal communications and engagement.
- 3.3 The Constabulary are held to account by the PCC, including through the PAB. The Constabulary provides quarterly reports to the PAB 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 Neighbourhood Policing Guarantee (NHPG) has provided opportunity to reflect and review our engagement strategy. Recently we have revisited how we hear voices of victims within our engagement processes, using AI – artificial intelligence to make use of data from a wider source of public contact and feed back to understand what communities need.
- 3.5 A Chief Inspector now leads on our tactical delivery of engagement which reports into our NHP Steering Group. A tactical plan drives activity and ensures consistency in delivery across all neighbourhood teams.

- A framework within the tactical plan ensures our engagement cycle moves sufficiently to reflect emerging concern and feedback, and regular information to communities.
- Our plan includes performance measures and management information to help teams confidently understand gaps in community engagement (demographic, social, economic etc).
- A suite of options is provided in the framework, allowing flexibility to suit communities. Face to face engagement is prioritised, however many communities prefer digital and online consultation. A range of video, written reports and narrative content is created to suit a range of need from our communities.
- We have reviewed expectations of the NHPG, and ensured we are compliant in areas like publicising community meetings and having named officers for every area who are listed on the website to provide the public better opportunity to know their local officers.
- Communications officers are embedded within neighbourhood team to ensure we maximise use of social and traditional media.

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

Business Planning

- 4.1 The Cambridgeshire Strategic Threat Risk Assessment (CamSTRA) continues to be 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 inform annual budget planning and Medium Term Financial Strategy (MTFS) refresh. The two processes are interdependent, and the approach adopted by the Constabulary allowed for a balanced budget in 2025/26 in a tightening financial environment. The current MTFS presents a balanced budget for 2026/27 through to 2028/29. The Constabulary's Medium Term Financial Planning processes were assessed by Internal Audit within 2024/25 who issued a substantial assurance audit opinion.
- 4.2 The CamSTRA also provides a foundation for 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.
- 4.3 In agreement with HMICFRS, the CamSTRA report is being used to meet the requirements of the Force Management Statement (FMS) endorsing the Constabulary's approach to strategic planning and assessment creating a single product that delivers business planning and FMS requirements.
- 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 consider the operational requirements of the force as one single concern.

Collaboration

- 4.5 The key purpose and benefit of collaboration is to secure more efficient and/or effective services where they can be provided jointly. The drawing together of collective views, ideas and knowledge sharing helps us all to improve and deliver key requirements.
- 4.6 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, major crime, and professional standards.
- 4.7 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 can drive economies of scale and make best use of available resources across the partners.
- 4.8 The supporting structure allows each Chief Constable and PCC to have oversight and fulfil their responsibilities through:
- Strategic Alliance Summit meetings (quarterly) which is responsible for setting the strategic direction and enables oversight and holding to account by the Commissioners.
 - Joint Chief Officers Board (JCOB) (monthly) which 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, which includes the Chief Finance Officers and which is a monthly meeting with an escalation route into JCOB. It ensures the effective delivery of collaborated services and has decision-making capability.
 - Assistant Chief Officer (ACO) and Director-led Functional Boards that ensure the effective and efficient delivery of the services within their remit.
- 4.9 Collaboration at a seven 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. Wider collaborative arrangements are also in place for insurance arrangements through the South East and Eastern Region Police Insurance Collaboration (SEERPIC) and the Chiltern Transport Consortium (CTC) for fleet services.

Value for Money (VfM)

- 4.10 The Senior Leadership Team (SLT) meeting continues to review VfM arrangements on a six monthly basis with key updates on major projects provided by the Change Team. VfM is also considered and tested in other ways such as Project Board meetings (Milton Police Station and the Monks Wood Operational Support Unit training facility) and the Change Board as ideas and proposals progress through governance. The Finance team has also undertaken a benchmarking exercise on the latest VfM Profiles published by HMICFRS which will be used to inform the 2026/27 MTFS refresh.
- 4.11 The BCH Specialist Training Facility project, commonly known as Monks Wood, was a jointly funded initiative to relocate the Operational Support Unit's training facilities. While the Constabulary had planned and budgeted in line with the approved business case, the project was significantly impacted by wider economic conditions and the inability of all collaborative partners to meet escalating costs. Despite exploring multiple value engineering options to improve affordability and demonstrate VfM on a challenging site, costs ultimately exceeded the budgets available across the three forces. Although minor works commenced on site in April 2025 as part of planning timeframes, a collective decision by the BCH forces and PCCs was subsequently taken to halt the project as not delivering VfM which avoided substantially higher long-term capital expenditure and reduced the need for borrowing, thereby limiting future interest and revenue budget pressures.
- 4.12 The Milton Police Station project remains on track for delivery within its £49m total project budget, providing a replacement for the ageing Parkside station and obsolete custody facilities. The project has increased custody capacity to 24 fully modern cells. Since construction commenced in 2024, the scheme has been carefully managed through a collaborative New Engineering Contract, with robust oversight ensuring risks are mitigated and costs controlled within contingency, delivering measurable savings and avoiding significant additional expenditure. Enhancements have been incorporated within budget, alongside future-proofed infrastructure, and the project is on course to achieve strong sustainability outcomes. The Station is scheduled to open in Spring 2026.
- 4.13 The Project Management Framework is now embedded and projects tracked accordingly.
- 4.14 Two different sets of external auditors have reviewed and reported on the arrangements in place for VfM in the Constabulary – BDO as part of the audit backlog for the 2021/22 and 2022/23 financial years and KPMG as the current auditor for 2023/24. KPMG's Annual Report for 2024/25 notes that the Constabulary has proper arrangements in place in accordance with the requirements of the Code of Audit Practice, and no adverse VfM conclusions were reported. An extract from KPMG's year-end report for the year-ended 31 March 2025 set out the outcomes from their work as follows:

	Financial sustainability		Governance		Improving economy, efficiency and effectiveness	
Commentary page reference	12-13		14-15		16-17	
Identified risks of significant weakness?	✗	No	✓	Yes- See page 18	✓	Yes- See page 18
Actual significant weakness identified?	✗	No	✗	No	✗	No
2024-25 Findings	No significant weakness identified		No significant weakness identified		No significant weakness identified	
Direction of travel	↔		↔		↔	

(note – page numbers in this table refer to the KPMG Annual Report and not this AGS)

Sustainability

- 4.15 The Constabulary has developed a Sustainability Strategy which was approved through the PCC's Police Accountability Board (previously known as the 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.
- 4.16 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.
- 4.17 The Constabulary has continued to support the Chiltern Transport Consortium (CTC) review of fleet transition arrangements during 2025/26. Following on from 12 fully electric admin vehicles being bought on to the fleet for teams based at Copse Court in 2024/25, EV charge points were installed at the Northern Hub in Thorpe Wood enabling 12 electric admin cars to be deployed with similar provision planned to be in place at the new Milton Police Station. An evaluation report of the pilot was produced in 2024 concluding that the pilot was a success and setting out options to progress the further roll out of EVs across the force.
- 4.18 Work has progressed on the built estate to introduce LED lighting and a major enhancement of solar panels at the Headquarters. Work on the feasibility of a solar farm on the surplus land at the Headquarters was paused due to interest from the NHS as part of the development of Hinchingsbrooke Hospital. Instead the Constabulary shifted focus to a grant funded opportunity through the government Department for Energy Security and Net Zero (DESNZ) working with the Cambridgeshire and Peterborough Combined Authority (CPCA). This joint approach provided for a double array of solar car park canopies and further roof top solar panels at the Headquarters, all delivered within 2025/26.

4.19 Progress on the forces heating fuel/electricity and CO2 emissions are detailed within the table below which was taken from a National Police Estates Group Benchmarking exercise which was carried out by CIPFA.

Description	2021/22	2022/23	2023/24	2024/25	Annual change in consumption 24 to 25	Comments
Heating fuel consumption	5GWh 192 KWh per m2	5GWh 162 KWh per m2	5GWh 157 KWh per m2	4GWh 127KWh per m2	-19.1%	
Electricity consumption	5GWh 133 KWH per m2	4GWh 114KWh per m2	5GWh 125KWh per m2	4GWh 121 KWh per m2	-3.3%	Alconbury site vacated 2021 skewed figures as large floorspace but little elec used, 22/23 figures missing for one site
CO2 emissions	68.7Kg/m2	56.2 Kg/m2	57.6Kg/m2	51.3Kg/m2	-10.94%	

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

- 5.1 A Medium-Term Financial Strategy (MTFS) is in place. For 2025/26 this was presented to the Police and Crime Panel in February 2025 when the Panel received the plan covering the period 2025/26 to 2028/29. The financial plan supports the achievement of the objectives within the Police and Crime Plan and the Constabulary Corporate Plan.
- 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 Police Accountability 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 the end of year performance development 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 HR 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 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 2025/26 was 1,732 Police Officers and this has been met coming in at five over the baseline. The PCSO headcount was also increased during 2025/26 as part of our Neighbourhood Policing Guarantee plans to deliver this government mission.
- 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 CamSTRA which included the Constabulary's business planning process, 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 The recruitment and training process for police officers in Cambridgeshire has changed and we are now operating several entry routes in partnership with Anglia Ruskin University.
- 6.10 We are recruiting through our Degree Holder Entry Programme (DHEP) Police Constable Degree Apprenticeship (PCDA) and the Police Constable Entry Programme (PCEP). The entry routes have introduced a national standard level of education and training, which reflects the current and future challenges we face.

Wellbeing

- 6.11 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 61 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.

- 6.12 The Constabulary Wellbeing Tactical Delivery Plan is influenced by the Police Blue Light Wellbeing Framework (BLWF), HMICFRS inspection outcomes, local data as well as anecdotal feedback gathered by our Health & Wellbeing Coordinator or Staff Inclusion Networks. There is a quarterly force Wellbeing Tactical Group which monitors our wellbeing delivery against the strategy, chaired by the Tactical Wellbeing 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 an Excel / SharePoint solution, 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. BCH Collaborated departments escalate risks to the three individual forces as is appropriate and report performance to the BCH JCOB quarterly.
- 7.3 The collective approach to management of risk across BCH includes the work of the Information Management Department which 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 In support of this approach the director of IMD chairs a tri-force SIRO board to manage strategic information risks on behalf of all three forces.
- 7.5 The Constabulary also has a Fraud Risk Register that is kept up to date, reviewed regularly, and reports to the RRB.

Financial Performance

- 7.6 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 Police Accountability Board. The Constabulary and OPCC CFOs have instigated quarterly treasury management meetings to more fully review these activities since the Constabulary is increasing borrowing levels to fund necessary capital investments.
- 7.7 Other key internal controls are also in place which include the Financial

Regulations (including 7 Force Contract Standing Orders), both of which set out clear levels of delegated responsibility to certain officers and level of staff.

Performance Management

- 7.8 The Constabulary has clear responsibilities within the governance structure for operational and strategic performance management.
- 7.9 The Force Operations Board, chaired by an ACC, 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 Accountability meeting, chaired by the DCC, 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 and Evidenced Based Policing Board, chaired by the DCC 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 Neighbourhood Policing Steering Group; Response Policing Steering Group; Victim and Witness Group; Ethics, Diversity, Equality, and Inclusion Tactical Meeting.
- 7.14 The Constabulary has also implemented the Accommodation Board which is chaired by an ACC. The Accommodation Board's purpose is to unite key stakeholders to make informed decisions on accommodation and space changes, balancing short-term needs with long-term planning. It ensures alignment with the Force Sustainability Strategy, prioritises staff wellbeing, and promotes a smaller, greener estate. Additionally, it establishes a governance structure that considers user needs over the short, medium, and long term.
- 7.15 The Chief Constable is held to account for the performance of the Constabulary by the PCC through the Police Accountability Board. This is a monthly meeting chaired by the PCC that considers all aspects of performance to ensure the best possible service is being provided to the Cambridgeshire public by the

Constabulary.

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.
- 8.3 The Police Accountability Board is a joint governance forum of the Police and Crime Commissioner for Cambridgeshire and Peterborough 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. Up until January 2026 the Board was known as the Business Coordination Board.
- 8.4 The Chief Constable and the Chief Finance Officer and Director of Resources attend meetings of the Cambridgeshire Police and Crime Panel when required which are public meetings and are published.
- 8.5 The Constabulary cooperates with external inspection for example Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), statutory external audit, 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.

9. REVIEW OF EFFECTIVENESS

Organisational Improvement

- 9.1 There is a team of dedicated resources, including a Chief Superintendent, undertaking organisational improvement activity for the people and business activities of the Constabulary. This includes recruitment, retention and development of the workforce, and coordination and management of all inspection activity including HMICFRS, business planning cycle (CamSTRA), and change research and innovation.
- 9.2 This aims to continually enhance effectiveness of the Constabulary's approach to 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 and ensures a sustainable business operating model.

- 9.3 The department ensures there is an effective infrastructure in place to support delivery against the Force corporate plan through key workstreams:
- Ethics, Diversity, Equality & Inclusion (EDEI) including 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.
 - Recruitment, maintenance, and uplift of officer numbers.
 - PSD and HR liaison with clear focus on learning and continuous improvement.

Business Assurance Meeting (BAM)

- 9.4 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)

- 9.5 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'.
- 9.6 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.

[Joint Audit Committee](#)

Internal Audit

- 9.7 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.

- 9.8 Internal audit issued four audit reports for Cambridgeshire as a specific force during 2025/26, one with substantial assurance and three with reasonable assurance. Good progress was also reported on the follow up of previous audit recommendations.
- 9.9 Internal Audit also undertook audits in relation to the BCH collaborated activity and issued one substantial assurance and two partial assurance reports. Two advisory reviews were also undertaken.
- 9.10 Internal Audit also performs an annual follow up of agreed management actions where it was identified that Good Progress had been made in implementing agreed actions, and the Constabulary and OPCC also track the completion of management actions.
- 9.11 RSM UK Risk Assurance Services LLP has co-ordinated the first draft of this Annual Governance Statement, with assistance from senior officers and staff in the OPCC and Constabulary. The Chief Constable, Chief Finance Officer and other members of the Chief Officer Team and Senior Leadership Team have fed into the drafting process and / or provided information to enable RSM to independently draft the AGS. The ownership of the AGS is with the Chief Constable and his CFO.

External Audit

- 9.12 The external auditor's opinion on the CC's 2025/26 financial statements was xxxx

Commented [AG1]: To be updated when external audit report

HMICFRS

- 9.13 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.
- 9.14 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. The Constabulary progress against addressing the issues raised by the PEEL report are detailed in section 10 below.
- 9.15 An accelerated cause of concern report was issued by HMICFRS in January 2026 following an inspection of BCH's firearms and explosive licensing. Following this report a formal governance structure was established, including Gold and Silver Groups, to oversee delivery and ensure oversight over the eight recommendations given to the forces. All recommendations have since been implemented by the Force.

10. SIGNIFICANT GOVERNANCE ISSUES

A summary of how the significant issues identified in the 2024/25 Annual Governance Statement have been managed.

As stated in 2024/25	Current position
The external audit opinions in recent years have been impacted by the national audit backlog. The capacity of the previous external auditors meant that the financial statements for 2021/22 and 2022/23 were not fully audited and received a disclaimed opinion. The impact of this has meant that KPMG, the current auditors were not able to obtain assurance over the prior year accounts.	The 2023/24 audit of the accounts were concluded with a disclaimed opinion as a result and through no fault of the Constabulary.
The 2023/24 audit of the accounts were concluded with a disclaimed opinion as a result and through no fault of the Constabulary. A consideration of the arrangements in place to secure value for money was also undertaken by KPMG for 2023/24, which assessed there to be no significant risks or weaknesses in the Constabulary's arrangements for securing economy, efficiency, and effectiveness in the use of resources.	The external auditor's opinion on the Constabulary's 's 2024/25 financial statements was also disclaimed. Work is underway by KPMG to build back assurance as part of audit requirements, which will be reported to the JAC at it's May 2026 meeting and how this will affect the 2025/26 audit plan. The 2025/26 accounts will be prepared and audited by the statutory dates.
Whilst the external audits are now up to date, it is likely to be at least two further years until an unmodified audit opinion will be provided by the external auditors due to the ripple effects of the disclaimed opinions resulting from the backlog referred to.	
The Constabulary was successful in maintaining and exceeding its establishment levels for 2024/25 by 17 officers at the 31 March 2025.	For 2025/26 as part of the ring-fenced grant of £3.6m the Constabulary has successfully maintained the officer establishment of 1,732 ending the year at 1,737 officers and therefore securing the Home Grant in full. Similarly for the Neighbourhood Policing Guarantee targets for officers and police community support officers were achieved in 2025/26. Moving forward to 2026/27 there will be ring-fenced grant attached to the achievement of targets.
Throughout 2024/25 the Constabulary has continued to provide the necessary data to the Constabulary's pension	Throughout 2025/26 the Constabulary has continued to work closely with its pension administrator (XPS) to progress the

Commented [JL2]: Add outcome of audit at finalisation of the AGS

administrator (XPS) to progress the McCloud remedy. This has been a major undertaking given the volume and complexity of the arrangements some of which have continued to move, be put on hold, or updated during the year. The national NPCC pensions team has provided support and guidance which has been invaluable. The Constabulary did have to disclose a breach of the Pension Regulations to The Pension Regulator (TPR) because the complexities of the pension remedy meant in some cases Annual Benefit Statements and Pension Saving Statements could not all be produced by the required deadlines during the year. Further still whilst the Constabulary has made significant progress in issuing Remediable Service Statements (RSS) for different cohorts, with the majority being issued by the 31 March 2025 deadline, there are some that will not have been issued for example where the data relating to a Pension Sharing Order is still outstanding. Those still outstanding at the end of the year are not considered to be a material breach of the Regulations, except for the Deferred Choice RSS position which will be reported to TPR as a further breach of the Regulations. As at the 30 January 2026 there are 10 active RSS and 8 DC RSS remaining to be issued. These are now being individually reviewed by the pension administrator to resolve.	McCloud remedy, with remaining cases increasingly complex and requiring individual resolution. While further progress has been made, 100% completion has not been achieved, however, following a formal breach assessment presented to the BCH Pensions Board, this was not considered to constitute a material breach of regulations and therefore did not require reporting to The Pensions Regulator (TPR). XPS has implemented a new system to support the production of outstanding statements, with ongoing work focused on resolving data queries associated with individual cases. Progress remains subject to regular oversight, with updates provided as a standing agenda item to the Pensions Board. The Constabulary's position is consistent with the wider policing sector, where full completion remains challenging due to the complexity of the remedy. Performance has continued to improve, with 100% of Immediate Choice Remedial Service Statements (RSS) issued, 99.4% of Active RSS issued, and 94.4% Deferred Choice RSS issued (figures at March 2026). The Constabulary continues to receive support and guidance from the national NPCC Pensions Team through regular engagement, supporting ongoing delivery and compliance.
Internal Audit issued a minimal assurance report relating to BCH Innovation Framework in 2024/25. A follow up review was scheduled as part of the 2025/26 Audit Plan.	As part of the 2025/26 internal audit plan two partial assurance audit reports were issued. These were both in services within the BCH collaboration with recommendations being made to strengthen the arrangements which management are responding to.

The 2023 HMICFRS PEEL inspection also raised a cause for concern in responding to the public. The Constabulary similarly has made focussed efforts to remedy this finding by recruiting and training additional call handlers in the Demand Hub and training 50 police constables to support call handling as required. A transformation of the Demand Hub was also instigated overseen by a Gold Group with task and finish groups. Improvements have been made by looking at best practice, enhancing the Constabulary's understanding of abandoned calls, implementing rapid video response (RVR) and video response as well as work on the Demand Hub leadership and culture through workshops alongside an operating model review. The performance in response to both 999 and 101 calls is much improved due to this focussed improvement work. March 2025 figures demonstrated 96.5% of 999 calls responded to in under 10 seconds and 96.8% of 101 calls in under 30 seconds. Abandonment rates are also improving, reaching a low of 6.6% in March. Another aspect of the cause for concern was the response in getting to the scene of incidents within a locally published 15 minute response time for immediate grade incidents. Performance has again improved from the work undertaken and in February 2025 was 51.2% compared to 35.5% the prior year. However, more importantly has been the consideration of the appropriateness of the target and the Constabulary has moved away from a published time instead working on the basis of getting to immediate grade jobs as quickly and safely as possible and doing a good job once at the incident. Whilst the cause for concern is not yet officially removed the Constabulary has been making good progress against the issues raised.	During 2025/26 the Constabulary has continued to respond to the HMICFRS cause of concern relating to responding to the public. Significant improvements have been made in call handling, supported by changes to staffing and management arrangements, with performance now among the strongest nationally. Progress in response times for officer attendance has been more challenging; however, a revised performance framework has been implemented, including a 15 minute response target in anticipation of forthcoming national standards. Performance monitoring has been strengthened through enhanced dashboards and governance arrangements, with current data indicating improved response times compared to the position at the time of the PEEL inspection. Regular engagement with HMICFRS continued through formal and informal governance, with further work underway to improve response times in line with emerging national expectations. On the 9 July 2026 HMICFRS closed the outstanding causes of concern as set out in the letter at the following link: Cambridgeshire Constabulary: closure of causes of concern - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
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In December 2024, Government inspectors praised the force for improvements made in managing offenders and suspects. The 2023 PEEL report rated the Constabulary "inadequate" in this area, citing areas of concern including supervisor reviews of registered sex offenders, intelligence checks on registered sex offenders, welfare support for staff and a backlog of online child abuse cases. During 2024/25 the Constabulary made significant progress in respect of this finding and in December inspectors officially closed this cause for concern.	
During 2024/25, HMICFRS undertook a thematic review of Firearms Licensing governance and leadership across BCH and identified accelerated cause of concern.	Following on from HMICFRS and Operation Cordite recommendations, a formal governance structure was established, including Gold and Silver groups made up of Chief Superintendents and Chief Officers, to oversee delivery and ensure robust oversight. All required recommendations were completed, including the review and standardisation of policies, strengthening of delegated authority arrangements, and significant investment in workforce capacity and training. New systems and performance dashboards have been implemented to improve monitoring, demand management and efficiency, alongside increased transparency and public engagement. These improvements are now embedded within a strengthened internal governance framework aligned to Authorised Professional Practice (APP) and subject to ongoing oversight through established governance boards and regular reporting to the PCC.

A summary of future governance considerations for the Constabulary.

Consideration	Next steps
The devolution of the Police and Crime Commissioner functions.	During 2025/26, ongoing national discussion and policy development regarding the devolution of Police and Crime Commissioner (PCC) functions and wider police reform have been closely monitored by the Constabulary and the

	Office of the PCC. These developments include proposals to align policing governance more closely with broader local government structures and to enhance accountability and efficiency across the public sector. Whilst no immediate structural changes have been implemented locally, the Constabulary continues to assess the potential implications for governance, funding, and service delivery, ensuring readiness to respond to any future reforms.
Police Reform	The Home Office announced in January 2026 major reforms to the policing system in the police reform white paper, 'From Local to National: a new model for policing'. The white paper covers four areas, a national policing service for specialist functions, force mergers to reduce the number of forces down from 43, devolution of the PCC functions as referred above, and a standardised police performance framework. The Constabulary will have to assess and respond to these reforms as they gather pace.