



The Chief Constable of Cambridgeshire

ANNUAL GOVERNANCE STATEMENT

2021/22

1. EXECUTIVE SUMMARY

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.

The governance framework comprises the systems and processes by which the Chief Constable and their office are directed and controlled and the activities through which they are accountable. It enables the Commissioner to monitor the achievements of the Chief Constable through the delivery of the Local Policing Plan and to take account of the delivery of appropriate, cost-effective services, including achieving value for money.

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 on-going 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.

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.

The pandemic has had significant impact upon the Constabulary and the operating procedures have been flexed during this time to manage demand. The meeting structure was streamlined at various periods throughout this time to increase capacity and support resilience as we recognise the growing challenges associated with the management of COVID, whilst the organisation continues to return to a business-as-usual approach.

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:

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

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 May 2021.

Opinion

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 2021/22

Internal Audit reported that in their opinion, BCH had demonstrated poor progress in implementing the agreed management actions at the time of the Procurement Follow Up audit. A further review has been added to the Internal Audit Plan for 2022/23.

There is significant demand on some collaborated functions largely driven by external factors. Of note currently are the significant demands in respect of vetting requirements and Human Resources for which a business case is being prepared, and the delivery of uplift. There is a risk that decisions are taken outside of governance arrangements by partners affecting the service and / or cost to Cambridgeshire.

The cost-of-living crisis and the economic impacts from COVID, Brexit, inflation and the war in Ukraine will impact on costs to the Constabulary either directly or indirectly through the supply chain. This will need to be monitored and managed as 2022/23 progresses and the impacts on the medium-term outlook updated. This is also causing significant upward cost pressure in respect of construction projects locally in force and in the BCH collaboration.

Ongoing pressure in the external audit sector will mean that the Constabulary and OPCC accounts are unlikely to be audited before the autumn meaning this key governance mechanism relating to the 2021/22 accounts and financial arrangements will not conclude until the end of the 2022/23 financial year.

The Government published its Beating Crime Plan which sets out their ambition to create a safer country; within the Plan it articulates National Performance Measures as areas of focus such as homicide, serious violence, neighbourhood crime and cyber and on-line crimes. Added to this is the increasing agenda covering violence against women and girls (VAWG) which are receiving much higher levels of focus, together with race and inclusion and the Harm to Hope 10-year drug strategy.

There are a number of factors creating issues in respect of the workforce. These include the volume of recruitment and retention of officers required to deliver the Uplift Programme and at the same time ensuring the right skills sets are in place such as the number of detectives and the need for a greater digital ability to investigate digital crime. The pension remedy affecting police officers is another area of risk within the workforce, which may result in an acceleration of officers retiring now that the pension remedy arrangements are beginning to become clearer.

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

Signed:

Nick Dean MSt (Cantab) Chief
Constable for Cambridgeshire

Jon Lee Chief Finance Officer &
Director of Resources

2 Key Governance Arrangements

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

Professional Standards Department (PSD)

The Constabulary has a collaborated PSD with Bedfordshire and Hertfordshire Constabularies. The teams cover:

- Anti-Corruption.
- Public Complaints, Conduct and Crime Investigation.
- Business Management.
- Vetting.
- Reporting Concerns (Whistleblowing) policy.

In addition, members of the PPC's office review a sample of case files covering conduct, public complaints and discrimination on a monthly basis 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 Professional Standards Department.

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, identifying a clear pathway for investigations of fraudulent and/or corrupt activities, abuse of authority and unacceptable behaviour expected of the Constabulary's employees.

The PSD includes a PSD Governance Board chaired by the designated Deputy Chief Constable (DCC) lead from Cambridgeshire Constabulary and is attended by DCC, Office of the PCC 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 Governance Board.

The PSD has an Annual Control Strategy that has been designed to ensure the core principles of preventing and detecting unethical behaviour, dishonesty and corruption are the focus of its responsibility, this is reviewed and updated annually.

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 PSD or the Independent Office for Police Conduct (IOPC), depending on the severity of the issue raised.

Complaints

The Constabulary's website explains how a member of the public can make a complaint including by phone or e-mail. All complaints are logged and tracked by the Complaints Resolution Team, which sits under the newly created People and Professionalism department, with schedule 3 complaints forwarded to the Professional Standards Department. If the content of the complaint raised is suitable for a local line manager to deal with and give a reasonable and proportionate response to the complainant, the local complaint process is engaged and followed.

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/>

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.

Ethics and Equality

Within the collaborative governance structure together with Bedfordshire Police and Hertfordshire Constabulary (BCH), there is an Equality, Diversity & Inclusion (EDI) Board with the purpose to provide strategic vision and coordination to ensure BCH supports the NPCC Policing Vision 2025 that states: by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements. To create a culture that values difference and diversity, attract and retain a workforce that will better 'reflect its communities' and continuing work to build a culture which values difference.

The force also has a local governance structure sitting within P&P that drive forward all matters of Equality, Diversity and Inclusion. Working closely with Professional Standards and operational teams to build as much as possible in organisational learning and providing a platform of confidence in policing for the community.

Culture development is underway utilising members of the younger community to underline the values within the force with a new culture statement, that will demonstrate the activity expected to professionally live the values within Cambridgeshire Constabulary.

The BCH Strategy on Equality, Diversity and Inclusion sets out the equality objective and actions and is supported by a local EDI action plan aligned to the Constabulary's corporate objectives. There is also a Positive Action Delivery Plan which includes seeking people within minority groups across the county and beyond to enter the organisation to reflect the community and covers recruitment, progression and retention. A Cambridgeshire Strategic EDI Group and a Tactical EDI Group monitor progress in meeting those objectives and actions.

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

us/equality-and-diversity/

The Corporate Plan was refreshed for 2021/22 to take account of Equality, Inclusion and Diversity with the inclusion of our Strategic Intent and Ambition, and specific Equality objectives.

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

The Constabulary continues with the Ethics Panels introduced in the previous year. These 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 February 2022, which picked up elements such as fundraising pages and donations. Outputs are reported through the Ethics, Equality and Inclusion Groups.

Financial Regulations

BCH Scheme of Governance and Financial Regulations are in place which were jointly agreed with Bedfordshire and Hertfordshire and last reviewed in March 2021.

<https://www.cambridgeshire-pcc.gov.uk/accessing-information/money/>

Legal Services

The Constabulary has created an in-house Legal Department and during 2021/22 appointed to the Head of Legal role. 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 is now secured when required to assist with or handle specific matters.

Declaration of Interests

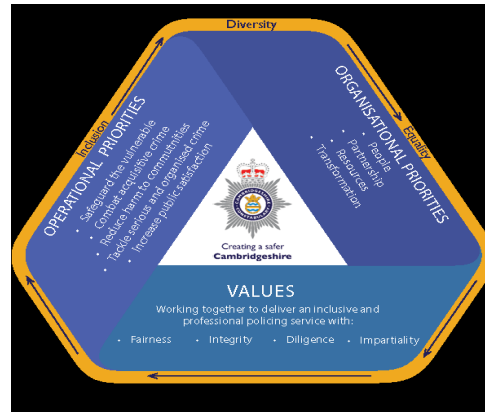
The Chief Constable has made declarations of interest and these are published on the Commissioners website.

<https://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2021/10/Notification-of-Disclosable-Interests-Chief-Constable-September-21.pdf>

Corporate Plan

The Constabulary refreshes its Corporate Plan annually, setting out the Force's mission, vision and values for the forthcoming year. The Corporate Plan for 2021/22 set out the Constabulary's operational and organisational priorities, and cultural values of all officers and staff are to work together to deliver an inclusive and professional policing service with:

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



B. Ensuring openness and comprehensive stakeholder engagement

Communications Strategy

The aim of the Communications Strategy for 2019-22, extended to March 2023, 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 communication priorities and timelines for actions to be achieved and reported to the Force Executive Board (FEB).

The Constabulary are held to account by the OPCC and in particular through the Business Coordination Board (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 our collaborated arrangements and key decisions that the Constabulary require from the PCC in respect of its operational requirements.

Community Engagement

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.

Pilots have been completed and preparations are under way to take this to business as usual.

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

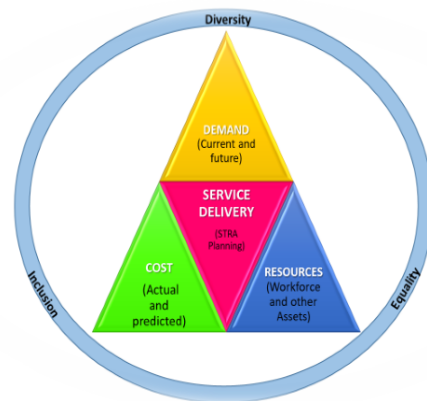
Business Planning

The Strategic Threat Risk Assessment (STRA) is the Constabulary's business planning framework which aligns to the financial planning of the Constabulary. The two processes are interdependent and the approach adopted by the Constabulary has enabled a balanced 4-year Medium Term Financial Strategy (MTFS) to be developed for 2022/23 onwards.

The process undertaken in 2021/22 included a workshop to develop thinking on a sustainable operating model being one that can flex and adapt to new and changing demand rather than a traditional growth-based response. This approach will be developed further in the 2022/23 STRA process.

The STRA 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 STRA 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. The STRA also supports the completion of the annual Force Management Statement (FMS). Lessons learnt each year have been used to further develop the STRA process as a key element in the annual planning process.

The STRA 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.



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 instills 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

The key purpose and benefit of collaboration is to secure more efficient and/or effective services where we are able to join them up. The drawing together of collective views, ideas and knowledge sharing helps us all to improve and deliver key requirements.

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 the specifics around particular crime types such as county lines and organised crime. The delivery of the PEQF across the 3 forces has been delivered through BCH HR and the focus on vetting following the Sarah Everard case has enabled the Constabulary to respond jointly as these areas emerged and have evolved.

Collaborated services are provided to the parties with shared resources being instructed through a single line management structure and those resources remaining under the legal direction and control of their respective Chief Constable. By sharing resources across three forces, the collaboration is able to drive economies of scale and make best use of available resources across the partners. The supporting structure allows each CC and PCC to have oversight and fulfil their responsibilities through Strategic Alliance Summit meetings and Joint Chief Officer Board meetings.

In addition, collaboration opportunities have been developed with Bedfordshire, Hertfordshire, Norfolk and Suffolk, Essex and Kent on a 7 Force and 5 Force basis. This has delivered a series of complex projects including Firearms CFI and Governance, 7Force Procurement (Commercial Services), 7Force PEQF Contract, 7Force Vetting and a number of smaller initiatives. A review of the governance structure in 2021 has resulted in new arrangements to oversee both business as usual areas and projects. Now called the 7Force Network there are meetings and reporting to enable the Commissioners and CC's oversight. There is also a DCC meeting to whom a 7Force Network Board report which has the responsibility to monitor project teams.

Value for Money (VfM)

As part of the strengthening of our VfM arrangements following approval of our VfM Strategy, our weekly Senior Leadership Team meetings will regularly have a VfM focus to track VfM work across projects (operational, estates and collaborated), areas of investigation for VfM, reporting arrangements such as benchmarking and CIPFA dashboard analysis.

Sustainability

The Constabulary has developed a Sustainability Strategy which is currently going through sign off and will be reported to Force Executive Board in May 2022 for approval and then Business Coordination Board. Further work will then be coordinated through Transition Plans covering the themes set out in the Strategy.

The Capital Programme includes planned budget for sustainability of the estate and fleet which is profiled in the Medium-Term Financial Strategy (MTFS) and Capital Strategy.

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

A MTFS is in place. For 2021/22 this was presented to the Police and Crime Panel in February 2021 when the Panel received the plan covering the period 2021/22 to 2024/25. 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=4515&Ver=4>

The Corporate Plan sets out the Constabulary's priorities and success measures based on qualitative assessment supported by numerical indicators, the STRA 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 hold the Constabulary to account for performance.

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

Human Resources

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.

Strategic People issues for BCH are overseen by BCH People Board chaired by the DCC, which also acts as an escalation point for issues from other Boards covering people issues. It considers HR performance and approves HR policy and strategy.

Wellbeing

The Constabulary set four objectives for 2021/22 which are monitored through the governance structure:

- Development 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 mental health.
- Developing emotional resilience for officers and staff to deal

with increased demand and pressures of today's Policing environment

- Effective sharing of innovation and best practice.

The Constabulary is aligned with the National Policing Wellbeing Service (Oscar Kilo) and a number of staff and officers have recently attended training courses and workshops they have hosted. Included but not limited to supervisor wellbeing, trauma impact processing techniques and demobilise and defuse. The constabulary is also working towards the Home Office 2021 vision to ensure a culture of support to all officers.

There is a Force Wellbeing Working Group which monitors our wellbeing work against the strategy, chaired by the strategic lead and co-chaired by the tactical lead.

This wellbeing working group also has a separate and bespoke plan to ensure we are doing all we can to protect and support our workforce known as the 'One Page Plan'. All work is reported to this group and the Strategic Workforce Planning Group.

Workforce Planning

The Strategic Workforce Planning Board chaired by the Deputy Chief Constable, 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.

There is also an Operational Workforce Planning Board chaired by the 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.

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 achievement of National Police Uplift targets, which for 2021/2 was an increase of 62 Police Officers and this target has been met.

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 impact of COVID, and the Strategic Threat and Risk Assessment (STRA) which informs financial and workforce planning.

Training and Development

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.

Throughout the year emerging learning needs are managed and prioritised by means of tactical and strategic Learning and Development governance boards.

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. The mobilisation phase has been overseen by a Programme Board and Steering Group and this governance is now transitioning into business-as-usual governance combining the new entry routes and the Uplift Programme.

Throughout 2021/22 HR has continued to adapt its services and working practices to reflect COVID restrictions. This has particularly impacted on Operational Learning and Occupational Health, and restrictions have led to some backlogs in training delivery and health screening for which recovery plans are in place for this.

During 2021/22 the Constabulary also adopted a Financial Competency Framework setting out the competencies that Chief Officers, Budget Managers and Finance staff should have to guide the work and roles undertaken by each. The Financial Competency Framework is designed as a supportive tool for officers and staff to assess whether they have any training or development needs in any of the competency areas.

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

Risk Management

The Corporate Risk Register (CRR) is held on the 4Risk system with a review process monitored by the Risk and Change Officer, who reports to the Risk Review Board (RRB) chaired by the Deputy Chief Constable. The RRB reviews both Organisational Support (BCH) and Cambridgeshire only risks and 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. Local arrangements are in place locally with Bedfordshire and Hertfordshire for their portfolios ensuring there is management of risk within and across the collaborated functions.

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.

In response to COVID the operational governance was streamlined and learning from this was used to inform future governance where the Force Operations Board moved to bi-monthly, and a bi-monthly Senior

Leadership Team deep dive was introduced which allowed operational senior leaders the opportunity to discuss in detail future risks and opportunities.

Performance Management

The Constabulary has clear responsibilities within the governance structure for operational and strategic performance management.

The Strategic Force Performance Board is chaired by the Chief Constable. It reviews all performance matters including against the Corporate Plan and operational policing.

The Force Operations Board, chaired by the 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.

The Force Performance Board, chaired by the 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 the above meetings.

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.

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.

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 and Children and Young Persons Steering Group.

Financial Performance

Financial performance against the revenue and capital budgets has been monitored throughout the year with regular reports to the Force Executive Board and then on to the Business Coordination Board. As part of the 2021/22 budget setting process the Force introduced an additional Finance meeting involving the Senior Leadership Team members to

introduce more focus and rigour on the delivery of savings proposals required to meet the budget.

The Constabulary completed the Financial Management Capability Assessment from CIPFA which resulted in a 'good 3 star' rating with some areas for strengthening. CIPFA state the result "represents a relatively good performance in comparison to the other forces we have assessed". Despite this relatively good performance, the Constabulary has put in place an improvement plan much of which has been delivered during 2021/22. The Constabulary has had a Project Group in place chaired by the Chief Finance Officer and Director of Resources to manage the action plan. This includes representatives from Finance including the Finance System team, Budget Managers and the Business Support Unit.

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.

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

Information in relation to salaries, business interests, Force Management Statement, annual accounts and performance data is published on the websites.

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/accessing-information/decision-making/joint-audit-committee/>

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/accessing-information/decision-making/business-coordination-board/>

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/ieListDocuments.aspx?CIId=543&MIId=4674&Ver=4>

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.

The Constabulary has a publication scheme available on the website setting out what information will be published and how it would be

available togetherwith how to make freedom of information requests.
<https://www.cambs.police.uk/foi-ai/af/accessing-information/publication-scheme/>

REVIEW OF EFFECTIVENESS

People and Professionalism Department

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 and introduction of PEQF.

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.
- Continuous Professional Development across the Constabulary.
- Succession Planning.
- Learning Needs Assessment.
- PEQF & Uplift.
- PSD and HR liaison with clear focus on learning and continuous improvement.

Business Assurance Meeting (BAM)

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.

The Joint Audit Committee(JAC)

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'.

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/accessing-information/decision-making/joint-audit-committee/>

Internal Audit

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.

Internal audit issued five reasonable assurance and one substantial assurance reports for the OPCC and the Constabulary during the year.

Internal Audit also undertook audits in relation to collaborated activity and issued one substantial and two reasonable assurance reports and one advisory report. There were also three negative opinion reports, one for ICT Asset Distribution which Internal Audit followed up during 2021/22 and found that all actions agreed had been completed. Firearms Licencing for which the actions will be monitored through the internal tracking system, followed up by Internal Audit in 2022/23 and reported through to the Joint Audit Committee. The third was Procurement follow up which was graded as 'poor progress' and will be reviewed again in 2022/23.

Internal audit also performs an annual follow up of agreed management actions, and the Constabulary also track the completion of management actions.

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

The external auditor's opinion on the Chief Constable's 2021/22 financial statements was an unmodified opinion.

HMICFRS

Her Majesty's Inspectorate of Constabularies and Fire & Rescue Service (HMICFRS) are commissioned by the Home Secretary to undertake inspections of police forces and fire and rescue services.

PEEL (Police effectiveness, efficiency and legitimacy) is HMICFRS's annual assessment of police forces in England and Wales. Forces are assessed on their effectiveness, efficiency and legitimacy. Until 2018/19 each area been inspected separately each year. HMICFRS has now adopted an integrated approach to inspections. Integrated PEEL Assessment (IPA) combines into a single inspection of the effectiveness,

efficiency and legitimacy areas of PEEL. The Constabulary had its latest PEEL inspection during quarter 4 of 2021/22, the final report was issued in June 2022 and covered ten areas of which one is not graded. Of the other nine four were graded as good and three as adequate. The areas responding to the public and investigating crime were graded as requires improvement.

2. **SIGNIFICANT GOVERNANCE ISSUES**

A summary of how the significant issues identified in the 2020/21 Annual Governance Statement have been managed

As stated in 2020/21

COVID

During the height of the Covid pandemic the Constabulary operated a four Gold Group model with Bedfordshire and Hertfordshire, each with their own daily Gold Group meetings managing local issues, and a fourth incorporating all three to cover collaboration issues. Silver and Bronze Groups were put in place in Cambridgeshire supporting the tactical implementation of the Gold Group decisions and strategy. In addition, Chief Officers and Senior Managers across the Force hold a daily meeting to oversee the response to the crisis providing support and direction to the command structure. The impacts of Covid have continued throughout 2020/21 with changes in working practices for both officers and staff and ongoing national direction which has been understood, assessed and implemented locally through the command and governance processes outlined. These arrangements were not in isolation from the wider governance structure including local resilience groups.

Current position

Since COVID emerged the Constabulary responded with weekly SLT meetings, Gold, Silver and Bronze groups in order to manage the response to the constantly changing C-19 position. Linked to this remote working and the implementation of M365 and importantly MS Teams, meetings in the Corporate Framework of the Constabulary and also within the BCH governance have continued unaffected other than becoming virtual. This has enabled all key meetings to take place, including those between the OPCC and the Constabulary without impacting on governance and decision-making processes.

BCH Procurement follow up

Internal Audit reported that in their opinion the organisations had demonstrated poor progress in implementing the agreed management actions from at the time of the audit in 2019/20 a further audit of this area has been planned for 2021/22.

The review in 2021/22 also reported poor progress and has been added to the Internal Audit Plan for 2022/23.