



Office of the Cambridgeshire Police and Crime Commissioner (OPCC)

ANNUAL GOVERNANCE STATEMENT 2021/22

1. EXECUTIVE SUMMARY

A Police and Crime Commissioner (PCC) is responsible for ensuring that the business of their office is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. PCC elections took place in May 2021 and the new PCC took up post on 13 May 2021.

In discharging this overall responsibility, the PCC is responsible for putting in place proper arrangements for the governance of his affairs and facilitating the effective exercise of 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. In exercising this responsibility, the PCC also relies on the Chief Constable (CC) to support the governance and risk management processes.

The Commissioner ensures community needs are met as effectively as possible and improves local relationships by working in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

Under the terms of the Police Reform and Social Responsibility Act 2011, The Commissioner must:

- Secure an efficient and effective Police Force for their area.
- Appoint the Chief Constable, hold them to account for, and if necessary, dismiss them.
- Set the police and crime objectives through a police and crime plan.
- Set the force budget and determine the precept.
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up.
- Commission local support services for all victims of crime.

In considering this Annual Governance Statement, in addition to considering his own arrangements, the PCC has also relied upon the governance processes within Cambridgeshire Constabulary as reflected in the CC's Annual Governance Statement.

At a strategic level the framework forms part of the three forces Scheme of Governance, jointly agreed with Bedfordshire and Hertfordshire, and which includes Financial Regulations and Contract Standing Orders, which were most recently reviewed and updated in March 2021. Both the Scheme of Governance and Financial Regulations are available on the PCC's website. <https://www.cambridgeshire-pcc.gov.uk/accessing-information/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 achievement of policies, aims and objectives and can therefore 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 risks to the achievement of the PCC'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 efficiently, effectively and economically.

The CC is accountable to the PCC. Both the CC and PCC must have due regard to the Strategic Policing Requirement set by the Home Secretary. The Chief Constable is responsible for operational policing matters, the direction and control of police personnel, and for putting in place proper arrangements for the governance of the Force. The Commissioner is required to hold him to account for the exercise of those functions and of persons under his direction and control. It therefore follows that the PCC must satisfy himself that the Force has appropriate mechanisms in place for the maintenance of good governance, and that these operate in practice.

The Scheme of Governance includes details of the various duties delegated to senior officers. Financial Regulations (including Contract Standing Orders) have been developed to ensure that the financial responsibilities of both the OPCC and the Commissioner are clear.

The Business Coordination Board is a joint governance forum of the PCC and the CC and their respective Officers. This meeting is one of the means whereby the PCC holds the CC 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 key elements of the systems and processes that comprise the governance arrangements that have been put in place for the PCC and the CC include:

- A definition of the roles of the PCC and the CC.
- Delegations from the PCC.
- Financial Regulations.
- Risk Management and Business Continuity arrangements.
- A Treasury Management Policy.
- A Gifts Loans and Sponsorship Policy.

- Contract Standing Orders.
- Anti-Fraud and Anti-Bribery policy.
- Reporting Concerns (Whistleblowing) policy.

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 Commissioner has in place are aligned to the seven principles are 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 leadership 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 PCC is committed to keep governance arrangements under review and address issues as they arise. A review was completed in 2021 which resulted in changes to the Business Coordination Board to align its meeting schedule and agenda with performance reporting.

Summary of the Significant Governance Issues Identified 2021/22

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

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 and OPCC 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.

Opinion

Based on the opinion of the Head of Internal Audit and our own ongoing work, we are satisfied that our arrangements for governance, risk management and control are adequate and effective.

I propose to address the above matters to further enhance my governance

arrangements and will monitor the implementation and operation of these improvements.

Signatures of the Police and Crime Commissioner and the Chief Executive

Signed:

Darryl Preston
Police and Crime Commissioner

James Haylett
Chief Executive

2 Key Governance Arrangements

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

The OPCC has an approved policy on anti-fraud and anti-bribery which is included within the Financial Regulations. The policy is designed to encourage prevention, promote detection and identify a clear pathway for investigation of fraudulent and/or corrupt activities or behaviour.

The Commissioner has made a policy statement on decision making which is shared with Bedfordshire and Hertfordshire. This explains the statutory framework for decision making by police and crime commissioners, aligned to the Nolan principles of public life, it sets out the decision-making process including the recording, transparency and publication of those decisions. Under the policy the Chief Executive, Chief of Staff and Chief Finance Officer are part of the legal framework to report contraventions of the law, financial requirements or maladministration.

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

The PCC has taken an Oath of office following his appointment by the Police and Crime Panel. The Oath sets out his commitment to undertaking his role with integrity whilst recognising the importance of the operational independence of the CC. The register of interests of the PCC and of the Chief Executive Officer are published on the PCC's website.

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

Complaints

The PCC has a duty to be open, transparent and accountable. He also has a legal responsibility to monitor all complaints made against all Cambridgeshire Constabulary officers and staff, whilst also having responsibility for complaints made against the Chief Constable. In the first instance, complaints received by the PCC's Office will be forwarded to the Constabulary's Complaints Resolution Team (CRT) who will be able to assist as they are the correct authority to take this forward. Thereafter, and following changes on 1 February 2020 to the police complaints systems, Police and Crime Commissioners do have a statutory responsibility, in certain circumstances to review the outcome of complaints handled by Cambridgeshire Constabulary. However, before the PCC can get involved, Cambridgeshire Constabulary has to have formally recorded the dissatisfaction as a complaint, considered it, and reached an outcome. In line with the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021, implemented in May 2021, the PCC has published performance reports on the force covering complaint handling.

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

Ethics and Equality

The PCC has a duty to hold the Chief Constable to account for the way that officers and staff carry out their roles. This includes the duties relating to equality and diversity and complaints. The PCC supports the independent scrutiny of a number of police actions including the conditions for those detained in police custody. The PCC has made Ethics one of the objectives within his Police and Crime Plan which states that we will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality

seriously – from how they interact with the public they serve, to environmental sustainability

<https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/ethical-policing/>

The PCC also has a statutory duty under the Police Reform and Social Responsibility Act 2011 to hold the Chief Constable to account for the exercise of duties relating to equality and diversity. The Constabulary provides an annual report to the Business Coordination Board, which includes how the Constabulary is exercising its statutory duties under the Equality Act 2010 relating to equality and diversity. This was presented in December 2021.

<https://www.cambridgeshire-pcc.gov.uk/accessing-information/decision-making/business-coordination-board/?pyear=2021>

Financial Regulations

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

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

Whistleblowing

The OPCC adheres to Section 43B of the Employment Rights Act 1996 and actively encourage a qualifying disclosures culture for all employees. It is the responsibility of all staff members to ensure that they report any concern or issue that they may have. The Bedfordshire, Cambridgeshire, and Hertfordshire (BCH) Whistleblowing Procedure by the BCH Professional Standards Department is also applicable to the OPCC and is published on the PCC's website.

<https://www.cambridgeshire-pcc.gov.uk/transparency/whistleblowing/>

Integrity Controls Assurance

In January 2022, a paper was provided to the Joint Audit Committee with regards to an overview of integrity controls assurance, it provided a summary of the non-financial integrity arrangements in place. This Report specifically provided a summary of:

- The controls process, how the various control processes have operated during the reporting period and evidence of their effectiveness; and
- Complaints update.

The report also provided an ongoing commitment from both the PCC and the Constabulary that they recognise and support the principle that all those in policing should uphold and embed the highest standards of ethical behaviour, personal conduct, and at the same time be transparent and accountable for their actions.

B. Ensuring openness and comprehensive stakeholder engagement

Communications and Engagement Strategy

The PCC has a Communications and Engagement Strategy linked to the objectives within his Police and Crime Plan and includes an assessment of key stakeholders and communication routes. Over the year a number of engagement opportunities were provided to stakeholders which included visits to local communities, meetings with local councillors and community safety volunteers, press releases and media interviews, regular radio phone ins.

The PCC reported to the Police and Crime Panel in March 2022 on his approach to communications and engagement and that engagement activity is a key part of the PCC's business, aligned to the delivery of the five key strands of the Police and Crime Plan through various methods from face-to-face public meetings to online 'roundtables'. Activities managed by the Communications and Engagement team are compliant with government accessibility regulations and include (as per the legislation) the publication of an annual accessibility statement explaining how accessible the PCC website is. Engagement is co-ordinated so that it is representative in terms of geography, demography, and identity, and includes those who may be under-represented, seldom heard from or disengaged.

<https://www.cambridgeshire-pcc.gov.uk/get-involved/>

Consultations

In order to seek the views of the public regarding police funding for 2021/22, the Commissioner launched an online survey asking for views on an increase to council tax which would enable the Chief Constable to implement a number of improvements to the service the public receive.

In order to inform the PCC's new Police and Crime Plan, the PCC started consulting the public, partner agencies and stakeholders for four weeks from 30 June ending on 30 July. The consultation survey was sent to organisations and partnerships with responsibilities for providing services across Cambridgeshire and Peterborough which may impact on community safety. It was also shared with Faith Groups, an organisation representing travellers; two organisations who work with homeless people; and many organisations that work with victims and groups representing people with experience of multiple disadvantages, who have frequently had contact with the criminal justice system.

A series of events also took place to enable local people to have their 'voice' reflected within the Plan. Feedback received built upon the Commissioner's election manifesto to form part of the evidence base to inform the Plan.

Partnerships

Partnership arrangements are in place with local authorities and criminal justice partners, including an overarching Countywide Community Safety Board and Criminal Justice Board.

<https://www.cambridgeshire-pcc.gov.uk/accessing-information/countywide-community-safety-strategic-board/>

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

Collaboration

The Commissioner continued to endorse Section 22 (of the Police Act 1996) collaboration agreements with Strategic Alliance partners in 2020/21 and mechanisms are in place to hold these collaborative services to account.

The strategic direction of the Strategic Alliance is managed via the Strategic Alliance Summit (SAS), which is made up of the six corporation soles representing the Forces and OPCCs' of Bedfordshire, Cambridgeshire and Hertfordshire. The operational implementation of the collaboration units is managed via the Joint Chief Officers Board (JCOB) which is made up of the three

Chief Constables.

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.

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.

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

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

A Medium-Term Financial Strategy is in place. For 2021/22 this was presented to the Police and Crime Panel in February 2021 when the Panel received the plan for 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&MId=4515&Ver=4>

The operational requirements were identified by the Constabulary using an innovative planning process known as the Strategic Threat and Risk Assessment (STRA) which examined the operational requirements against current and future demand. This also supported the development of the Constabulary's Corporate Plan and the Medium-Term Financial Strategy.

Police and Crime Plan

The PCC's Police and Crime Plan 2021 – 2024 was presented to the Police and Crime Panel in November 2021 and included a set of themes of preventing and reducing crime:

- Putting Communities First.
- Preventing Crime.
- Supporting Victims and Witnesses.
- Ethical Policing.

- Robust Enforcement.

<https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

Delivery Plan

The Commissioner has made his commitments and objectives for policing clear in his Police and Crime Plan and in March 2022 presented the Police and Crime Panel with a set of key deliverables for each theme for the following 6-9 months. The Delivery Plan is the mechanism by which shared outputs and outcomes will enable all agencies and partners to support tackling crime and keeping communities safe. Each theme is supported by an agreed set of deliverables.

The PCC holds the Chief Constable to account for performance through reports submitted to the PCC's Business Co-ordination Board. Additional arrangements are in place to provide assurance. These arrangements receive quantitative and qualitative reports, such as on the Constabulary's quarterly performance reports and individual reports on how the Office of the Police and Crime Commissioner, the Constabulary and partners are delivering towards the Plan.

Business Coordination Board

The Business Coordination Board is a quarterly meeting between the Police and Crime Commissioner, Constabulary Chief Officers and senior officers of the Office of the Police and Crime Commissioner, chaired by the Commissioner. It is a forum in which current and future business is discussed between the senior leaders of the two bodies, focussing on issues relating to strategy, governance, business and holding the Chief Constable to account. It is one forum in which decisions can be made by the Commissioner, informed by the decision-making policy. The Board takes a risk-based approach. Minutes of the meeting and key papers are published on the Commissioner's website.

<https://www.cambridgeshire-pcc.gov.uk/accessing-information/decision-making/business-coordination-board/>

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

Staff Development

The OPCC has adopted the Human Resources policies 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.

Each member of staff has a job description which sets out their individual roles and responsibilities. The Commissioner has published a list of staff with their roles and a staff structure chart on his website.

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

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

Risk Management

Risk management is embedded into the work of the OPCC on an ongoing and

continuous basis. A joint strategic risk register is in place with the Constabulary and this is reviewed by the Joint Audit Committee.

The OPCC has a Risk Management Strategy, also reviewed by the Joint Audit Committee, its purpose is to ensure that risk management is embedded into the governance structure and that it effectively underpins and enables the business. The risk strategy sets out the PCC's controls assurance mechanisms, responsibilities within the OPCC and the relationship with the Constabulary risk management processes. The Joint Audit Committee oversees the risk management arrangements of the OPCC and the Constabulary and ensures that the processes are aligned.

Financial Management

Financial control involves the existence of a structure which ensures that all resources are used as efficiently and effectively as possible to attain the overall objectives and targets. Internal financial control systems are in place to minimise the risk of loss, unlawful expenditure or poor value for money, and to maximise the use of the assets and limited resources.

The financial management framework follows national and professional good practice and its key elements are set out below:

- The organisations fully comply with the CIPFA Statement on the Role of the Chief Financial Officer of the Police and Crime Commissioner and the Chief Financial Officer of the Chief Constable.
- The finance function is governed by the Financial Regulations which are framed under the Home Office Code of Financial Management. The Chief Constable is responsible for adherence to Police Regulations and the Constabulary is monitored for additional compliance by HMICFRS and HM Revenue and Customs.
- Responsibility and accountability for resources rests with managers who are responsible for service provision.
- The Commissioner has adopted the CIPFA Code of Practice on Treasury Management requiring approval of an annual treasury management strategy including an annual investment strategy.
- In accordance with the CIPFA Prudential Code and good accounting practice a four- year medium-term financial strategy (MTFS) and a four-year capital programme are produced.
- The revenue budget provides an estimate of the annual income and expenditure requirements for the police service (Commissioner and Constabulary) and sets out the financial implications of the Police and Crime Plan. It provides chief officers with the authority to incur expenditure and the basis through which to monitor the financial performance.
- Capital expenditure, approved by the PCC, is an important element in the development of the policing business since it represents major investment in new and improved assets.

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 a change programme for 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 Systems team, Budget Managers and the Business Support Unit.

Other key internal controls are also in place which include the Financial Regulations 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

All decision making is carried out in accordance with the governance framework. The governance arrangements ensure that the key decisions taken by the PCC are made in the light of all necessary information and analysis and made public (unless exempt under the Provision of Access to Information rules). Appropriate legal, financial, human resources and other professional advice is considered as part of the decision-making process. The PCC signs a notice for each decision taken and any decision can be 'called in' by the Police and Crime Panel for further consideration.

The PCC wants his website to be accessible to all. Whilst every effort is made to make sure the website is as accessible as possible, continuous reassessment and improvements are undertaken to both maintain and update accessibility features.

PCC has appropriate oversight and scrutiny of Constabulary decision-making through the scrutiny of reports at the Business Coordination Board and other meetings, review of Force Executive Board minutes and formal and informal meetings with the Chief Constable and Constabulary officers. A specific objective and risk-based performance approach is in place.

The PCC and Constabulary are subject to an extensive internal and external inspection regime and the results of these inspections are published to ensure appropriate scrutiny of decision-making.

The Commissioner publishes his decisions and the minutes and papers of the Business Coordination Board.

REVIEW OF EFFECTIVENESS

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/>

The Police and Crime Panel (PCP)

The PCP provides checks and balances on the work of the PCC. The Panel does not scrutinise Cambridgeshire Constabulary; it scrutinises how the PCC carries out his statutory responsibilities. While the Panel is there to constructively challenge the PCC, it also has a key role in supporting the Commissioner in his role in enhancing public accountability of the police force. The PCC reports to the PCP to enable it to fulfil its responsibilities.

<https://democracy.peterborough.gov.uk/mgCommitteeDetails.aspx?ID=543>

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 monitoring 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

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.

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.

Current position

Business Co-ordination Board meetings continued to take place with the PCC holding the Chief Constable to account. Control measures within the risk register were maintained.

All OPCC staff continued to work agilely during the pandemic, once restrictions were removed staff have been attending the office. Face to face team development sessions have been taking place on a monthly basis.

The OPCC led or significantly supported a number of bids for additional funding in 2021/22. This brought much needed additional funding into the county totalling £1,880,175. The OPCC has ensured all appropriate governance was undertaken.

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