



Creating a safer
Cambridgeshire

The Chief Constable of Cambridgeshire

ANNUAL GOVERNANCE STATEMENT 2022/23

1. EXECUTIVE SUMMARY

- 1.1 The Chief Constable of Cambridgeshire is responsible for delivery of operational policing for the county and for ensuring that public money granted to him to deliver policing is safeguarded and accounted for properly. The Chief Constable is also responsible for putting in place proper arrangements for the governance of their affairs and facilitating the exercise of their functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk.
- 1.2 The governance framework comprises the systems and processes by which the Chief Constable and his office are held to account. It enables the Commissioner to monitor the achievements of the Chief Constable through the delivery of the Police and Crime Plan and to take account of the delivery of appropriate, cost-effective services, including achieving value for money.
- 1.3 The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; therefore, it can only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risk to the achievement of the Constabulary's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively, efficiently and economically.
- 1.4 The purpose of the framework is to give clarity to the way the two legal entities, the Commissioner and the Chief Constable (each one a corporation sole), will govern, both jointly and separately, and do business in the right way, for the right reason at the right time. This framework further creates a public sector relationship based upon the commissioner provider arrangement but with unique elements such as the single elected Commissioner with operational independence of the police service through the Chief Constable. It has therefore been appropriate to further consider the corporate governance arrangements and the framework.
- 1.5 The pandemic had significant impact upon the Constabulary and the operating procedures were 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 recognised the growing challenges associated with the management of COVID. However, in 2022/23, the Constabulary moved into a new period of business as usual, albeit continuing to take advantage of the agile working practices learned during COVID.

1.6 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.

1.7 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 July 2022.

Opinion

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 2022/23

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

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

- 1.11 The Medium-Term Financial Strategy (MTFS) for 2023/24 to 2026/27 is not balanced from the 2024/25 year onwards. Focus by the Constabulary is therefore already underway to identify savings to balance the budget in future years. One of the key risks to the budget is the final value of pay awards, which if greater than budgeted assumptions will create further financial pressure if no further funding is provided.
- 1.12 The audit of the 2021/22 accounts has not yet been started by the external auditor. Current expectations are that the accounts for 2021/22 and 2022/23 will be audited together in the autumn of 2023. This will again be after the statutory deadlines, which is out of the Constabulary's control. There are potential impacts of any further delays as the Constabulary's external auditor changes from the 2023/24 financial year.
- 1.13 National policing themes continue to be identified and prioritised by the Home Office, which are included in the work of the Constabulary through the Corporate Plan. These include the Police Race Action Plan, Integrity and Cultural work in light of the Casey Report, and pressures through the Criminal Justice System, not only in relation to the backlogs but in addition the pressures on the whole system. We continue to adjust our policing practices with the impending accreditation codes with regards to Forensic Science and the demand increase within Digital Forensics.
- 1.14 The Constabulary was successful in delivering its uplift target, increasing Officer headcount by 206 over the last three years. There is an ongoing challenge to maintain the Officer headcount at the new establishment of 1,732 Officers. Pressure on recruitment, vetting, workforce planning through People and Professional and HR and Operational Learning will continue.
- 1.15 McCloud pension remedy work continues with implementation of key statutory dates and milestones due in 2023/24 and later years.

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

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.
 - Reporting Concerns (Whistleblowing) policy.
- 2.2 In addition, members of the PCC's office review a sample of case files covering conduct, public complaints and discrimination monthly and dip sample files that relate to topical issues to ensure that all are being dealt with in an acceptable way and that any lessons learnt are taken forward by the Constabulary. Any concerns that are identified are raised with Chief Officers and / or Senior Leaders of the PSD.
- 2.3 The PSD continue to deliver a range of briefings and communications to officers and staff to ensure that all officers and staff are aware of the required standards of professional behaviour and code of ethics including the department's responsibility of promoting prevention, identifying a clear pathway for investigations of fraudulent and/or corrupt activities, abuse of authority and unacceptable behaviour expected of the Constabulary's employees.
- 2.4 The PSD includes a PSD Governance Board chaired by the designated Deputy Chief Constable (DCC) lead from Cambridgeshire Constabulary and is attended by DCCs from Bedfordshire and Hertfordshire and 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.
- 2.5 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.
- 2.6 The PSD's internal website gives a range of methods that employees may use to contact them, including options for confidential and anonymous reporting. All allegations made are investigated by PSD or the Independent Office for Police Conduct (IOPC), depending on the severity of the issue raised.
- 2.7 In the last year PSD have developed a greater understanding of demand and budget pressures. With significant additional investment the PSD is able identify and manage risk and focus on a thematic review of violence against women and girls, fortify vetting and putting PSD in a strong position to identify risk in officer behaviour and remove those that do not belong within policing.

Complaints

- 2.8 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, 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.
- 2.9 Should the member of the public not be satisfied with the immediate response, they have the right to request that their complaint be formally recorded and progressed.
<https://www.cambs.police.uk/fo/feedback/tcs/complaints-triage/>
- 2.10 PSD investigates complaints made by members of the public that have been evaluated as sufficiently serious to warrant a formal investigation and the IOPC continues to investigate the most serious complaints and sensitive incidents and allegations involving the police.

Our Culture

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

Equality Objectives

- 2.16 We're proud to serve such diverse communities in Cambridgeshire. Our employees are responsible for providing a fair service to everyone. We aim to meet the demands of our communities by embracing and valuing equality and

diversity.

2.17 To ensure equality and diversity is considered in everything we do, we have five core equality objectives:

- Achieve a positive shift in our workplace culture where people, no matter their background and circumstances, feel confident to disclose their protected characteristics.
- Attract, engage, develop and retain a workforce that is representative of the communities it serves.
- Understand our communities by developing effective engagement strategies that enable interaction with diverse groups, fostering strong relations that build trust and confidence.
- Work with our partners to implement strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service.
- Understand the impact of our policies and practices on people with different protected characteristics by conducting equality analysis and take steps to identify and address disproportionality.

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

Ethics and Equality

2.18 The Constabulary continues with the Ethics Panels which include meetings with internal representation and external panels with a broad representation from the workforce and public meet at intervals to discuss ethical dilemmas, most recently in January 2023. Outputs are reported through the Ethics, Equality and Inclusion Groups.

2.19 The Constabulary has developed and continues to deliver a Leadership and Culture workshop for all first and second line managers to further develop understanding of the organisational culture, Diversity, Equality, and Inclusion, with considerable focus on awareness and support for their own wellbeing and that of their teams.

2.20 The Corporate Plan was refreshed for 2022/23, including Statements of Intent covering violence against women and girls, ethics, diversity, equality and inclusion, the Harm to Hope Strategy, and our One More Step prevention strategy.

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

Financial Regulations

2.21 The Scheme of Governance and Financial Regulations are in place which were jointly agreed with Bedfordshire and Hertfordshire (Cambridgeshire's collaborative partners known as BCH) and were last reviewed in August 2022.

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

Legal Services

2.22 The Constabulary has an in-house Legal Department led by a qualified lawyer in 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 continues to be secured when required to assist with or handle specific matters.

Declaration of Interests

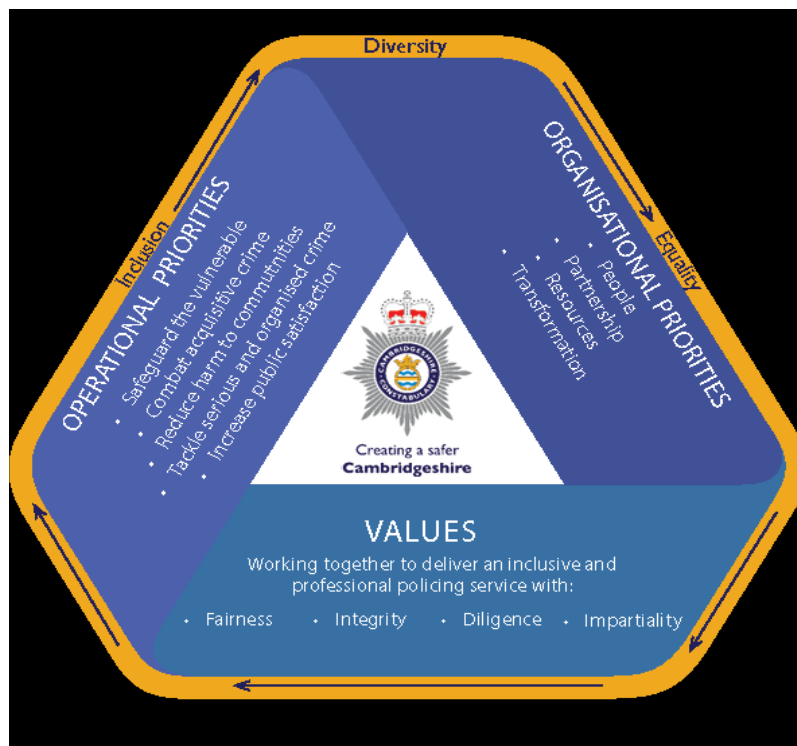
2.23 The Chief Constable has made declarations of interest, and these are published on the Commissioners website.

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

Corporate Plan

2.24 The Constabulary refreshes its Corporate Plan annually, setting out the Force's mission, vision and values for the forthcoming year. The Corporate Plan for 2022/23 set out the Constabulary's operational and organisational priorities, and cultural values of all officers and staff, who are to work together to deliver an inclusive and professional policing service based on the values of:

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



3. Ensuring openness and comprehensive stakeholder engagement

Communications Strategy

3.1 The aim of the Communications Strategy for 2019-22, extended to March 2024, 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).

- 3.2 The Constabulary are held to account by the PCC and including 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

- 3.3 The Constabulary launched a project to develop an operational model for community engagement with the long-term objectives to:

- Ensure we are listening and responding to public concerns.
- Build continuous trust and accountability with communities.
- Increase intelligence to support targeted activity and problem solving.

- 3.4 Following pilots and other activities that have moved this to a business-as-usual position there have been further post-implementation reviews and evaluations in recognition that to achieve the aforementioned long-term objectives there will always be some evolution of the model.

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

Business Planning

- 4.1 The Cambridgeshire Strategic Threat Risk Assessment (CAMSTRA) is 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 previously enabled a balanced 4-year Medium Term Financial Strategy (MTFS). Given the cost-of-living crisis and the economic conditions that have resulted, the Constabulary has a balanced budget moving into 2023/24, however there are gaps in later years of the MTFS. Budget savings must be found and the CAMSTRA will support the MTFS.
- 4.2 The process undertaken in 2022/23 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.
- 4.3 The CAMSTRA also provides a great foundation to understanding and plotting new future demand in policing. It also allows more horizon scanning and strategic thinking on workforce planning in societal changes, such as generational diversity and associated themes in terms of attraction, retention, and attrition in the workplace. Environmentally, the CAMSTRA has weaved within its operational requirement template questions which naturally collect responses associated with future environment issues, and this also interlocks with the Enterprise Strategy in terms of innovations and designs.
- 4.4 The CAMSTRA also supports the completion of the annual Force Management

Statement (FMS). Lessons learnt each year have been used to further develop the CAMSTRA process as a key element in the annual planning process.



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

Collaboration

- 4.7 The key purpose and benefit of collaboration is to secure more efficient and/or effective services where we can join them up. The drawing together of collective views, ideas and knowledge sharing helps us all to improve and deliver key requirements.
- 4.9 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.
- 4.10 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 each force, the collaboration is able to drive economies of scale and make best use of available resources across the partners.

- 4.11 The supporting structure allows each Chief Constable and PCC to have oversight and fulfil their responsibilities through:
- Strategic Alliance Summit meetings are responsible for setting the strategic direction and enables oversight and holding to account by the Commissioners.
 - Joint Chief Officers Board (JCOB) has operational strategic oversight focusing on the accountability for the effective governance for the collaborative arrangements.
 - Deputy Chief Officer Collaboration Board is a monthly meeting reporting into JCOB ensuring the effective delivery of collaborated services, with decision-making capability
 - Assistant Chief Officer and Director-led Functional Boards that ensure the effective and efficient delivery of the services within their remit.
- 4.12 Collaboration at a 7 Force level includes procurement through Commercial Services. Operational Management is over seen by the Commercial Executive Board chaired by an ACO, currently from Hertfordshire. There is also a Strategic Procurement Governance Board chaired by a PCC, currently Suffolk, which reports to the Eastern Region Summit Meeting to ensure all corporations sole are informed of activities. These meetings also have reporting from and oversight over the Eastern Regional Special Operations Unit (ERSOU) for which Bedfordshire is the lead Force.
- 4.13 Established in 2022 is ERIN (Eastern Region Innovation Network) that is looking to share innovative best practise across the Region.

Value for Money (VfM)

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

Sustainability

- 4.15 The Constabulary has developed a Sustainability Strategy which was approved through the PCC's Business Coordination Board in May 2022, with activity around the themes of: Estates and Property, Fleet and Transport, People and Behaviour, Procurement and the Supply Chain and Offsetting.
<https://www.cambridgeshire-pcc.gov.uk/accessing-information/decision-making/business-coordination-board/bcb-26th-may-2022/>
- 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.
<https://www.cambridgeshire-pcc.gov.uk/accessing-information/decision-making/business-coordination-board/bcb-19th-january-2023/>

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

5.1 A MTFs is in place. For 2022/23 this was presented to the Police and Crime Panel in February 2022 when the Panel received the plan covering the period 2022/23 to 2025/26. The financial plan supports the achievement of the objectives within the Police and Crime Plan and the Constabulary Corporate Plan. As stated above the refreshed MTFs for the period 2023/24 to 2026/27 requires budget savings in 2024/25 onwards.

<https://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=4672&Ver=4>

5.2 The Corporate Plan sets out the Constabulary's priorities and success measures based on qualitative assessment supported by numerical indicators, the CAMSTRA and annual strategic assessment. The Constabulary monitors financial and operational performance through the governance structure with a clear distinction of responsibilities at operational and strategic levels through Force Performance Meetings and the Force Executive Board. There is onward reporting to the Commissioner's Business Coordination Board where the Commissioner holds the Constabulary to account for performance.

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

Human Resources

6.1 Human Resources policies have been established by the Bedfordshire, Cambridgeshire and Hertfordshire collaborated HR department. This includes 'My Conversation' which is a performance review (PDR) process. Regular conversations take place between individuals and managers to ensure oversight of wellbeing, to guide and support in the achievement of work-based objectives and to support personal and professional development.

6.2 Strategic People issues for BCH are overseen by BCH People Board chaired by the Deputy Chief Constable (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.

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 the Assistant Chief Constable (ACC) that enacts and provides recorded governance for tactical and operational movement across the force. This board reports directly into Strategic Workforce Planning Board on all matters within its remit.

- 6.5 The Workforce Plan is agreed with the Constabulary and HR and training teams to ensure we have the right recruitment plan and training delivery plans in place to meet establishment numbers. This includes a focus on the achievement of National Police Uplift targets, which for 2022/23 was an increase of 82 Police Officers and this target has been met, a significant achievement.
- 6.6 The Constabulary has a clear understanding of current and future demand and the resources required to meet that demand. This is obtained through the data collection and analysis processes that support the Force Management Statement (FMS) which included the Constabulary's business planning process, the CAMSTRA, to inform financial and workforce planning.

Training and Development

- 6.7 The Constabulary manages requirements for training and development via an annual Learning Needs Assessment which seeks to capture requirements and assesses and allocates these on a priority/risk basis against a BCH external training budget and internal training resources.
- 6.8 Throughout the year emerging learning needs are managed and prioritised by means of tactical and strategic Operational Learning Prioritisation Group governance boards.
- 6.9 BCH has implemented the new entry routes for police officers under the umbrella of the Policing Education Qualifications Framework (PEQF). This has entailed the launch of a Police Constable Degree Apprenticeship Programme and a Degree Holder Entry Programme working in partnership with Anglia Ruskin University. The mobilisation phase was overseen by a Programme Board and Steering Group and this governance transitioned into business-as-usual governance in 2022/23 combining the new entry routes and the Uplift Programme.
- 6.10 Throughout 2021/22 HR continued to adapt its services and working practices to reflect COVID restrictions. This particularly impacted on Operational Learning and Occupational Health, and restrictions led to some backlogs in training delivery which continued into 2022/23. However, recovery plans are in place and the Constabulary continues to make use of virtual and blended solutions learned from the experience of COVID restrictions.

Wellbeing

- 6.11 The Constabulary have set four objectives for 2023/24 which are monitored through the force governance structure:
- Continued development and promotion of an organisational health and wellbeing culture that embraces prevention, early intervention, and support for individuals,
 - Improved awareness and reduced perceived stigma in respect of stress, mental health, menopause, neurodiversity.
 - Developing emotional intelligence for greater self-awareness to enable officers and staff to deal with increased demand and pressures of today's policing environment.
 - Enhance and expand the Peer Support network (Oscar Kilo Peer Support) and ensure effective sharing of information, innovation and best practice.

- 6.12 The Constabulary aligns to the National Police Wellbeing Service (Oscar Kilo) and is committed to continually developing and expanding our Peer Support network, with training provided by Oscar Kilo. We currently have 46 trained Peer Supporters in Cambridgeshire with representative membership from staff and officers, across the force and is inclusive of special constables, police service volunteers, and the Chaplaincy team.
- 6.13 The Constabulary wellbeing tactical delivery plan is influenced by the Police Blue Light Framework (PBLF), HMICFRS inspection outcomes, local data as well as anecdotal feedback gathered by our wellbeing Coordinator or staff networks. There is a quarterly force Wellbeing Tactical Group which monitors our wellbeing delivery against the strategy, chaired by the strategic lead.

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

Risk Management

- 7.1 The Corporate Risk Register (CRR) is held on the 4Risk system with a review process monitored by the Risk 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.
- 7.2 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. Progress has been made in the last few months of 2022/23 to publish the first draft of a strategic risk register across the collaboration and bring together those risks common to all three forces.
- 7.3 The collective approach to management of risk across BCH includes the work of the Information Management Unit where the team have responded to the Information Commissioners Office audit recommendations and actively works on information and data protection for the forces. The joint approach to ensuring accessibility of reports and information is another example.

Financial Performance

- 7.4 Financial performance against the revenue and capital budgets, as well as treasury activity and reserves has been monitored throughout the year with regular reports to the Force Executive Board and then on to the Business Coordination Board.
- 7.5 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.

Performance Management

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

- 7.7 The Strategic Force Performance Board is chaired by the Chief Constable. It reviews all performance matters including against the Corporate Plan and operational policing.
- 7.8 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.
- 7.9 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.
- 7.10 The Change Board, chaired by the Deputy Chief Constable will drive, support and maintain an overview of organisational change, ensuring the force is effectively identifying and responding to national, regional and local risks and opportunities, to ensure delivery of an efficient and effective service. Incorporating organisational learning and promoting presentations of innovation and ideas from across the organisation regardless of rank or role to ensure Cambridgeshire Constabulary cast the widest net to improve services to the public.
- 7.11 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.
- 7.12 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.

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.
- 8.2 There is a Joint Audit Committee (JAC) that operates within the guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Home Office Financial Management Code of Practice. The minutes and papers of the JAC are published on the Commissioners website.
<https://www.cambridgeshire-pcc.gov.uk/accessing-information/decision-making/joint-audit-committee/>
- 8.3 The Business Coordination Board is a joint governance forum of the Police and Crime Commissioner for Cambridgeshire and the Chief Constable for

Cambridgeshire Constabulary and their respective Officers. This meeting is one of the means whereby the Commissioner holds the Chief Constable to account for the performance of the Constabulary. Meetings scrutinise, support and challenge the overall performance of the Force including against the priorities agreed within the Plan.

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

- 8.4 The Chief Constable and the Chief Finance Officer & Director of Resources attend meetings of the Police and Crime Panel when required which are public meetings and are published.
<https://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&Year=2012%5D>
- 8.5 The Constabulary cooperates with external inspection for example Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and has an externally contracted Internal Audit function.
- 8.6 The Constabulary has a publication scheme available on the website setting out what information will be published and how it would be available together with how to make freedom of information requests.
<https://www.cambs.police.uk/foi-ai/af/accessing-information/>

9 REVIEW OF EFFECTIVENESS

People and Professionalism Department

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

Business Assurance Meeting (BAM)

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

The Joint Audit Committee (JAC)

- 9.4 The JAC undertakes the core functions of an audit committee in accordance with the guidance set out in the CIPFA publication 'Audit Committees – Practical Guidance for Local Authorities and Police'.
- 9.5 The Joint Audit Committee plays a pivotal role in the system of internal control through its oversight of audit arrangements. The Committee approves the external audit plan and receives the annual audit letter from the external auditor. The Committee also considers the annual internal audit plan, receives regular internal audit reports and monitors management performance against agreed action plans to address any areas for improvement identified. In addition, the
- 9.6 Committee oversees progress on risk management and related issues.
<https://www.cambridgeshire-pcc.gov.uk/accessing-information/decision-making/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 seven audit reports for Cambridgeshire during 2022/23, two with substantial assurance and three reasonable assurance, there were also two advisory reports.
- 9.9 Internal Audit also undertook audits in relation to collaborated activity and issued three substantial and two reasonable assurance reports and one advisory report. There was also one negative opinion report for Procurement follow up which was graded as 'poor progress' and will be reviewed again in 2023/24.
- 9.10 Internal audit also performs an annual follow up of agreed management actions, and the Constabulary also track the completion of management actions.
- 9.11 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

- 9.12 The external auditor's opinion on the Chief Constable's 2022/23 financial statements was xxxxxxxxxxxxxxxxx

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 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.

10. SIGNIFICANT GOVERNANCE ISSUES

A summary of how the significant issues identified in the 2021/22 Annual Governance Statement have been managed

As stated in 2021/22

Internal Audit reported that in their opinion, BCH had continued to demonstrate poor progress in implementing the agreed management actions at the time of the Procurement Follow Up audit.

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.

Current position

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

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

As mentioned earlier in the AGS the MTFs for 2023/24 to 2026/27 is not balanced from 2024/25. Focus by the Constabulary is therefore already underway to identify savings to balance the budget in future years. One of the key risks to the budget is the final value of pay awards, which if greater than budgeted assumptions will create further financial pressure if no further funding is provided.

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

The 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 several 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.

These national themes continue and are included in the work of the Constabulary through the Corporate Plan. These include the Police Race Action Plan, Integrity and Cultural work in light of the Casey Report, and pressures through the Criminal Justice System, not only in relation to the backlogs but in addition the pressures on the whole system. We continue to adjust our policing practices with the impending accreditation codes with regards to Forensic Science and the demand increase within Digital Forensics.

The Constabulary was successful in delivering its uplift target, increasing Officer headcount by 206 over the last three years. There is an ongoing challenge to maintain the Officer headcount at the new establishment of 1,732 Officers. Pressure on recruitment, vetting, workforce planning through People and Professional and HR and Operational Learning will continue. Pension remedy work also continues with implementation with key statutory dates due in 2023/24 and later years.