



## **The Chief Constable of Cambridgeshire**

### **ANNUAL GOVERNANCE STATEMENT 2020/21**

#### **1. SCOPE OF RESPONSIBILITY**

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 also has a duty to secure continuous improvement in how the Constabulary functions are exercised, having regard to the economy, efficiency and effectiveness of the police Force. They hold office under the Crown and is appointed by the Police and Crime Commissioner (PCC) for Cambridgeshire.

In discharging this overall responsibility, 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.

#### **2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

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.

#### **3. THE GOVERNANCE FRAMEWORK**

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 Chief Constable is responsible for operational policing matters, the direction and control of Constabulary personnel and for putting in place proper arrangements for the governance of the Force. The Commissioner is required to hold the Chief Constable to account for the exercise of those functions. Therefore it follows that the Chief Constable must satisfy himself that the Force has appropriate mechanisms in place for the maintenance of good governance and that these operate in practice.

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 has been 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.

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 are 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.

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

The Constabulary has a collaborated Professional Standards Department (PSD) with Bedfordshire and Hertfordshire Constabularies. The teams cover:

- Anti-Corruption;
- Complaints, Conduct and Crime Investigation;
- Business Management; and,

- Vetting.
- Reporting Concerns (Whistleblowing) policy.

In addition, the PCC or members or Executive Team review all case files covering conduct, public complaints and discrimination on a monthly basis and will 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 by the PCC 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 Department 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 the department's responsibility, this is reviewed and updated annually.

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, senior HR and Finance representatives. The Independent Office for Police Conduct (IOPC) learning the lessons reports, together with a local learning the lessons reports are reviewed as part of the business of the PSD Governance Board.

The reforms of the complaints process in 2020 has created the ability for Constabularies to be able to deal with low level dissatisfaction immediately outside of the formal process, designed to give the public an immediate response and resolve their concerns to their satisfaction.

The Constabulary's website explains how a member of the public can make a complaint and how to make a complaint electronically, in writing or in person. All complaints are logged and tracked by the Complaints Resolution Team with schedule 3 complaints forwarded to the Professional Standards Dept. 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, then 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.

PSD investigates complaints made by members of the public that have been evaluated as sufficiently serious to warrant a formal investigation and the IOPC will continue to investigate the most serious complaints and sensitive incidents and allegations involving the police.

mandatory function of dealing with complaint reviews for certain complaints. The PCC's office will review the complaint at the request of the member of the public after the conclusion of their complaint, they will ascertain if the complaint has been dealt with properly and a reasonable and proportionate response has been given by the Constabulary or identify where there is learning that should be considered by the Constabulary to improve the service for the public.  
<https://www.cambs.police.uk/report/Report-Shared/Report-a-complaint>

The Strategic and Tactical Ethics Equality and Inclusion Groups have the responsibility to:

- To promote the highest standards of conduct in line with the Code of Ethics, and provide governance and oversight, reinforcing the core Constabulary values of Fairness, Integrity, Diligence and Impartiality.
- To ensure that Cambridgeshire Constabulary acts in accordance with its statutory duties under the Equality Act 2010 to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations.
- To contribute to the delivery of the priorities set out in the Cambridgeshire Constabulary Corporate Plan and the Police and Crime Plan, particularly regarding professional standards.
- To ensure that recruitment, retention and progression policies are in place, to create a workforce that is truly representative of the diverse communities we serve.

The Constabulary has introduced Ethics Panels. Two internal and two external panels with a broad representation from the workforce and public meet at intervals to discuss ethical dilemma's, most recently in December 2020 and March 2021. Outputs are reported through the Ethics, Equality and Inclusion Groups.

During 2020 the Constabulary commenced The Big Conversation – Cultural Reform in Cambridgeshire Constabulary, a phased programme reviewing attitudes and the culture in respect of ethics and diversity. Outputs in the form of change and embedding those changes will be realised during 2021.

There is also an Equality, Diversity & Inclusion Board within the collaborative governance structure with Bedfordshire Police and Hertfordshire Constabulary (BCH) with the responsibility for ensuring that all actions under the National Police Chiefs' Council (NPCC) Diversity, Equality and Inclusion Strategy are brought together across BCH and delivered. In addition, there is an Ethics, Equality and Inclusion meeting held within the Constabulary that links up to the Board.

A three Force Scheme of Corporate Governance and Financial Regulations is in place which was jointly agreed with Bedfordshire and Hertfordshire and last reviewed in May 2020.

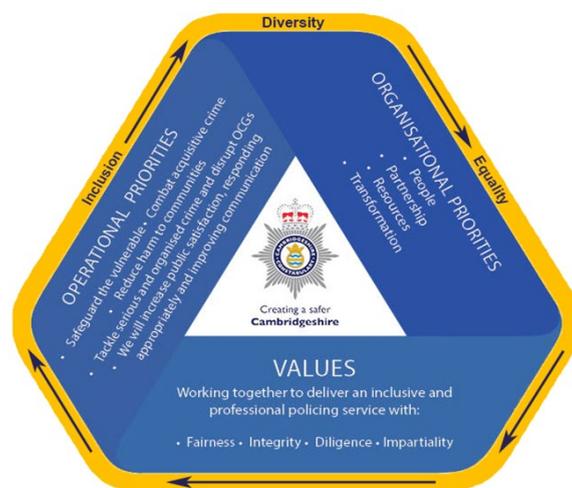
The Constabulary has contracted externally for legal advice when this is required, assisted by internal administrators.

The Chief Constable has made a declaration of interests and this is published on the Commissioners website.

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

Finally, in respect of this principle of governance the Constabulary refreshes its Corporate Plan annually, setting out the Force's mission, vision and values for the forthcoming year. The overarching vision is to 'Create a Safer Cambridgeshire' which is supported by the values adopted by the Force in the Corporate Plan. These values for the organisation, including all officers and staff are to work together to deliver an inclusive and professional policing service with:

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



### 3.2 Ensuring openness and comprehensive stakeholder engagement

The aim of the Communications Strategy 2019-22 is to help build confidence and trust across the workforce, partners and the people who live and work in Cambridgeshire, by increasing the Constabulary's visibility and presence through a range of communications and engagement tactics. In line with the guidance from the College of Policing and the National Police Chiefs' Council, the Constabulary will ensure openness and integrity in our engagement with the media and our communities, listening, responding and reassuring with the information shared. The Engagement Plan demonstrates that we will use a range of tactical delivery plans across all Force business areas to ensure a regular, consistent and professional approach to engagement with the public and partners.

Staff Surveys are conducted every two years which Durham University lead on behalf of the Constabulary. A survey has taken place in 2020/21, with the findings due to be shared with the organisation in Chief Seminars. The outcomes are fed into organisational improvement and into the Force wellbeing groups.

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.

In addition, the Constabulary support the OPCC at the Police and Crime Panel as appropriate again in presenting the operational arrangements, performance and financial planning and budget setting for the Constabulary. Again, this is a public meeting and provides members of the Police and Crime Panel to ask both the PCC and Chief Constable questions directly.

### **3.3 Defining outcomes in terms of sustainable economic, social and environmental benefits**

The Strategic Threat and Risk Assessment (STRA) was first introduced in 2019. It is a year-on-year whole Constabulary process to inform chief officers of current and future year threats and risks that can be used to make decisions about operational matters and organisational structure. The STRA is used to understand the current, and future, services and demand for the Constabulary, mapped against the current resources, to determine future resource requirements which 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, most recently further development of the financial aspects of the assessments contributing to the annual refresh of the Medium Term Financial Plan (MTFP).



The Chief Constable has ultimate responsibility for his officers and staff in collaborated units and is ultimately vicariously liable for their actions. Officers and Staff are subject to the command structure for each unit for daily Shared Service delivery. Each Police and Crime Commissioner (PCC) retains their individual responsibility for the maintenance of efficient and effective policing in their county and each Chief Constable retains their operational independence. Each PCC retains responsibility for holding their Chief Constable to account for operational police services delivered through collaboration.

Collaborated units have been established in the work streams each led by one Force with a supporting structure to allow each CC and PCC to have oversight and fulfil their responsibilities.

This means that shared 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.

A lead Force have been established for all three work streams:

### **Joint Protective Services (Bedfordshire)**

- Armed Policing Unit
- Civil Contingencies Unit
- Dog Unit
- Major Crime Unit
- CBRN (e) / Protect & Prepare
- Operational Planning Support Unit
- Roads Policing Unit
- Forensic Collision Investigation Unit
- Scientific Services Unit
- Taser Training.

### **Organisational support (Cambridgeshire)**

- Human Resources
- Learning and Development
- Information Management
- Professional Standards Department
- Uniform Stores
- Payroll
- Communications
- BCH Communications;

### **Operational Support (Hertfordshire)**

- Criminal Justice;
- Firearms and Explosive Licensing;
- ICT; and,
- Camera, Tickets and Collisions Unit.

In addition, collaboration across Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk and Suffolk, Essex and Kent, known as 7Force, has established a programme to progress consideration of joint working. A collaborated Procurement service across the 7Forces has been established and went live in January 2020 with other projects in place and under development. The main projects that are being delivered across BCH by the BCH Delivery Management Office amongst a number of projects are included:

### **Vetting**

The 7Force Programme has delivered the single 'CoreVet' cloud-based solution to all Vetting departments, with a go-live in mid-February 2021. This includes the adoption of a shared set of webforms allowing the online submission of applications, a first nationally. Adopting the same cloud based solution across the region has allowed for economies of scale in the procurement and allows vetting units across the region to see and where / when required and strategically agreed support each other in sharing demand in the future.

### **Forensics**

The 7Force Programme has worked with the Forensic Teams and identified a share specification for a single cloud base Forensic Case Management System to replace numerous out dated and unstable forensics systems. This is the first region nationally to come together and agree a shared way forward, the forces will not only benefit from economies of scale but also be able to independently and collectively better understand performance and costs both internal and external.

### **DAMS**

The 7F Programme are working to deliver a Digital Asset Management System (DAMS): an end-to-end solution for the ingestion, storage, management and sharing of digital material. Such a solution will help manage risk associated with the management, movement and deletion of evidential data.

## **3.4 Determining the interventions necessary to optimise the achievement of the intended outcomes**

A Medium Term Financial Plan is in place. For 2020/21 this was presented to the Police and Crime Panel in February 2021 when the Panel received the plan covering the period 2020/21 to 2023/24. 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 Corporate Plan sets out the Constabulary's priorities and success measures based on qualitative assessment supported by numerical indicators. 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.

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

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.

The Constabulary as a strategic aim is to 'actively support Police Officers and Staff of Cambridgeshire Constabulary throughout their career and ensure that a welfare and wellbeing focussed culture is embedded and becomes business as usual. This includes physical and mental health as well as the broader concept of wellbeing - which enables individuals to realise their potential, be resilient, and be able to make a productive contribution to the police workforce.

Four objectives have also been set:

- 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 has developed the Wellbeing Champions to reflect the best practice peer support model delivered by National Police Wellbeing Service. We currently have 27 Peer Supporters and Leads and this will officially launch in April to take over from the current Wellbeing Champion Model. The Wellbeing Champions have their own calendar of events and also worked with the Chaplaincy and Police Federation to finalise wellbeing rooms, two of which are at the largest Operational Police Stations.

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'. We are now moving to use all our local surveys and operational insights to develop a bespoke tactical plan underpinned by the strategic objectives listed above, this is known as 'Let's Be Honest'. This will improve our measuring ability.

The Constabulary adapted quickly to the changes in working practice that COVID brought and appointed a Wellbeing Lead for the Constabulary who has implemented a number of measures, working with officers and staff to ensure the workforce are updated and engaged with any organisational learning is subsequently captured and shared with the Organisational Improvement Centre.

The Strategic Workforce Planning Board has the role to take 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.

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 2020/21 was an increase of 41 Police Officers and this target has been met.

The Constabulary manages requirements for training and development via an annual Learning Needs Assessment which seeks to capture requirements and assess 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.

The Constabulary seeks to encourage Continuous Professional Development for all officers and staff and this is supported by on line resources and targeted development programmes and the provision of training for supervisors. Practical support is in place for officers wishing to progress through national examinations and the Constabulary has also supported opportunities for a number of officers and staff to study for Masters qualifications. Under the auspices of the BCH Digital Learning Strategy work is underway to modernise training delivery using blended learning approaches so that abstractions can be reduced and resources maximised.

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 Treat and Risk Assessment (STRA) which informs financial and workforce planning.

### **3.6 Managing risks and performance through robust internal control and strong public financial 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 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.

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

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, drives and supports of 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 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 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 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 Continuity Board. As part of the 2020/21 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.

During 2020/21 the Constabulary were part of CIPFA's Achieving Finance Excellence in Policing (AFEP) Programme and in April and May CIPFA conducted a Financial Management Capability Review (FMCR). The FMCR gathered data through an electronic survey, 1:1 interviews and from a review of key documentation. Using a benchmark of best practice in the public sector the review covered financial resilience and financial management of the Constabulary. In summary the key points around financial resilience were that the Constabulary's:

- Long term sustainability is dependent on addressing the continuing budget gaps with savings still to be identified;
- Dependency on central government grant was below average for UK police forces at 58% compared to an average of 65% making Cambridgeshire marginally less vulnerable to reductions in government funding;
- Precept funding had been increased in line with the maximum allowed; and
- Reserves are maintained at a healthy level with no plans to use reserves to close the budget gap over the Medium Term Financial Strategy.

In terms of financial management the Constabulary was rated three-stars on CIPFA's five-star rating system, which CIPFA state "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 based on the improvement target identified in the FMCR with the intention of moving from a three-star to a four-star rated police force.

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.

### **3.7 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 website.

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 attend meetings of the Police and

Crime Panel which are public meetings and are published.

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

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 together with how to make freedom of information requests.

<https://www.cambs.police.uk/information-and-services/About-us/Transparency/Publication-scheme>

## **4. REVIEW OF EFFECTIVENESS**

The CC has the responsibility for conducting, at least annually, a review of the effectiveness of the governance framework for his office, including the system of internal control. In January 2021 a review was completed of the Corporate Framework first produced in 2019/20. The purpose of this document is to outline the structure and provide guidance on how the Constabulary makes

decisions regarding its business to drive performance, seeking to ensure senior leaders utilise resources to deliver first class policing across Cambridgeshire.

It presents a top down and bottom up approach outlining the structure of the Constabulary, showing the interdependencies of each meeting and the authority delegated within the Constabulary.

### **Organisational Improvement Centre (OIC)**

The OIC was established in 2020 with the mission to is to work with the Officers and Staff to:

- Set and monitor the Force strategic direction according to threat risk and harm;
- Utilise organisational learning;
- Better understand performance and demand;
- Make changes that are relevant and evidenced based so the service being provided is the best it can be.

In order to deliver this the department has four separate teams.

- The Strategic Analysis Team;
- The Governance and Organisational Learning Team;
- The Force Crime Registrar;
- The Change and Research Team.

### **Business Assurance Meeting (BAM)**

The Business Assurance Meeting (BAM) is chaired by the Head of the Organisational Improvement Centre and will 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 three reasonable assurance and three 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 report with substantial assurance (BCH Health and Safety), one report with reasonable assurance (Procurement – 7Force) and three BCH advisory reports. In addition, a follow up audit on BCH Procurement was undertaken and poor progress was identified.

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 reporting requirements for external auditors have changed for the 2020/21 accounts. In previous years auditors prepared an annual audit letter and provided an opinion on the financial statements as well as on the value for money (VfM) arrangements. From the 2020/21 accounts the external auditor will provide their opinion on the financial statements and instead of issuing an annual audit letter, an auditor's annual report will be issued within three months of signing the audit opinion on the financial statements. The annual auditor's report will provide a commentary on the VfM arrangements highlighting any significant weaknesses identified.

The external auditor's opinion on the Chief Constable's 2020/21 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. However due to COVID inspections were suspended for 2020.

## 5. SIGNIFICANT GOVERNANCE ISSUES

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

As stated in 2019/20

#### **Health and Safety**

Internal Audit issued a no assurance report following their review, although a follow up of the actions agreed in that report was performed in February 2020 which showed good progress towards implementation. This area will be subject to another audit in 2020/21 to ensure actions have been embedded within processes.

Current position

A further audit of Health and Safety and follow up of outstanding actions was performed which confirmed that all actions had been completed

#### **Procurement**

Internal Audit issued a partial assurance following their review (draft). This covered the tri-force collaborated service and was in transition to a new 7force arrangement, this transition has since been completed. Internal Audit will follow up the issues identified within their 2020/21 plan with reviews of the new service.

Issues identified in 2019/20 have been carried forward into 2020/21 and noted below.

#### **COVID**

The Constabulary is operating 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 are also 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. There are also DCC meetings every

Issues identified in 2019/20 have been carried forward into 2020/21 and noted below.

Tuesday and Friday. These arrangements are not in isolation as there is a wider governance structure including local resilience groups.

## **A summary of significant issues identified 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.

## **6. Conclusion**

Based upon the opinion of the Internal Auditor in their year-end report, the areas set-out above and our on-going work to continually develop and improve our governance arrangements, we are satisfied that our arrangements for governance, risk management and control are appropriate and effective.

Signed:



Nick Dean MSt (Cantab)  
Chief Constable for  
Cambridgeshire



Jon Lee CPFA  
Chief Finance Officer and Director of  
Resources

Date: 27 January 2022