



Office of the Police and Crime Commissioner (OPCC) for Cambridgeshire and Peterborough

ANNUAL GOVERNANCE STATEMENT 2024/25

EXECUTIVE SUMMARY

- 1.1 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 2024 and the re-elected PCC took up post on 9 May 2024.
- 1.2 An Interim Chief Executive Officer was appointed by the Cambridgeshire Police and Crime Panel on 15 August 2024, following retirement of the previous CEO at the end of July 2024.
- 1.3 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 throughout 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.
- 1.4 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.

- 1.5 Under the terms of the Police Reform and Social Responsibility Act 2011, the Commissioner must:
- a. Secure an efficient and effective Police Force for their area.
 - b. Appoint the Chief Constable, hold them to account, and if necessary, dismiss them.
 - c. Set the police and crime objectives through a police and crime plan.
 - d. Set the force budget and determine the precept.
 - e. Bring together community safety and criminal justice partners, to make sure local priorities are joined up.
 - f. Commission local support services for all victims of crime.
- 1.6 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.
- 1.7 At a strategic level the governance framework forms part of the three forces Scheme of Governance, jointly agreed with Bedfordshire and Hertfordshire, and which includes Financial Regulations (including 7 Force Contract Standing Orders), which were most recently reviewed in October 2024 and reviewed and approved by the Business Coordination Board in February 2025. The Scheme of Governance was reviewed and approved by the Business Coordination Board in December 2024. Both the Scheme of Governance and Financial Regulations (including 7 Force Contract Standing Orders) are available on the PCC's website.
[Budget \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/budget)
- 1.8 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 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.

- 1.9 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 CC 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 Constabulary. 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 Constabulary has appropriate mechanisms in place for the maintenance of good governance, and that these operate in practice.
- 1.10 The Scheme of Governance includes details of the various duties delegated to senior officers. Financial Regulations (including 7 Force Contract Standing Orders) have been developed to ensure that the financial responsibilities of both the CC and the PCC are clear.
- 1.11 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 Constabulary including against the priorities agreed within the Police and Crime Plan. The Board generally meets every six weeks, including quarterly performance and finance meetings. [Business Coordination Board \(BCB\) \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/business-coordination-board)
- 1.12 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. A definition of the roles of the PCC and the CC.
 - b. Delegations from the PCC.
 - c. Financial Regulations (including 7 Force Contract Standing Orders).
 - d. Risk Management and Business Continuity arrangements.
 - e. Treasury Management Strategy including Minimum Revenue Provision Policy and Annual Investment Strategy.
 - f. Fraud Prevention, Anti-Bribery and Corruption Strategy.
 - g. Reporting Concerns (Whistleblowing) Procedure.
- 1.13 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 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.

- 1.14 The PCC is committed to keep governance arrangements under review and address issues as they arise.

Summary of the Significant Governance Issues Identified 2024/25

- 1.15 BCH Planning and Accounting Support - Internal Audit included a split opinion: Accounting Support - Substantial Assurance and Planning Process – Partial Assurance. Management actions have been agreed for implementation and the Partial opinion report will be followed up in 2025/26.
- 1.16 BCH Innovation Framework - Internal Audit assessed that Minimal Assurance could be taken in this area. Management actions have been agreed for implementation which will be followed up in 2025/26.

Opinion

- 1.17 For the 12 months ending 31 March 2025, the draft Head of Internal Audit opinion is that the organisation has an adequate and effective framework for risk management, governance and internal control. However, further enhancements to the framework

of risk management, governance and internal control are required to ensure that it remains adequate and effective.

1.18 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.

1.19 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:

A handwritten signature in black ink, appearing to be 'DP', enclosed within a light grey rectangular box.

Darryl Preston
Police and Crime Commissioner

A handwritten signature in black ink, appearing to be 'JH', consisting of a large circular loop followed by a horizontal line.

Jack Hudson
Chief Executive

KEY GOVERNANCE ARRANGEMENTS

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

1. The OPCC's Financial Regulations (including 7 Force Contract Standing Orders) incorporate an approved policy on anti-fraud and anti-bribery. The policy is designed to encourage prevention, promote detection, and identify a clear pathway for the investigation of fraudulent and/or corrupt activities or behaviour.
2. The Commissioner has made a policy statement on decision making which is shared with Bedfordshire and Hertfordshire. The statement explains the statutory framework for decision making by police and crime commissioners. It is aligned to the Nolan principles of public life, and 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 for the reporting of contraventions of the law and financial requirements, or maladministration.

[Decisions \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/decisions)

3. 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 Chief Constable. The register of interests of the PCC and of the Chief Executive Officer are published on the PCC's website.

[Your Commissioner \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/your-commissioner)

4. Complaints

- 4.1. 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, as well as for complaints made against the Chief Constable.

- 4.2. In the first instance, complaints received by the PCC's Office are forwarded to the Constabulary's Complaints Resolution Team (CRT) who will be able to assist as they are the correct authority to take such complaints forward. Thereafter, Police and

Crime Commissioners do have a statutory responsibility in certain circumstances to review the outcome of complaints handled by Cambridgeshire Constabulary. However, prior to any involvement by the PCC, Cambridgeshire Constabulary must have formally recorded the dissatisfaction as a complaint, given it due consideration, and reached an appropriate outcome.

4.3. In line with the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021, implemented in May 2021, the PCC has published performance reports in relation to the handling of complaints by the Constabulary. The PCC also receives a quarterly report to his Business Coordination Board, which covers trends and patterns in complaints as identified through the Complaints Review Team.

[Complaints and Reviews \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk)

4.4. In 2024/25, the OPPC continued the process for the dip-sample review of complaints, to monitor the effectiveness of the complaints handling process.

5. Ethics and Equality

5.1. 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.

[Building Trust and Confidence.](#)

5.2. The PCC has made Ethics one of the objectives within his Police and Crime Plan which states that the PCC will hold the Chief Constable to account to ensure police officers and staff always carry out their duties with integrity and social responsibility.

[Police and Crime Plan for Cambridgeshire and Peterborough](#)

5.3. 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 most recently through the Commissioner's Integrity Assurance report to the Business Coordination Board in June 2024 and Joint Audit Committee in July 2024. [JAC-integrity-assurance-report](#)

6. Financial Regulations

6.1. BCH Scheme of Governance and Financial Regulations (including 7 Force Contract Standing Orders) are in place which were jointly agreed with Bedfordshire and Cambridgeshire. These were last reviewed in October 2024 and approved by the Business Coordination Board in February 2025

[Budget \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/budget)

7. Whistleblowing

7.1. 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) Reporting Concerns Procedure by the BCH Professional Standards Department is also applicable to the OPCC and is published on the PCC's website.

[Complaints and Reviews \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/complaints-and-reviews)

Principle B: Ensuring openness and comprehensive stakeholder engagement

1. An update on how the Commissioner continues to engage with the public was provided as part of the Delivery Plan Report to the Police and Crime Panel in March 2025. This included a programme of bespoke engagement with the Gypsy and Traveller communities, young people and disabled people.

[Delivery Plan Update Report March 2025](https://www.cambridgeshire-pcc.gov.uk/delivery-plan-update-report-march-2025)

2. 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.

[Contact us and get involved \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/contact-us-and-get-involved)

3. Seeking the Views

3.1. In order to seek the views of the public regarding police funding for 2024/25, 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. [Your views](#)

3.2. The Commissioner offers a variety of ways in which members of the public can voice their concerns, through 1-1 surgeries, surveys, telephone calls and online meetings.

3.3. The Commissioner offers regular briefing sessions with local councillors. The briefings are an opportunity for councillors to find out more about community safety schemes and projects which are being run in their area which they may wish to get involved in, support or promote. They are also an opportunity for councillors to raise local concerns on behalf of the communities they represent.

4. Community Scrutiny Panel

4.1. The purpose of the Community Scrutiny Panel is to provide independent, objective scrutiny of the Constabulary's Stop and Search, Use of Force and Custody Detention functions, reporting back to the Commissioner and Constabulary on findings, actions, and recommendations within the context of the current legislation, statutory guidance, and other associated frameworks.

4.2. Whilst the Commissioner's Officer provides administrative support, the Panel itself, consisting of 15 panel members at each meeting, acts in complete independence. The panel meetings alternate between being held in person and online to allow as many people as possible to attend. The meetings alternate between the themes of Stop and Search, Use of Force and Custody Detention. The panel scrutinises a sample of body worn video footage and written records at each meeting and provides feedback to the Constabulary.

4.3. Through participating in this panel, the Constabulary seek to improve public trust by showing that they are fully accountable for their actions.

5. Partnerships

5.1. The PCC works in partnership with Local Authorities, Police, Fire and Rescue, Probation and Health through the Cambridgeshire Countywide High Harms Board to provide a multi-agency, strategic direction to enable the delivery of its key priorities

to continue to make the communities of Cambridgeshire and Peterborough safer.

[Cambridgeshire Countywide High Harms Board](#)

5.2. The Board is responsible for helping these key partners to coordinate and deliver their statutory duties with respect to agreed specific priority issues, currently drugs, serious violence, violence against women and girls, and serious and organised crime. The Police and Crime Commissioner acts as the Chair for the countywide Board, which meets on a quarterly basis.

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

1. Collaboration

- 1.1. The Commissioner continued to endorse Section 22 (of the Police Act 1996) collaboration agreements with Strategic Alliance partners in 2024/25 and mechanisms are in place to hold these collaborative services to account. All collaboration agreements requiring Decision Notices can be found here [Decisions](#).
- 1.2. The key purpose and benefit of collaboration is to secure more efficient and/or effective services where they can be provided jointly. The drawing together of collective views, ideas and knowledge sharing helps us all to improve and deliver key requirements.
- 1.3. Collaborations with Bedfordshire and Hertfordshire (BCH) are key in delivering the Constabulary priorities (organisational and operational) as set out in the Corporate Plan ranging from partnership and resources through to specific specialist policing areas, such as armed policing, roads policing, major crime and professional standards.
- 1.4. Collaborated services are provided to the parties through a host force model with daily line management via a single structure and decisions with regards to service delivery being made collaboratively at DCC level. By sharing resources across each force, the collaboration is able to drive economies of scale and make best use of available resources across the partners.

- 1.5. The supporting structure allows each Chief Constable and PCC to have oversight and fulfil their responsibilities through:
 - 1.5.1. Strategic Alliance Summit quarterly meetings are responsible for setting the strategic direction and enables oversight and holding to account by the Commissioners.
 - 1.5.2. Monthly Joint Chief Officers Board (JCOB) has operational strategic oversight focusing on the accountability for the effective governance for the collaborative arrangements, performance, and strategic risk.
 - 1.5.3. Deputy Chief Constable Collaboration Board is a monthly meeting with an escalation route into JCOB. It ensures the effective delivery of collaborated services and has decision-making capability.
 - 1.5.4. Assistant Chief Officer and Director-led Functional Boards that ensure the effective and efficient delivery of the services within their remit.
- 1.6. 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 of the Eastern Regional Special Operations Unit (ERSOU) for which Bedfordshire is the lead Force.
- 1.7. Established in 2022 is ERIN (Eastern Region Innovation Network) that is looking to share innovative best practice across the Region.

[Eastern region innovation network \(ERIN\) | College of Policing](#)

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

1. A Medium-Term Financial Strategy is in place. For 2024/25 this was presented to the Police and Crime Panel in January 2024 when the Panel received the plan for the period 2024/25 to 2027/28. It was approved as appended to the 2024/25 Precept Report through a formal decision notice by the PCC. The financial plan supports the achievement of the objectives within the Police and Crime Plan and the Constabulary

Corporate Plan.

[Medium Term Financial Strategy](#)

2. The Chief Finance Officer has a statutory responsibility for ensuring the Commissioner's finances are well-managed, reported, and accounted for. He acts as a professional advisor to the Commissioner on all financial matters, including the financial strategy, capital programme, and budget setting and monitoring.
3. 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.

4. Police and Crime Plan

4.1. The PCC's Police and Crime Plan 2025-2028 was presented to the Police and Crime Panel in November 2024 building on the PCC's previous Plan. It was subsequently approved for issue through formal decision by the PCC. The update plan includes the following pillars:

- 4.1.1. Safe Communities
- 4.1.2. Early Intervention and Prevention
- 4.1.3. Tackling Crime and Anti-Social Behaviour
- 4.1.4. Supporting Victims and Witnesses
- 4.1.5. Building Trust and Confidence

[Police and Crime Panel - November, 2024](#)

5. Delivery Plan

5.1. The Commissioner has made his commitments and objectives for policing clear in his Police and Crime Plan and in March 2025 presented the Police and Crime Panel with an update on progress against each of the Plan's deliverables. 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.

[Agenda for Cambridgeshire Police and Crime Panel on Monday 17th March, 2025](#)

5.2. The PCC holds the Chief Constable to account for performance through reports submitted to the PCC's Business Coordination Board. Additional arrangements are in place to provide assurance. These arrangements include 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.

6. Business Coordination Board

6.1. The Business Coordination Board is a 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 meets every six weeks, including quarterly performance and finance meetings. 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.

[Business Coordination Board \(BCB\) \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/business-coordination-board)

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

1. Staff Development

1.1. 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.

1.2. 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 on his website.

[Location of OPCC Staff office \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk)

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

1. Risk Management

1.1. 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. A new style risk register was taken through BCB along with Governance Assurance Framework on 26 July 2024 and to the Joint Audit Committee on 30 July 2024. The new risk register works alongside the Governance Assurance Framework and has far fewer risks than the previous Strategic Risk Register. The Governance Assurance Framework (GAF) lists the statutory duties for the PCC and OPCC along with the assurance arrangements.

[Governance Assurance Framework](#)

[Risk Register](#)

1.2. 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.

2. Financial Management

2.1. 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.

- 2.2. The financial management framework follows national and professional good practice and its key elements are set out below:
- 2.2.1. The organisations fully comply with the Chartered Institute of Public Finance and Accountability (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.
 - 2.2.2. The finance function is governed by the Financial Regulations (including 7 Force Contract Standing Orders) 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.
 - 2.2.3. Responsibility and accountability for resources rests with managers who are responsible for service provision.
 - 2.2.4. 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.
 - 2.2.5. 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.
 - 2.2.6. 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.
 - 2.2.7. 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.
3. Other key internal controls are also in place which include the Financial Regulations (including 7 Force Contract Standing Order), both of which set out clear levels of delegated responsibility to certain officers and level of staff.

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

1. 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. [Cambridgeshire Police and Crime Panel | Cambridgeshire County Council](#)
2. 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.
3. The 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.
4. 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.
5. The Commissioner publishes his decisions and the minutes and papers of the Business Coordination Board.

REVIEW OF EFFECTIVENESS

1. The Joint Audit Committee (JAC)

- 1.1. 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'.
- 1.2. The Joint Audit Committee plays a pivotal role in the system of internal control through its oversight of audit arrangements. The Committee comments on the scope and depth of external audit work and considers the annual management letter and reports from the external auditor. The Committee also considers the annual internal

audit plan, receives regular internal audit reports and monitors management performance against agreed action plans to address any areas for improvement identified. In addition, the Committee oversees progress on risk management and related issues.

[Joint Audit Committee \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk)

2. The Police and Crime Panel (PCP)

2.1. 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.

[Police Crime Panel Terms of Reference](#)

3. Internal Audit

3.1. 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.

3.2. Internal audit issued four audit reports for Cambridgeshire during 2024/25, two with substantial assurance and two reasonable assurances.

3.3. Internal Audit also undertook audits in relation to collaborated activity and issued one substantial assurance report, two reasonable assurance reports and one report with a split opinion (Accounting Support - substantial assurance and BCH Planning Processes - partial assurance) report. A minimal assurance report relating to the Innovation Framework was issue. Management actions have been agreed to address all issues identified within the reports and both the partial and minimal assurance opinion reports will be followed up in 2025/26.

3.4. Internal Audit also performs an annual follow up of agreed management actions where it was identified that Reasonable Progress had been made in implementing

agreed actions, and the Constabulary and OPCC also track the completion of management actions.

3.5. RSM UK Risk Assurance Services LLP has co-ordinated the first draft of this Annual Governance Statement, with assistance from senior officers and staff in the OPCC and Constabulary.

4. External Audit

4.1. The external auditor's opinion on the PCC's 2024/25 financial statements was disclaimed. This means the External Auditor does not express an opinion on the financial statements. The reason for the disclaimer of opinion is as follows:

We have been unable to obtain sufficient appropriate audit evidence over a number of areas of the financial statements as we have been unable to perform the procedures that we consider necessary to form our opinion on the financial statements ahead of the Backstop Date. These areas for both the Group and the Police and Crime Commissioner the balance of, and movements in, usable and unusable reserves for the years ended 31 March 2024 and 31 March 2025, the police pay and allowances and police staff pay and allowances, income from fees and charges, and government grants income for the year ended 31 March 2025, the net assets as at 1 April 2023, and therefore whether there were any consequential effects on the disclosed comparative income and expenditure for the year ended 31 March 2024. Any adjustments from the above matters would have a consequential effect on the Group and OPCC's net assets and the split between usable reserves and unusable reserves as at 31 March 2025 and 31 March 2024, and on their income and expenditure and cash flows for the years then ended.

The External Auditors annual audit report for 2024/25 as part of the value for money considerations also reported no significant weaknesses in relation to financial sustainability, governance or improving economy, efficiency and effectiveness.

4.2 KPMG have raised two queries to be included in the AGS:

S No	As per Delivering Good Governance in Local Government Code (Para 7.9)	KPMG Comments	Client Response
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8	Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.	Cannot locate this	Financial Regulations (para 6) including Contract Standing Orders have been agreed and are in use across BCH. These set out the internal policies and procedures to govern how we ensure that expenditure is lawful. The financial regulations are reviewed.
17	Ensuring effective arrangements are in place for the discharge of the monitoring officer function.	Monitoring officer is chief executive – I cannot find where said effective arrangements for chief executive.	<p>Every PCC must have a chief executive, who will act as monitoring officer. They must fulfil the legal functions of monitoring officer. (Section A Para 2)</p> <p>Jack Hudson was appointed as the interim chief executive in July 2024. This interim appointment was confirmed by the Police and Crime Panel in August 2024. This appointment ensured that effective arrangements are in place for the discharge of the monitoring officer function. In January 2026, the interim role was made permanent. The PCC wrote to the Police and Crime Panel confirming his decision.</p>

SIGNIFICANT GOVERNANCE ISSUES

A summary of how the significant issues identified in the 2023/24 Annual Governance Statement have been managed.

As stated in 2023/24	Current position
BCH Procurement follow up	Internal Audit undertook a follow up review of the actions raised by the Procurement

<p>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. Cambridgeshire have made better progress in implementing their actions. A further review was added to the Internal Audit Plan for 2023/24 and concluded that progress remained poor in implementing the agreed management actions.</p>	<p>audit in 2023/24 and concluded that reasonable progress was made to address the recommendations.</p>
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