



Creating a safer
Cambridgeshire

The Chief Constable of Cambridgeshire

ANNUAL GOVERNANCE STATEMENT 2019/20

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.

Following a review by the Constabulary in 2019 a new Corporate Framework was developed with a revised structure and processes of the Constabulary to manage governance and drive performance, seeking to ensure senior managers are utilising resources to deliver first class policing across the county of Cambridgeshire.

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.

In addition, the PCC or members of their 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.

In February 2020, the legalisation for complaints and misconduct changed, the reforms are designed to promote learning and development for both individuals and the organisation as a whole to improve the service delivered to the local community.

Complaints from members of the public can be made at any police station, electronically via the Constabulary's website, via a gateway organisation, telephoning into the Constabulary or the OPCC office. Alternatively, complaints may be addressed to the Independent Office for Police Conduct (IOPC).

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

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.

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.

PSD will continue to investigate complaint 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.

With the introduction of the new legislation, PCC's have been given the 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.

Where a complaint means that amendments to policy or procedures is required, the PSD take the lead on this and action is taken in a speedy and appropriate manner.

<https://www.cambs.police.uk/report/Report-Shared/Report-a-complaint>

The Ethics Equality and Inclusion Board (EEIB) has the responsibility to:

- promote the highest standards of conduct in line with the Code of Ethics, and provide governance and oversight, re-enforcing the Constabulary's overriding commitment to ethical decision making, integrity and standards.
- 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.

The Constabulary has introduced an Ethics Challenge Panels Delivery Plan. The first phase of two internal and two external panels with a broad representation from the workforce and public met in 2019/20, when ethical dilemmas were reviewed, with the outcomes reported to the EEIB. For the second phase the intention is to merge the external and internal boards.

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.

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/>

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 2017.

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

Finally, in respect of this principle of governance in February 2020 the Constabulary refreshed its Corporate Plan 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.

The refreshed Corporate Plan can be found from the following link:

<https://www.cambs.police.uk/information-and-services/About-us/Our-force>

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.

The Constabulary works with 39 neighbourhood panels across the county, building confidence and delivering service at a local level. In addition, where appropriate the Constabulary will undertake formal engagement and consultation on significant projects or service changes. Most notably in 2019/20 a consultation was undertaken on the need to change the policing model in the south of Cambridgeshire, which is linked to the operational need to review the ongoing appropriateness of Parkside Police Station and Custody facilities. This is a significant change and further consultation is planned for 2020/21.

Staff Surveys are conducted every two years which Durham University lead on behalf of the Constabulary, the last one was in 2017 and next is due in 2020. The findings are 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), which is a meeting open to the public. 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 Constabulary has a newly established planning cycle which combines the completion of the Force Management Statement (FMS) with that of the Strategic Threat Risk Assessment through a single data and information collection template. As well as identifying operational requirements this data directly informs financial and workforce planning. This process also supports the development of the Business Plan, which using Key Performance Questions and with updates by strategic leads, allows them to be held to account against the delivery of their plans.

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 three work streams each led by one Force with a governance board and 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.

Collaborative Boards and 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;
- National Police Air Service (NPAS);
- Operational Planning Support Unit;
- Roads Policing Unit;
- Forensic Collision Investigation Unit; and
- Scientific Services Unit.

Organisational support (Cambridgeshire)

- Human Resources;
- Operational Learning;

- Information Management;
- Professional Standards Department;
- Uplift Programme (recruitment of 20,000 Officers nationally);
- Payroll;
- Uniform Stores; and
- Tri-Force Communication.

Operational Support (Hertfordshire)

- Criminal Justice (including Cameras, Tickets and Collisions);
- Firearms and Explosive Licensing;
- Information and Communication Technology and
- Mobile, Digital and Emergency Services Mobile Communication Programme.

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. These include:

- Armed Policing;
- Digital Asset Management System;
- Driver Management;
- ICT Convergence;
- Forensics;
- Policing Education Qualifications Framework (PEQF);
- Vetting; and
- Uplift Programme.

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

A Medium Term Financial Plan is in place. For 2019/20 this was presented to the Police and Crime Panel in January 2019. In February 2020 the Police and Crime 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://www.cambridgeshire-pcc.gov.uk/accessing-information/money/budget/mtfp/>

The Operational requirements are identified using an innovative planning process known as the Strategic Threat and Risk Assessment (STRA) which was introduced for the first time in 2019/20. This examined the operational requirements against current and future demand and with the use of a joint template with the FMS for the collection of data, these two processes have been combined. This data collection supports the budget setting process the Business Plan, Workforce Plan and the Medium Term Financial and Strategic Financial Plan.

The Business 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.

Cambridgeshire Constabulary has a Health and Wellbeing Plan with the objective of ensuring the workforce is supported, to promote both mental and physical wellbeing, ensuring that a wellbeing culture is embedded into daily business. The Wellbeing Working Group which reports into the Strategic Workforce Planning Board monitors actions to meet the objectives in the plan and also feed into the collaborated Wellbeing Steering Group and ultimately the Wellbeing Board. Wellbeing coordinators have been nominated across the Force and have been invaluable during the Covid-19 crisis that took hold in March 2020.

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 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) and from 2019 the Strategic Treat and Risk Assessment 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.

Internal Audit issued a report from their review of Risk Management during 2019/20 with a conclusion that the Board could take substantial assurance.

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

The Force Operations Board has the role of addressing matters impacting on the delivery of service including operational matters and policies dictating how services are delivered. This then feeds directly into Force Executive Board and the CC.

The Strategic Performance Board has responsibility for monitoring achievement against the strategic priorities as outlined in the Police and Crime Plan and reports to the Commissioner.

A 'single version of the truth' reviewed by the Strategic Workforce Board brings together the pay lines and the posts and people, so these can be tracked month on month. This is part of the constant review of the Workforce Plan and facilitates assessment of whether staff and officers are in the right post and right pay line.

The Force Tactical and Tasking Coordination Group (FTTCG) meets monthly and is a major part of the policing response to strategic priorities, identified through the Strategic Threat Risk Assessment. It sets local priorities for the Force to address strategic priorities, whilst keeping an active eye on current threats to policing and the community. It also provides a dedicated response based on intelligence and analytical assessment of crime.

Daily management meetings link the priorities and objectives set by the FTTCG to the day-to-day business of policing by exception, considering incidents over the last and next 24 hours.

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. The financial performance reporting has been developed during the year to include additional key performance indicators such as prompt payment, debtor days and cash flow. As part of the 2020/21 budget setting process the Force has 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.

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 2019/20 this resulted in a new governance framework which was reviewed by Internal Audit who concluded that the Board could take reasonable assurance in their report.

Business Change Assurance Meeting

These meetings have been designed to enable the owner of STRA KFs (Key Findings) and actions to be held to account and check the Corporate Framework is up to date and current to the vision of the Force. These meetings will commence in 2020 and will review:

- Inspections documents;
- Internal audit documents;
- Any other inspections;
- STRA KFs;
- STRA actions;
- Corporate Framework; and
- Post Implementation Reviews.

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.

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 four substantial assurance reports for the OPCC and the Constabulary during the year.

Internal audit also undertook audits in relation to collaboration activity across Bedfordshire, Cambridgeshire and Hertfordshire Constabularies (BCH), and issued one partial assurance report covering Procurement in draft, one reasonable assurance report and one advisory report. Internal Audit also issued a no assurance report covering Health and Safety, this was followed by Internal Audit in February 2020 and good progress was reported on the completion of actions.

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

Internal Audit has co-ordinated the first draft of this Annual Governance Statement, with assistance from senior officers and staff in the OPCC and Constabulary.

External Audit

The external auditors issued the following reports during the year:

- Opinion on financial statements;
- Annual audit letter.

The key matters reported were that Cambridgeshire Constabulary had an unqualified opinion on their statement of accounts and an unqualified opinion value for money 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.

Cambridgeshire Constabulary was inspected by HMICFRS in tranche three, publishing their findings in January 2020 and found:

- The extent to which the Force is effective at reducing crime and keeping people safe is **good**.
- The extent to which the Force operates efficiently and sustainably is **good**.
- The extent to which the Force treats the public and its workforce legitimately is **good**.

5. SIGNIFICANT GOVERNANCE ISSUES

A summary of how the significant issues identified in the 2018/19 Annual Governance Statement have been managed

As stated in 2018/19

Looking ahead, the Chief Constable considers that external financial pressures and complexity in crime will be our two biggest pressures; however, the performance and governance arrangements we have in place will ensure they are well monitored.

Current position

The introduction of the uplift programme, although positive for officers, has meant the organisation is less able to flex its resources. Policing has never been under so much pressure and the Constabulary is adapting its governance structure to meet demand.

A summary of significant issues identified in the 2019/20

Health and Safety

Internal Audit issued a no assurance report following their review, although a follow 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.

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.

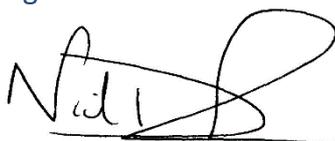
Coronavirus (Covid-19)

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

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: 30 November 2020

