

# Dorset Police



Good Governance

## Annual Governance Statement 2021/22

Approved August 2024

## Scope of Responsibility

The Chief Constable is accountable in law for the exercise of police powers, and to the Police & Crime Commissioner for the delivery of efficient and effective policing, management of resources and for ensuring the public money allocated to Dorset Police is safeguarded, properly accounted for, and used economically, efficiently and effectively. He is accountable for the functions of officers and staff under his employment, direction and control.

The Police and Crime Commissioner has responsibility for the totality of policing in Dorset and is held to account by the Dorset Police and Crime Panel, which consists of representatives from the local authorities.

In executing their overall responsibilities the Police and Crime Commissioner and the Chief Constable are responsible for maintaining proper arrangements for the governance of their affairs, ensuring their functions are carried out effectively and that there is a reliable system of internal control and arrangements for managing risk.

Their respective legal duties and responsibilities are clearly defined within the following:

[Police Reform and Social Responsibility Act 2011](#)

[Policing Protocol Order 2011](#)

[Financial Management Code of Practice for the Police and Fire & Rescue Services 2018](#)

[Strategic Policing Requirement 2015](#)

To support the delivery of their legal responsibilities the Chief Constable and Police & Crime Commissioner have established a Corporate Governance Framework that includes the Code of Corporate Governance. The code is consistent with the CIPFA SOLACE **Framework for Delivering Good Governance Guidance Notes for Policing Bodies 2016**.

This statement explains compliance to the code and **the Accounts and Audit (England) Regulations 2015** requirement that all relevant bodies prepare an Annual Governance Statement.

CIPFA stands for the Chartered Institute of Public Finance and Accountancy, SOLACE is the leading members' network for local government and public sector professionals throughout the UK. SOLACE stands for the Society of Local Authority Chief Executives.



A copy of the Code of Corporate Governance is available on the Police & Crime Commissioners website at [www.dorset.pcc.police.uk](http://www.dorset.pcc.police.uk) or can be obtained from the Head of Audit, Insurance and Risk, Dorset Police, Force Headquarters, Winfrith, Dorchester, Dorset DT2 8DZ.

The Code of Governance sets out the principles of good governance and describes the arrangements that the Chief Constable and Police & Crime Commissioner have put in place to meet each of these principles.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	B. Ensuring openness and comprehensive stakeholder engagement	
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits	D. Determining the interventions necessary to optimise the achievement of the intended outcomes	E. Developing the entity's capacity, including the capability of its' leadership and the individuals within it
F. Managing risks and performance through robust internal control and strong public financial management		G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability

### The Purpose of the Corporate Governance Framework

The [Corporate Governance Framework](#) sets out the systems and processes, culture and values by which the Chief Constable manages Dorset Police. This includes the leadership arrangements, methods of engagement and accountability to the communities the Force serves. This enables the Chief Constable to monitor the achievement of strategic objectives and to consider whether appropriate, cost effective services have been delivered.

The Framework establishes a system of internal control that is designed to manage risk to an acceptable level in accordance with the "risk appetite". It cannot entirely eliminate the risk of failure to achieve strategic objectives but seeks to provide reasonable rather than absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify, prioritise and manage the risks to the achievement of all aims and objectives.

In addition the Scheme of Corporate Governance and Scheme of Delegation details arrangements for decision making which uphold the principles of the Policing Protocol Order, designed to ensure an effective and constructive working relationship between the Chief Constable and the Police & Crime Commissioner.

## Key Elements of the Governance Framework

Whilst the Chief Constable and the Police & Crime Commissioner (PCC) are two separate legal entities with separate statutory responsibilities, they work together to ensure Dorset Police is working effectively and is held accountable for the standard of service delivered to the public. The framework sets out the strategic and operational controls designed to facilitate the delivery of the objectives set out in the [Police & Crime Plan](#) to local communities. The structures, processes, risk management and other internal control systems, such as codes of conduct, form part of the framework designed to manage the barriers to the achievement of the strategic plan.

The Chief Constable is responsible for putting in place proper arrangements for the governance of affairs and the management of resources. This is achieved through the Force Executive, which includes the Deputy Chief Constable, Assistant Chief Constables, the Director of People and Support Services and the Section 151 Officer. The Force Executive also meets on a regular basis with the Police and Crime Commissioner and his Strategic Management Team. This team includes the Section 151 Officer, the Chief Executive, who is also the Monitoring Officer and the Director of Operations. The Force Executive and the OPCC Strategic Management Team meet regularly to review performance and the use of resources at the Joint Leadership Board and the Resource Control Board.

The Force Executive receives reports from a variety of other Boards, some of which include representatives from the Office of the Police and Crime Commissioner. These Boards deal with such things as ethics and standards, performance, operations, information, business and innovation. Business continuity and covid security have been a priority during the pandemic to support effective service delivery.

Governance arrangements are regularly reviewed by the Independent Audit Committee.

To achieve their objectives, the Chief Constable and the Police & Crime Commissioner have designed systems and processes to regulate, monitor and control their activities. The Corporate Governance Framework sets out the controls in full.

The financial management arrangements are compliant with the governance requirements set out in the [CIPFA Statement of the Role of the Chief Financial Officer in Local Government \(2015\)](#) and the CIPFA SOLACE Delivering Good Governance in Local Government: Framework (2016 Edition).

The Chief Finance Officer (CFO) of the Office of the Police and Crime Commissioner and the CFO for the Dorset force carry out their duties with due regard to the principles set out in the [CIPFA Role of CFO's in Policing \(March 2021\)](#).

**INDEPENDENT AUDIT COMMITTEE**

Consider and advise on the draft AGS and supporting evidence

**THE CHIEF CONSTABLE and COMMISSIONER**

Challenge the draft AGS and supporting evidence.  
Sign the final AGS

**EXECUTIVE OFFICERS and SENIOR MANAGERS**

(Supports robust governance arrangements)

**THE TREASURER and CHIEF FINANCE OFFICER - SECTION 151 OFFICERS**

(Supports effective financial management)

**THE CHIEF EXECUTIVE & MONITORING OFFICER**

(Supports legal & ethical assurance)

**THE CODE OF CORPORATE GOVERNANCE**

**LEGITIMACY & CONSTITUTION**

Codes of Conduct  
Scheme of Delegation  
Complaints & Misconduct  
Anti-Fraud & Corruption

Independent Office for Police Conduct

Professional Standards Unit

Ethics Committee

Public Engagement & Consultation

Complaints Resolution

Whistleblowing & Confidential Reporting

College of Policing  
Code of Ethics

Police and Crime Panel

College of Policing  
Authorised Professional Practice

**STRATEGIC PLANNING**

Business Analysis,  
Development & Planning  
Performance  
Risk Management  
Business Continuity  
Partnership Working  
Equality & Diversity  
Policy & Procedure

Annual Report

Force Management Statement

Performance Reports

Police & Crime Panel

Independent Audit Committee

Scrutiny Panels

Internal Audit Programme & Opinion

Risk & Assurance Framework

**FINANCIAL MANAGEMENT FRAMEWORK**  
Budget Setting & Monitoring

Financial Regulations & Practice

Treasury & Investment Strategy

Medium Term Financial Strategy

Statement of Accounts

External Audit  
Annual Letters & Opinion

South West Police  
Procurement & Contract Monitoring

Capital Strategy

Reserves Strategy

**HR POLICIES**

Terms & Conditions  
Remuneration

Establishment Controls

Recruitment & Retention

Training & Leadership

Sickness Management

Personal Appraisals

Annual Equality Impact Assessment

Operating Model

Training Accreditation

## Review of Effectiveness

### **Chief Constable and the Police and Crime Commissioner**

The Chief Constable and Police & Crime Commissioner (PCC) have responsibility for conducting an annual review of the effectiveness of the governance framework, including the system of internal control.

The Audit, Insurance and Strategic Risk department manages that review. It is informed by internal and external audit, and Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS). The Independent Audit Committee reviews elements of the governance framework throughout the year.

The review of effectiveness for 2021/22 concluded that there is substantial evidence of good governance against each of the seven CIPFA principles.

This means: the areas reviewed are adequately controlled; internal controls are in place and operating effectively; and risks against the achievement of objectives are well managed.

### **Internal Audit**

The internal auditors continued to complete the annual programme of audits throughout the pandemic. The plan is risk-based and can be changed to cover emergent risks. The auditors worked flexibly undertaking virtual assessments in line with Covid restrictions. This process included all key financial systems with recommendations for improvement provided to the relevant manager and the Independent Audit Committee.

Based on the assurance work undertaken, the internal audit annual report on internal audit activity provided an overall "reasonable" rolling assurance opinion for the year 2021-22.

### **External Audit**

The external auditor delivers an audit opinion based on their review of the financial accounts and the delivery of value for money. The opinion will be published within the External Audit Certificate of Audit Completion and Value for Money when available.

The external audit opinion on the 2020/21 accounts was significantly delayed by the continued Covid restrictions and the capacity of the auditors to meet the requirements of the Public Sector Audit Appointment (PSAA) contract. Grant Thornton, the external auditors will issue an audit opinion on the final accounts and a conclusion for securing value for money. Audit certificates will then be issued.

## Review of Effectiveness

### Principles of Good Governance and the Annual Governance Statement

Due to the continued Covid restrictions, the PCC and Chief Constable adopted a flexible approach to the delivery of governance during 2021/22. An increased use of technology supported virtual meetings and provided opportunities for new and agile ways of working. The increase in home working and the reduction in travel will continue to be monitored once restrictions are lifted, and used to assess long term changes to priorities, programmes and strategies.

### Independent Audit Committee

The [Independent Audit Committee](#) scrutinised and challenged financial management and policy decisions throughout the year . The Committee also considers the effectiveness of risk management arrangements.

The Committee Chair reviewed issues through regular meetings with the Executive and Chief Officers. Virtual meetings continued throughout 2021/22 due to the pandemic restrictions.

Committee members worked together, to develop and use their knowledge and expertise, and that of others to the best effect. They have a non-political, evidence-based approach that has been proven to achieve good results. To support their roles, all Committee Members regularly reviewed and considered their training requirements.

Meeting virtually enabled the Committee to provide continuous independent scrutiny and advice. Assurance and recommendations have been provided on the adequacy of the governance and risk management frameworks, the internal control environment and financial reports.

The Committee has recognised the immense additional demands on policing during, including the rapid changes and decisions required to support effective service delivery.

## Review of Effectiveness continued

### Ethics Committee

The Dorset Ethics Committee is independently chaired and regularly attended by the Deputy Chief Constable and the OPCC. Memberships consists of police officers, police staff, members of the OPCC and independent partners.

The committee meets every two months and is designed to provide advice and support to leaders and decision makers on ethical and moral issues.

### Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

The [HMICFRS](#) (police effectiveness, efficiency and legitimacy) assessments rated the Force as good at preventing crime and in supporting the workforce. A number of areas were graded as adequate including, treating the public with fairness and respect, protecting vulnerable people, managing offenders and suspects.

The report detailed two areas that were graded as 'requires improvement', namely how the force is responding to the public and investigating crime. Both areas had been previously identified by the force and formed part of the Continuous Improvement Plan created at the start of 2021.

### National Assurance

The Chief Constable is a member of the [National Police Chiefs Council](#) (NPCC) which brings forces together to coordinate operations, reform, improve and provide value for money.

### Resource Control Board

The Chief Constable and the Commissioner are dedicated to ensuring that resources are utilised in the most effective and efficient manner.

The Resource Control Board met monthly to monitor the management of resources including land, property, finance, projects and people. The Board received regular reports on workforce supply, litigation, capital health checks and group financials, which has supported the achievement of the strategic objectives as recorded in the [Annual Report](#).

The board is responsible for ensuring all decisions are sustainable and consider the environmental agenda. This year the PCC and Chief Constable agreed the purchase of electric vehicles for use as part of the Force's pool car fleet.

The PCC and Chief Constable have continued to work closely with the Procurement Hub to manage issues arising from the pandemic and the country's exit from the European Union. To date there have been no issues with the provision of critical supplies.

## Review of Effectiveness continued

### Business Board

The principle decision-making forum for operational policing is the Business Board, which considers ideas for improvement and change to ensure maximum efficiency. Meetings take place every two months with attendees from all aspects of the organisation. The Board considers operational requirements and receives updates from all support services, including business change and risk management.

Once a quarter, the Board focuses on the monitoring and review of Force performance. To support this, senior managers across the organisation have completed Force Management Statements to evaluate and predict future demand. This informs financial planning for strategic, and sustainable resourcing.

### Joint Leadership Board

The Joint Leadership Board meets monthly to review the Dorset Police's financial affairs and strategies. Meetings have continued during the Covid pandemic to support quick and effective financial decision-making.

The Chief Constable and PCC meet with executive managers to provide leadership, set the strategic direction and monitor the co-ordination required to achieve objectives. The Board is also responsible for financial planning and reviews the position statements provided by the executive team to ensure oversight across the portfolio areas.

During the pandemic the Chief Constable and PCC put in place a Gold Command structure to lead the operational response to the Covid restrictions.

### Strategic Performance Board

The Deputy Chief Constable and the PCC jointly chair the Dorset Strategic Performance Board to consider overall Force performance against service delivery. The Corporate Development Department analyse demand and performance data to determine force capacity and capability. The Force Strategic Assessments and the Control Strategy inform operational priorities and requirements. This directs organisational design and supports effective financial planning.

The Force financial strategies support the provision of a sustainable workforce, taking into account the requirements for recruitment, training and succession planning. The Force aims to create a diverse and inclusive workforce, that represents the communities it serves. During 2021/22 recruitment has worked to achieve the promised increase in Police Officer numbers and will continue to support the national programme for the uplift of Police Officers.

## Chief Constable and Chief Officer Engagement

The Chief Constable and the Chief Officer team regularly communicate with police officers and staff. There is a weekly General Orders publication written by the Chief Constable that reports on the delivery of priorities and changes in legislation and establishment.

Every member of the force is expected to work towards the delivery of the [Chief Constables vision](#) “to create a safe county for everyone”. This is supported by six principles linked to the objectives of the police and crime plan. The six principles are the:-

- Relentless pursuit of criminality
- Putting victims first
- Exceptional local policing
- Ethical and inclusive
- Innovating, transforming and improving
- Enabling people to deliver excellence

## PRISM Board

PRISM stands for the “police response investigation and safeguarding model”.

The PRISM Board manages the key change, transformation and continuous improvement programme.

This board has continued to drive change activity to ensure the delivery of predicted benefits and monitor improvements across both Dorset and Devon & Cornwall Forces.

Financial reports are reviewed alongside local, regional and national programme updates, which includes the assessment of risks and delivery timescales.

## Review of Effectiveness continued

## Legitimacy Board

The Legitimacy Board has met quarterly chaired by the Chief Constable and attended by the PCC. It holds all officers and staff working for the Force to account for their ethical values and behaviours, and provides the public with confidence that the Force works fairly and within the law. Professional standards, corporate development, equality and diversity, resources and development and operational representatives from OPCC led scrutiny panels provide information and data that evidence high standards of behaviour and decision making.

The Board supports the Chief Constable with his engagement with local people, and helps to ensure the legitimacy of the Force, by understanding and reporting on the views of members of the public. It also provides information to the public on Force performance and drives activity to increase public and staff confidence in the Force.

The Board holds departments accountable for their responsibilities under the Equality Act 2010, monitors activity towards equality objectives and delivery of the public sector equality duty. This information supports focus on equality issues, with the details of current initiatives recorded in the [Gender Pay Gap report 2020/21](#).

## Review of Effectiveness continued

### **Deputy Chief Constable's Board**

The Deputy Chief Constable (DCC) chairs a board attended by Senior Managers and Chief Officers to discuss strategic planning and improvements.

The board meets monthly and considers progress on actions from the HMICFRS, items from the Continuous Improvement Board, ICT and wellbeing issues.

The DCC is also responsible for the force engagement strategies and meetings are regularly attended by Senior Managers from the Corporate Communications and Engagement team.

### **Pandemic Response**

The Chief Constable has worked closely with the Commissioner to deliver policing throughout the Covid-19 pandemic. All operational units and departments have tested business continuity plans designed to support emergency service response, and these were immediately activated.

A COVID-19 Gold, Silver and Bronze Command structure provided advice and guidance. Members of staff and operational officers proved adaptable and willing to accept additional responsibilities. Agile and flexible working arrangements have also supported the continuous delivery of effective policing to communities.

## Key Governance Principles

Each year, the Chief Constable and Police & Crime Commissioner review governance arrangements against delivery of service.

The assessment of governance arrangements against the seven CIPFA principles of good governance conducted by the Audit, Insurance and Strategic Risk department considers the effectiveness of a range of evidence from strategies, policies and procedures to independent reviews, audits and inspections.

Behaving with Integrity, demonstrating strong commitment to ethical values and respecting the rule of law

The OPCC Treasurer and the Force Chief Finance Officer (CFO) work closely together to ensure compliance with the governance requirements set out in the CIPFA Statement on "[The Role of the CFO of the OPCC and the CFO of the Chief Constable](#)". A series of executive level meetings are held between the Force and OPCC to secure the most efficient use of public funds. The principles of goodwill, professionalism, openness and trust underpin their relationship.

The [Professional Standards](#) department monitors conduct and standards of behaviour. There is a robust complaints' handling process with significant cases referred to the [Independent Office of Police Conduct](#) for independent review. and an appeals process handled by the Office of the Police and Crime Commissioner. The Whistle Blowing Policy supports the confidential reporting process and any conflicts of interest are formally managed.

The OPCC Chief Executive has responsibilities as the Monitoring Officer for ensuring the Force and OPCC remain compliant to laws and regulations. They are also responsible for advising the Commissioner on policy and strategy and for the commissioning and delivery of contracted services.

Compliance to laws, regulations, policies and procedures are evidenced by the relatively low level of liability claims and legal challenge against the Force. The joint Legal Services Department provides support and advice on legal matters.

The Force Chief Finance Officer is responsible for the integrity of financial controls and securing compliance with the [Financial Regulations](#) agreed with the OPCC Treasurer.

The annual Force Strategic Assessment evaluates overall Force capacity and capability through demand and performance analysis. This supports the development of sustainable operational plans that deliver effective policing over the longer term.

Public consultation and surveys are undertaken to assess victim satisfaction and public confidence. This data is analysed and reported to the Strategic Performance Board, where it is used to inform strategic operational plans and support the achievement of the Police and Crime Plan objectives. Survey results are monitored quarterly and considered against the achievement of local and strategic plans.

**Ensuring openness and comprehensive stakeholder engagement**

The [Force website](#) provides the public with full details of how to best contact the Force according to their need. The website supports openness and transparency relating to all Force activities, and provides links to the [Dorset OPCC website](#) and other multi-agency partnerships that provide direct or indirect services to the public.

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

[Corporate Governance](#) arrangements set out the decision making framework for the organisation. Details of [strategic decisions](#) jointly made by the Chief Constable and the Commissioner are published on the OPCC website.

The Commissioner's [Police and Crime Plan](#) is the strategic plan that sets clear objectives for service delivery. The Chief Constable directs and monitors the effective delivery of operational policing, whilst mindful of the long term objectives set out by the Commissioner. Information on the achievement against the strategic objectives are available to the public on the OPCC website.

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

The achievement of strategic organisational objectives are benchmarked against progress on the national and regional programmes, to ensure timescales and financial costs are managed to completion. Change is managed centrally by the Business Change Department, which considers ideas for improvement and creates a structured programme for delivery.

The Commissioner and the Deputy Chief Constable jointly chair the Dorset Strategic Performance Board to consider overall Force performance against service delivery. Commanders, senior managers and business leads are accountable for the performance of their respective business areas.

The recommendations identified by [Her Majesty's Inspectorate of Constabulary \(and the Fire and Rescue Service\)](#) are developed into action plans. Any Lessons learnt are recorded and improvements implemented to increase performance and maximise the use of resources.

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

Strategic plans for the training of leadership and senior officers are developed, which are supported by sound financial planning and decision making. To support this, all roles have job descriptions that clearly define their responsibilities, with appraisals completed annually to assess individual performance and to identify any personal development training requirements. Regular assessments are completed to ensure future resources are well equipped to meet predicted demand.

The roles and responsibilities of senior management, officers and staff are matched to required skills within the organisations structure. Training and recruitment plans are then developed to ensure that the right skills are available in the right place at the right time.

**Managing risk and performance through robust internal control and strong public financial management**

Dorset Police complete the mandatory [National Fraud Initiative](#) set by the Home Office. All irregularities are investigated and reported to the Independent Audit Committee. No incidents of fraud or corruption were detected from the matches created from the last data submission in 2020/21.

There are effective counter fraud and corruption procedures in place across both organisations, with close-knit working arrangements between Professional Standards, Audit, Finance and Legal Services. Regular reports are provided to the executive on the effectiveness of arrangements with independent scrutiny provided by the internal auditors on any weaknesses identified. This includes regular review of the controls in place to prevent financial error or fraud.

Strategic risks are managed through an effective risk management framework designed to provide assurance reports to the executive.

Internal audit provides objective scrutiny and assurance on the controls in place that prevent error, fraud or corruption. The service is provided in line with the requirements of the [CIPFA statement on the Role of the Head of Internal Audit](#). The Chief Constable and Commissioner are required to provide adequate resources and open access to any information requested by the auditors.

**Implementing good practices in transparency, reporting and audit to deliver effective accountability**

The [Independent Audit Committee](#) is a key component of corporate governance. Its purpose is to review the Corporate Governance Framework and provide independent assurance on the adequacy of internal controls and financial management.

The external auditors are responsible for the inspection of financial arrangements and the audit of the annual accounts prior to publication. An opinion is then issued on the financial statements and a conclusion delivered on value for money arrangements.

## Significant Governance Issues

This statement is intended to provide reasonable assurance on governance arrangements. It is stressed that no system of control can provide absolute assurance.

In conclusion, no significant governance issues have been identified during this year's review. For completeness the minor issues identified recorded below will be addressed to ensure continuous improvement.

### MINOR ISSUES IDENTIFIED 2020-21

PRINCIPLE	ISSUE	ACTION
Developing the entity's capacity including the capability of its leadership and the individuals within it.	To consider the position and portfolio responsibilities of the Chief Finance Officer.	<b>Complete:</b> An Assistant Chief Officer has been appointed into the role of Director of People and Support Services, taking on responsibility for Human Resources and all support services excluding finance. A permanent Chief Finance Officer has been appointed with responsibility for the financial management of Force funds.
Defining outcomes in terms of sustainable economic, social and environmental benefits.	Delays to the review of the Code of Corporate Governance.	<b>Complete:</b> The Corporate Governance Framework has been agreed and adopted by the Joint Leadership Board.
Implementing good practices in transparency, reporting and audit to deliver effective accountability	That shared decision-making meets the needs of both Forces.	<b>Carried forward:</b> Governance arrangements across both Forces have been reviewed. However the connectivity between boards requires further clarification to ensure transparency of decisions made.
Ensuring openness and comprehensive stakeholder engagement	Non-compliance and reduced assurance if actions from the ICO inspection are not completed to timescale.	<b>Complete:</b> The Joint Information Board has monitored compliance to ICO regulations.
Defining outcomes in terms of sustainable economic, social and environmental benefits.	Potential changes to objectives and governance arrangements due to the change in Commissioner.	<b>Complete:</b> A new Commissioner has been elected and the Police & Crime Plan 2021-29 published.
Determining the interventions necessary to optimise the achievement of intended outcomes	The development of compliance with the Code of Financial Management.	<b>Carried forward:</b> The implementation of the Code of Financial Management action plan.

## MINOR ISSUES IDENTIFIED 2021-22

PRINCIPLE	ISSUE	ACTION
Implementing good practices in transparency, reporting and audit to deliver effective accountability	That shared decision-making meets the needs of both Forces.	<b>Carried forward:</b> Governance arrangements across both Forces have been reviewed. However the connectivity between boards requires further clarification to ensure transparency of decisions made.
Determining the interventions necessary to optimise the achievement of intended outcomes	The development of compliance with the Code of Financial Management.	<b>Carried forward:</b> The implementation of the Code of Financial Management action plan.
Implementing good practices in transparency, reporting and audit to deliver effective accountability	<p>The effectiveness of revised force governance arrangements.</p> <p>Corporation soles and the public are not able to challenge the finances of the organisations in a timely way due to delays with local audit delivery by Grant Thornton.</p>	<p>The terms of reference for the force strategic boards require review.</p> <p>Robust Internal audit and robust internal financial reporting to the Corporation soles has been put in place to mitigate this risk. In addition the publication and explanation of non audited accounts to the public remain in statutory limits, therefore summary accounts will be prepared earlier for the 2021/22 financial year.</p>
Determining the interventions necessary to optimise the achievement of intended outcomes	Delays to the HMICFRS PEEL inspections due to the pandemic have reduced assurance on the effectiveness, efficiency and legitimacy of the force.	The PEEL inspections are due to resume in 2022 and any actions identified will be progressed as a priority.

**Opinion and  
signature**

The Corporate Governance Framework adopted by the Chief Constable and the Police & Crime Commissioner demonstrates all the elements required to support effective governance. The annual assessment of arrangements during 2021-22 has provided an overall assurance opinion of substantial.

**Chief Constable  
Amanda Pearson**

**Dated: 5 August 2024**

**Chief Finance Officer  
Neal Butterworth**

**Dated: 5 August 2024**