



Gloucestershire Constabulary



OPCC
Office of the Police &
Crime Commissioner
for Gloucestershire



Headquarters

ANNUAL GOVERNANCE STATEMENT

JUNE 2026

Executive summary

This Annual Governance Statement describes how Gloucestershire Constabulary, the Police and Crime Commissioner (PCC) for Gloucestershire and the Office of the Police and Crime Commissioner (OPCC) have reviewed the effectiveness of their governance arrangements during 2025/26.

The review has been undertaken in accordance with the principles contained within the CIPFA/SOLACE Framework for Delivering Good Governance and has considered a range of assurance sources, including:

- Internal Audit reports and annual opinion from the South West Audit Partnership (SWAP)
- External Audit findings and Value for Money reporting
- HMICFRS inspection findings
- Performance monitoring and strategic governance boards
- Risk management and strategic risk reporting
- Joint Independent Audit Committee (JIAC) oversight
- Police and Crime Panel scrutiny
- Progress against actions identified within the previous Annual Governance Statement.

During 2025/26 both the Constabulary and OPCC operated within an established governance framework designed to support the delivery of the Police and Crime Prevention Plan, the Constabulary Strategic Plan and statutory responsibilities.

Significant progress has been made during the year through implementation of the Gloucestershire Rapid Improvement Plan (GRIP), strengthened performance oversight, improvements to financial control and the continued development of risk management arrangements.

The review has also identified a number of areas requiring further improvement, particularly in relation to governance consistency, project governance, whistleblowing arrangements, contract management oversight and the continued development of workforce planning capability.

Overall Conclusion

Having considered all available sources of assurance, the PCC, Chief Constable, Chief Executive and Chief Finance Officers conclude that governance arrangements continued to improve during 2025/26. While further development is required in some areas, ongoing work is planned for 2026/27 to address the remaining issues and support further strengthening of the governance framework.

Whilst weaknesses have been identified through Internal Audit and other assurance activity, these issues are understood, improvement actions have been agreed and governance arrangements remain sufficient to support the delivery of organisational objectives and the management of significant risks.

The organisations remain committed to continuous improvement and have agreed a programme of governance actions which will be monitored throughout 2026/27.

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

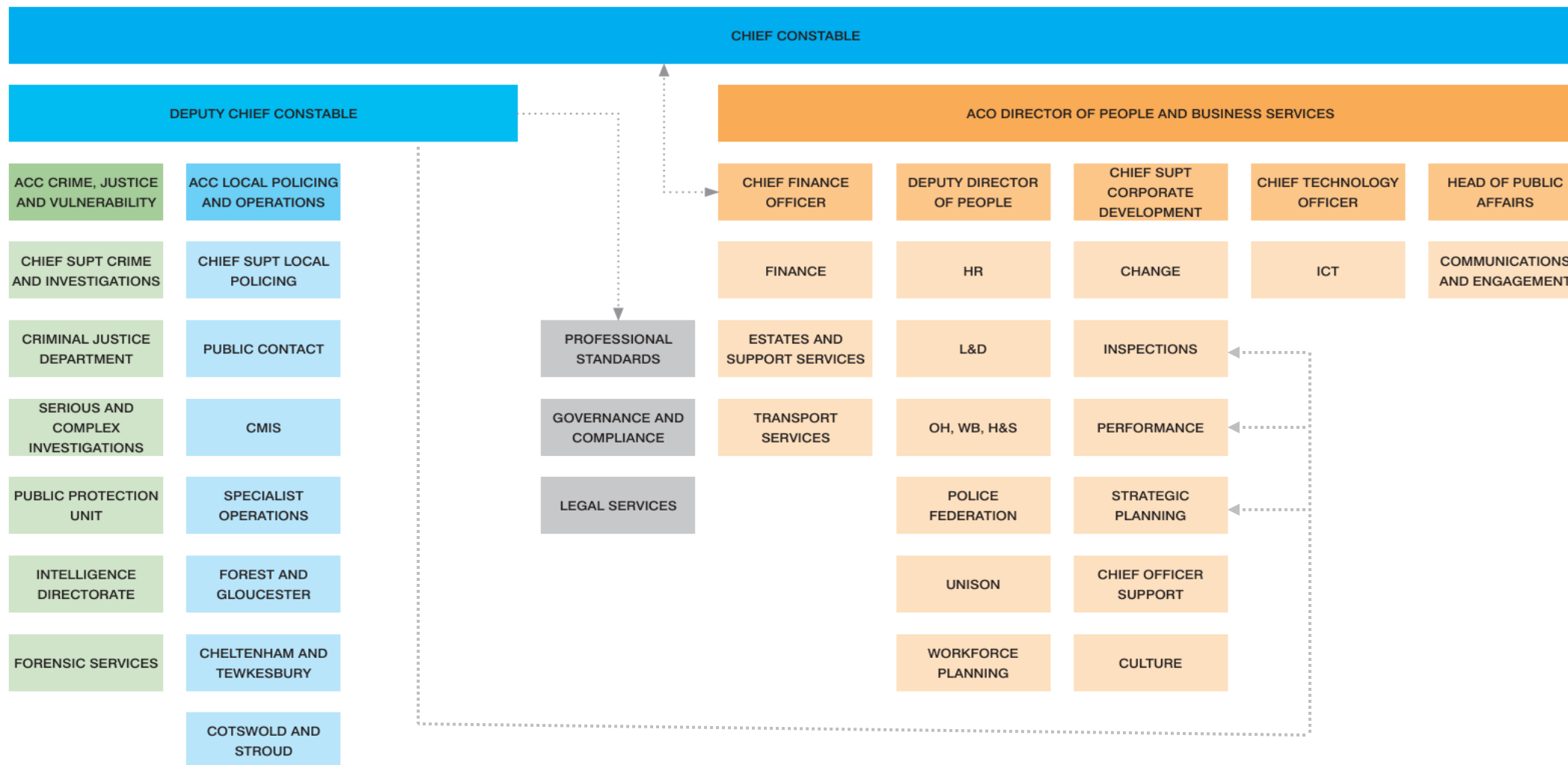
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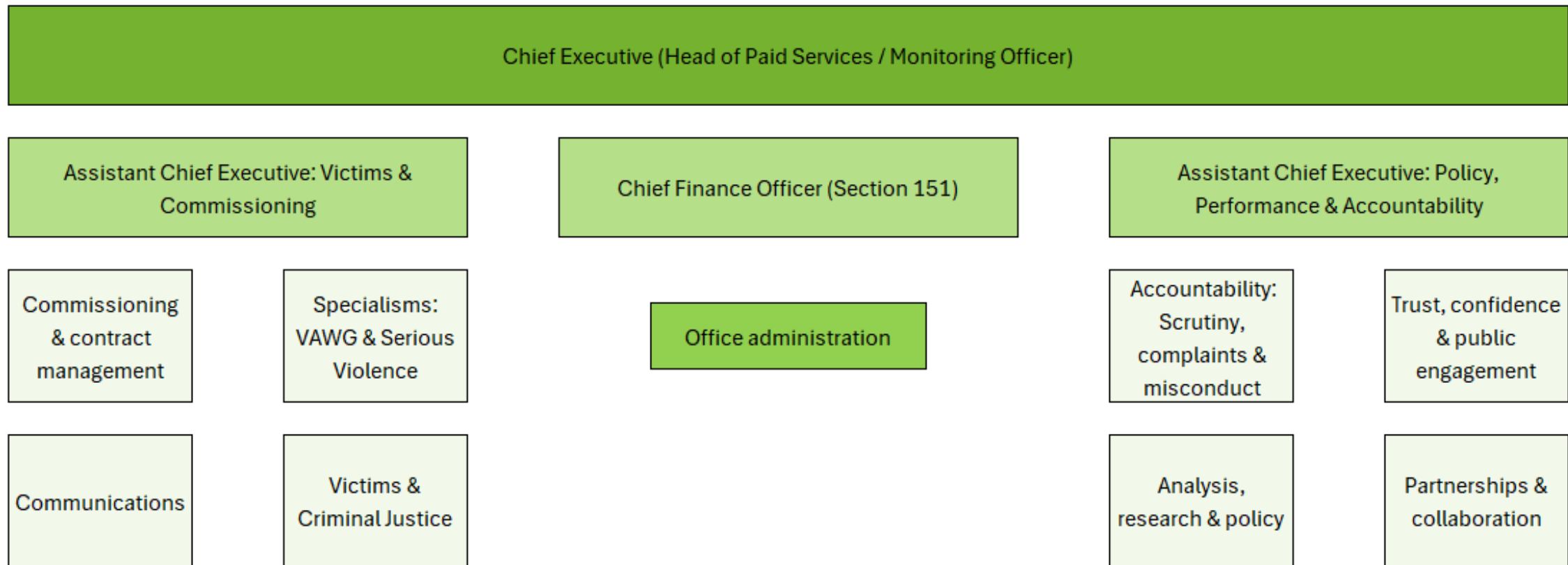
Organisational context: Constabulary structure



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Organisational context: OPCC structure



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Organisational context: Joint PCC / OPCC Governance narrative

Joint Governance Arrangements

This Annual Governance Statement is a joint statement covering the governance arrangements operating across Gloucestershire Constabulary, the Police and Crime Commissioner for Gloucestershire and the Office of the Police and Crime Commissioner.

Whilst the Constabulary and OPCC perform distinct statutory functions, they operate within a shared governance framework designed to ensure effective leadership, accountability, stewardship of public resources and delivery of policing services to the communities of Gloucestershire.

The Police and Crime Commissioner is responsible for:

- Setting the strategic direction for policing through the Police and Crime Prevention Plan.
- Holding the Chief Constable to account for delivery of policing services.
- Setting the policing budget and council tax precept.
- Commissioning services which contribute towards community safety and crime reduction.
- Ensuring appropriate arrangements exist for governance, risk management and financial stewardship.

The OPCC supports the PCC in discharging these responsibilities through its governance, scrutiny, commissioning, finance and performance functions.

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Organisational context: Joint PCC / OPCC Governance narrative

Governance arrangements are supported through a range of joint forums and mechanisms, including:

- PCC Governance Board.
- Joint Independent Audit Committee.
- Joint Finance Panel.
- Police and Crime Panel scrutiny.
- Joint strategic planning and performance arrangements.
- Joint risk management and assurance processes.

Throughout 2025/26 the PCC and OPCC have continued to provide independent challenge and scrutiny of Constabulary performance, financial management, risk and service delivery, whilst working collaboratively with the Chief Constable to support organisational improvement.

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Organisational context: Looking back over 2025/26

Under new leadership of Temporary Chief Constable Blyth and Deputy Chief Constable Barrow-Grint, the Chief Officer Group (COG) leadership identified a requirement to deliver a new efficiencies programme designed to rapidly expedite progress for 2025/26. It was identified that efficiencies were critical, alongside immediate cultural, performance and technological improvements. Alongside previous HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services) inspections, common themes were identified requiring immediate and sustained remedy. These included achieving financial stability, improving the significant technical deficit, poor standards of investigation and a lack of trained detectives to deliver public protection improvements.

The Gloucestershire Rapid Improvement Plan (GRIP) was developed, setting out four strategic priorities with several key deliverables to be monitored throughout 2025/2026. Significant improvements have been evidenced during 2025/26 and will continue to embed during 2026/27, bringing stability, governance and structure to the future delivery of the Constabulary.

The GRIP set clear expectations through a refreshed mission, vision and priorities. The four priorities outlined where we aimed to improve under each strategic priority. The requirement for a longer-term plan was identified, but the one-year GRIP aim was to return to the basics and core policing, focussing of immediate areas for improvement. The finalised strategic plan was communicated through a series of Chief Constable roadshows for all senior leaders and Sergeant engagement sessions delivered by the Chief Constable personally.

Four pillars were identified in the GRIP:

- Investigate Crime: focused on being equipped to investigate crime, investigation standards, victim satisfaction and keeping people safe
- Safer Communities: appropriate response, reducing impact of crime, public trust and confidence, disrupting crime
- Efficient Organisation: delivering budget, managing demand, delivery technology solutions and continuous improvement
- Ethical leadership: internal trust and confidence, wellbeing, professional standards and behaviours and workforce productivity.

Monthly reporting took place at Force Performance Group (FPG) to enable us to collectively monitor performance against strategy and progress against the GRIP.

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Organisational context: GRIP

Gloucestershire Constabulary

Gloucestershire Rapid Improvement Plan 2025-2026



Our mission

Prevent. Investigate. Protect. Solve.

Our vision for the future

Gloucestershire Constabulary's vision for 2025/26 is to achieve excellence in the basics. Crime will be **prevented**, and **investigated**, and we will improve our positive outcomes for victims. We will **protect** all our communities so that they feel safer, and we will increase the number of crimes we **solve**.

Working as one team, we will do this by stabilising our organisation, promoting ethical leadership, and achieving organisational efficiency.

Our priorities



Investigate crime

- To be equipped to investigate crime
- To deliver high investigative standards
- To improve our victim satisfaction
- To keep children and young people safe.



Safer communities

- To appropriately respond to calls for service
- To reduce the impact of crime on our communities
- To build trust and confidence with our communities
- To disrupt crime and manage offenders.



Efficient organisation

- To deliver the agreed 2025/26 budget
- To understand and manage our demand
- To deliver planned technology solutions
- To build a culture of continuous improvement.



Ethical leadership

- To build internal trust and confidence across the organisation
- To improve wellbeing for our workforce
- To demonstrate professional standards and behaviours
- To increase workforce productivity and capability.

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Organisational context: 2026 – 2030 Strategic Plan

Following successful implementation of the GRIP, the 2026-2030 Strategic Plan was launched in April 2026. In the refreshed plan, the previous mission and four priorities remain, alongside a new vision statement to set the strategic intent for the next four years. The Constabulary's performance continues to be governed at a strategic level through the FPG.

The new plan on a page sets the expectation for the key performance indicators for the next four years. These are clear performance measures that will act as an internal 'temperature check' for the organisation as a monitor of 'excellence in core policing.' Feedback from the Home Office Performance Pilot has influenced the strategic plan, including the removal of targets or aspirations. These will be embedded in the new performance framework.

To ensure the Strategic Plan is fit for purpose, a combination of internal and external engagement was undertaken. Internally, two workshops were held with Heads of Department and Superintendents to identify priority activity for year one of the four-year strategy, which has been embedded within the plan. The plan has also been informed by the Force Management Statement (FMS) and futures insights derived from horizon scanning and PESTELO¹ analysis. The FMS is an annual self-assessment prepared by police chief constables to evaluate current and future demand, resources, and risks, guiding strategic planning and inspections by HMICFRS.

Externally, engagement took place with University of Gloucestershire students, the Strategic Independent Advisory Group, and the Police Powers Scrutiny Panel. This engagement helped shape the plan, particularly in defining what good performance looks like and how this translates into meaningful outcomes.

PESTELO is a risk assessment methodology used to evaluate organizational factors and external influences, examining Political, Economic, Social, Technological, Legal, Environmental and Organisational factors.

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Organisational context: 2030 Strategic Plan

Gloucestershire Constabulary

2030 Strategic Plan



Prevent. Investigate. Protect. Solve.

Our vision

By 2030, Gloucestershire Constabulary will be a higher performing, digitally enabled organisation that delivers excellence in core policing. We will consistently investigate crime to a high standard and solve more crime, achieving positive outcomes for victims. Our people will be empowered to work efficiently, ethically, and collaboratively. As one team we will represent and protect all our communities, working with partners to safeguard and prevent crime. We will ensure our communities feel safe and can be confident in our services.

Core Policing Indicators

ANSWER
999 Answer Time

RESPOND
Response Times

RECORD
Crime Recording
Accuracy

REVIEW
Supervisor
Reviews

SOLVE
Solve Rate

Our priorities



- To consistently deliver high investigative standards, achieving the appropriate outcomes for victims.
- To protect vulnerable children and adults, and consistently safeguard victims.



- To provide an effective response to victims of crime and vulnerable people.
- To have high public confidence in our services, working with partners to prevent crime.



- To be financially sustainable whilst balancing operational requirements and reducing the need for saving interventions.
- To understand and manage our capacity and capability to meet demand, investing where appropriate to increase organisational performance.

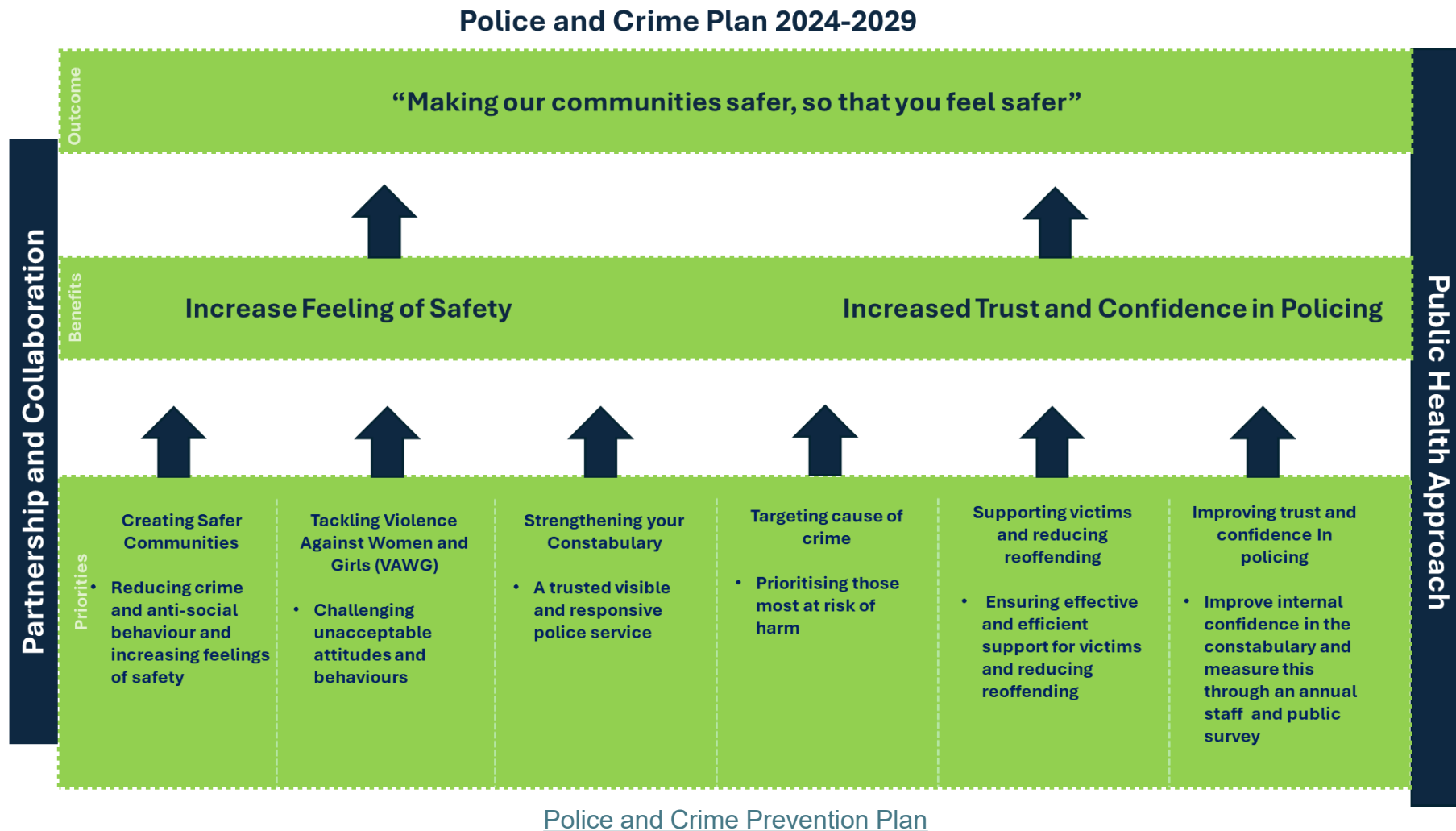


- To be an organisation that displays high professional standards and behaviours, delivering high public value.
- To have an ethical culture with a clear focus of public service, with capable leadership at all levels.

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Organisational context: PCC's Police & Crime Prevention Plan



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2024/25 Action Plan

The table provides issues we identified in the last Annual Governance Statement (AGS), and what we have done in the last financial year to mitigate any risks

Action No.	2024/5 – We said				2025/26 – We did
	Issue identified and objective	Owner	Governance	Status & Target Date	
1	Review of Governance - Not a consistent understanding of where decisions are taken and what authority different boards have. Review planned to address, hierarchy of decision making, necessity for each board and their terms of reference.	OPCC Chief Executive/Chief Superintendent: Corporate Development	Constabulary Governance Board (CGB)	Draft Terms of Reference and project prepared. Target date October – December 2025	A review of governance was presented to the Chief Constable in February 2026. This report contains recommendations to improve current practices. This is further underpinned by the <u>Whole Constabulary Review (WCR)</u> which will support the ongoing review of governance. There is improved understanding of our current <u>meeting structure</u> and where decisions are made. The organisational framework is on the intranet for transparency and organisational awareness.
2	Improvements are required in respect of accountability and management of risk-by-risk owners	Deputy Chief Constable	Recommendations, Improvement and Learning Board (RIaL), and CGB	Improvements will be managed in parallel to the review of Governance with a target date October – December 2025	Changes to the risk framework have been implemented this year. More information can be found above <u>here</u> .
3	Inadequacy in arrangements for Child Protection identified by HMICFRS in December 2024	ACC Ocone, Crime, Justice and Vulnerability	Crime and Vulnerability Board	Improvements fully implemented as set out in the GRIP – March 2026	Over the last year, the force has worked to progress and close the outstanding recommendations. Two Causes of Concern (CoCs) and one Area For Improvement (AFI) remain open as of May 2026.

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2024/25 Action Plan

Action No.	2024/5 – We said				2025/26 – We did
	Issue identified and objective	Owner	Governance	Status & Target Date	
4	Investigate Crime Equipped to investigate Higher Investigative standards Victim Satisfaction Keep young people safe	ACC Ocone, Crime, Justice and Vulnerability	FPG	March 2026	All four of these priorities and progress against them were governed through FPG . These have also been included in the new Strategic Plan 2026-2030 , with refined focus following the changes and progress in the last year, and clarity obtained from stakeholder engagement.
5	Safer Communities Response to calls for service Reduce crime impact Build community trust and confidence Disrupt crime / manage offenders	ACC Mathieson	FPG	March 2026	
6	Efficient Organisation Deliver budget Understand / manage demand Culture of continuous improvement Deliver technology	ACO Saunders	FPG	March 2026	
7	Ethical Leadership Internal trust and confidence Improve workforce wellbeing Professional standards and behaviours Increase workforce productivity / capability	DCC Barrow-Grint	FPG	March 2026	

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Assessment of effectiveness against principles of good governance

Below provides the rationale for adequate assurance opinion.

Definition	Description
Adequate	There are sound policies and processes in place, which are working effectively across services that provide for good governance arrangements and support compliance with requirements of this Principle and the achievement of the Constabulary's aims and objectives. There may be minor areas for continuous improvement, but these do not represent a significant or material risk to the council's overall governance framework.
Some development or areas for improvement	Whilst there are policies and processes in place, there are some areas which remain a challenge or require further improvement, which may impact the effectiveness of elements of the Constabulary's governance arrangements, compliance with this principle and achievement of aims and objectives. There is an action plan to address challenges and improvement matters.
Key development or many areas for improvement	The Constabulary has significant challenges in relation to the policies and processes which may impact the effectiveness of elements of Governance Arrangements, compliance with this principle and achievement of aims and objectives. We have implemented plans for corrective actions to manage these risks.

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
A Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	Adequate	- The force has a Professional Standards Department (PSD), with dedicated Anti-Corruption Unit (ACU) and Public Feedback Team (PFT) who obtain and share learning from public feedback and undertake investigations in relation to complaints made by members of the public and internal misconduct matters - The Whistleblowing Policy was updated in December 2025, which covers fraud, business interests, gifts and hospitality - The <u>Strategic Plan 2026-2030</u> has the priority pillar 'Ethical Leadership'. The two outcomes are 'to be an organisational that displays high professional standards and behaviours, delivering high public value', and 'to have an ethical culture with a clear focus of public service, with capable leadership at all levels'. - The OPCC has an Independent Review function when requests for a review of completed complaints by PSD are received in line with the Policing and Crime Act 2017. This was undertaken by an Independent Review Officer post within the OPCC, however, in December 2023 the function was contracted to Sancus Solutions. This followed research into the way other OPCCs carry out this function and found that Sancus is well used and provides an excellent independent option for reviews. - Any complaints against the Temporary Chief Constable would be dealt with by the PCC. The Police and Crime Panel handle complaints made against the PCC in line with the Gloucestershire Police and Crime Panel Complaints Protocol. - The governance structure is based around a joint decision-making approach wherever possible, with attendees from both the Constabulary and the OPCC attending boards, including the CGB. The ultimate decision-making board within the Organisation is the PCC's Governance Board, which is attended by the PCC, the Temporary Chief Constable, and their senior officers.	Whistleblowing policy being refreshed following South West Audit Partnership (SWAP) recommendations.

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Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
B Ensuring openness and comprehensive stakeholder engagement	Some development or areas for improvement	- The Police and Crime Commissioner make regular reports to the Police and Crime Panel. The Panel is under a duty to support, as well as challenge the PCC. The Panel meets regularly to review and scrutinise the PCC's decisions and actions and his delivery of the priorities within the Police & Crime Prevention Plan (PCPP). The Panel also meets specifically to consider the PCC's proposed annual precept and any proposed appointments to the roles of Chief Constable, Chief Executive and the PCC's Chief Finance Officer. More information about Gloucestershire Police and Crime Panel, which is administered by Gloucestershire County Council. - The National Police Wellbeing Survey is administered every year, and employees are encouraged to contribute. Survey actions have been aligned with the Cultural Action Plan and Change and Transformation programme, with wellbeing activity built into the Health and Wellbeing Delivery Plan. - From September 2025, Gloucestershire Constabulary and the OPCC jointly launched a new Public Trust and Confidence survey using the Your Community Alerts platform. The survey has been distributed to an established audience of nearly 2,000 registered users and has already generated response levels exceeding those achieved in previous years. Feedback gathered provides valuable insight into public perceptions of crime and policing and informs the work of the Police and Crime Panel, the Anti-Social Behaviour Action Plan, and local Neighbourhood Policing Teams (NPTs). - To ensure the <u>Strategic Plan 2026-2030</u> was fit for purpose, external engagement took place with University of Gloucestershire students, the Strategic Independent Advisory Group, and the Police Powers Scrutiny Panel. This engagement helped shape the plan, particularly in defining what good performance looks like and how this translates into meaningful outcomes. - To improve demand understanding across partner agencies, a survey was commissioned in December 2025, with the aim to obtain data to strengthen the force's ability to understand, forecast and manage external demand drivers. The survey insights and engagement have been shared with the RIAL Board, chaired by the DCC. The findings have been fed into <u>Organisational Risk Assessments (ORAs)</u> and the <u>horizon scanning</u> database, and they have also supported formulation of the <u>Strategic Plan 2026-2030</u> - The Trust, Confidence and Legitimacy Board (TCLB) was re-invigorated and established January 2026. It is an internal meeting and co-chaired by the DCC and OPCC Chief Executive. - The Police Powers Scrutiny Panel has also been re-established and acts as a critical friend to the Constabulary by sharing feedback and communicating the perspectives of local people on cases in which may have a significant impact on public confidence - Each Local Policing Area (LPA) has a community policing Facebook group whereby updates are shared and engagement is encouraged	- When developing the next iteration of the Strategic Plan, wider engagement with the local community will be sought - Not all external facing scrutiny groups are regularly scheduled and running yet

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
C Defining outcomes in terms of sustainable economic, social and environmental benefits	Some development or areas for improvement	- The <u>Strategic Plan 2026-2030</u> sets out the force's vision and four key priorities for the next four years. Governance and accountability are held at FPG - During 2025/26, <u>ORAs</u> were embedded as the core evidence base for the <u>SCR</u> process. An SCR is a comprehensive review of each department across the Constabulary, designed to assess the services provided and the processes in place. The SCR packs were developed in line with the four-step approach set out in the FMS guidance. Embedding ORAs within the SCR process ensured that existing and emerging risks were identified and understood at the outset, enabling Step 3 proposals and recommendations to appropriately reflect and mitigate risk. Another aim of the SCR process is to explore whether services and processes could be delivered differently or more efficiently. Opportunities identified through SCRs align to one of four categories: cashable savings, productivity gains, cost avoidance, or income generation. - The Police and Crime Prevention Plan, a statutory document as per the Police reform and Social Responsibility Act 2011. It is developed by the PCC and sets the strategic direction for the OPCC, Gloucestershire Constabulary and other partners. The PCC uses it to hold the Temporary Chief Constabulary to account for the Constabulary in keeping communities safe, the use of resources, for scrutinising the use of public monies and to ensure all working together for a safer Gloucestershire. - Both the PCC and the Temporary Chief Constable are members of the South West Police Collaboration Strategic Board, with other PCCs and Chief Constables in the region. This Board oversees performance and scrutinises the South West Regional Organised Crime Unit (ROCU) as well as other collaborations such as the Tri-Force collaboration between Wiltshire, Avon & Somerset and Gloucestershire which includes the firearms training facility for the three forces. - In line with the expectations outlined in the Policing and Crime Act 2017, Gloucestershire Fire and Rescue Service, the South Western Ambulance Service NHS Foundation Trust, Gloucestershire County Council, the Constabulary and OPCC are members of the Emergency Services Collaboration Board	- Lack of ownership of environmental themes - Change prioritisation improvements required – process being developed.

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
D Determining the interventions necessary to optimise the achievement of the intended outcomes	Adequate	• <u>FPG</u> has embedded in force over the last financial year (2025/26) and provides strategic oversight of the Constabulary's operational and organisational performance and ensures that all departments work together to deliver the Force's strategic intentions, and the Police and Crime Prevention Plan. • The Constabulary Change Board (CCB) is the formal governance body that is responsible for oversight of current and future strategic projects, it provides scrutiny and accountability of Senior Responsible Owners (SROs), a focus on progress against the strategic objectives and managing the future change pipeline. It is also responsible for approving investment decisions within existing budget and recommending new investment decisions to the CGB and the Police and Crime Commissioners Governance Board (PCCGB). • The Infrastructure Development Board (IDB) directs the delivery, planning and strategic management of infrastructure including Estates, Transport Services, Environment, Health and Safety, Occupational Health and Wellbeing across the Constabulary. This will also include IT provision as it relates to and integrates with infrastructure. • The People Management Board has a remit to direct and deliver the strategic management and operational objectives for people management and development matters across the Constabulary. It is also responsible for approving people management investment decisions within existing budget and recommending new investment decisions to the CCB, CGB and the PCCGB. • <u>SCRs</u> act as the main continuous improvement mechanism force-wide, which have been established to help to identify efficiencies and improve effectiveness across departments • The Portfolio Management Office (PMO) has been established by the internal Change department	• Change and Transformation are actively recruiting for roles within their newly established 'Continuous Improvement Team'

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
E Developing the entity's capacity, including the capability of its leadership and the individuals within	Some development or areas for improvement	- The <u>ORAs</u> capture demand understanding, and available assets per department. By exception, risks are escalated to a Command Risk Register, where accountability sits with Chief Superintendents and risks are owned by the relevant Assistant Chief Constable/Officer (ACC/O) or DCC across the four commands (Local Policing, Crime Command, Corporate Development, Legal & Professional Standards, and HR & Business Services). - A further escalation tier allows strategic risks to be elevated where reasonable and appropriate. At this level, accountability rests with members of the COG, with ownership of risk held by the Temporary Chief Constable. - The <u>Force Strategic Assessment (FSA)</u> captures demand understanding, risk and assets available to tackle thematic threats. Recommendations are governed through Strategic Tasking and Coordination Group (STCG). - Workforce Planning is a newly established team in the Constabulary. The team's resources are not fully established in-force yet; however, a significant data cleanse exercise of HR systems has already commenced. - Performance Development Reviews (PDR) are expected to be completed by every individual in the force and should contain at least three objectives; one organisational, one departmental and one individual objective. To support ongoing performance, development and alignment, line managers are expected to meet with each of their team members at least four times a year, including holding PDR opening and closing discussions. To support fair and transparent promotion processes across the Constabulary, completion of the PDR system is a mandatory requirement for all future promotions involving police officers.	As the Workforce Planning team embeds in force, comprehensive scenario modelling and demand analysis will be carried out soon. Skills gap analysis will also be a priority for the team. Potential collaboration opportunities with other forces throughout the country have been identified, alongside the NPCC Workforce Data team.

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Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
F Managing risks and performance through robust internal control and strong public financial management	Adequate	- The main decision-making meeting for the operational element of the Organisation is the CGB. - The main decision-making meeting for non-operational matters, and the budget is the PCCGB. - The joint Finance Panel meets quarterly and is held to discuss and review financial matters, and financial decisions are referred to the PCC's Governance Board as well as to scrutinise financial activity - The Joint Independent Audit Committee (JIAC) provides independent assurance of the adequacy of the risk management framework and the associated control environment, and independent scrutiny of the financial and non-financial performance - The <u>risk management process</u> has been reinvigorated over the last financial year - The force has adopted Co-Pilot, and have produced an AI acceptable usage policy, code of ethics policy, generative AI large language model usage policy, and guidance documents for force-wide awareness - The force has an Asset Register to keep record of all assets it owns, manages and for which it is responsible <u>FPG</u> takes place monthly, holding leaders to account in relation to Strategic Plan and Performance Framework.	

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Assessment of effectiveness against principles of good governance

Core principles of the Framework	Overall assessment	What is working well?	Development areas for 2026/27
G Implementing good practices in transparency, reporting and audit to deliver effective accountability	Adequate	• SWAP acts as the Organisation's internal auditors. Reports are scrutinised at the JIAC. • The discussion forum on the Constabulary intranet page, and regular Q&A meetings with Chief Officer Group enable opportunity for employees to raise questions and concerns and get them addressed • The RlaL Board is hosted monthly by the DCC, and provides a platform to share learning, recommendations and insight • The newly established Inspections and Improvement team within the Constabulary has undertaken force-wide self-assessments against the HMICFRS PEEL² Assessment Framework (PAF) to identify areas for improvement • HMICFRS continue to inspect the force, with the PEEL 25/27 inspection currently ongoing • Over the last financial year, HMICFRS have either inspected, or provided the force with feedback from the following inspections: ○ Firearms Licensing ○ An inspection of the south-west regional response to serious and organised crime ○ National Child Protection Inspection (NCPI)	• The HMICFRS PEEL inspection findings will be published Autumn 2026. Recommendations within this report will be progressed during 2026/27 and onwards. • Findings from the Firearms Licensing inspection have recently been received and will be progressed as appropriate • There is a communications plan in place to share the 2026-2030 Strategic Plan on the external facing website

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Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Assessment of effectiveness

The Constabulary has undertaken a review of the effectiveness of its governance arrangements for 2025/26. This assessment has been informed by a range of sources of assurance, including:

- Internal audit reports and annual opinion provided by the SWAP
- External audit findings in relation to financial sustainability and value for money. This includes providing timely support, information and responses to external auditors and properly considers audit findings and recommendations.
- HMICFRS inspections and ongoing engagement, including thematic inspections and PEEL assessment activity
- Performance monitoring through the FPG and supporting performance framework
- Risk management activity, including the Strategic Risk Register (SRR) and ORAs
- Oversight and scrutiny provided by governance boards, including the CGB, PCCGB, JIAC and supporting panels
- Progress against actions identified in the previous Annual Governance Statement

These sources provide a comprehensive view of governance effectiveness across the organisation and conform with the governance requirements of the CIPFA Statement on the [Role of the Head of Internal Audit \(2019\)](#).

The review has concluded that governance arrangements are operating effectively (noting the areas of concern raised by SWAP's limited assurance opinion) and are sufficient to manage the Constabulary's principal risks and deliver its strategic objectives. There is clear evidence of strengthened performance management, improved financial control, and a more structured and embedded approach to risk management during the year.

The Constabulary has also demonstrated a strong commitment to learning and continuous improvement, including responding to HMICFRS findings, embedding the GRIP, and commissioning the WCR to inform future operating models.

Areas for development remain, including further strengthening of governance consistency, continued embedding of workforce planning, enhancing the articulation of assurance across the organisation and those areas noted by SWAP reviews in the year detailed in their opinion. These areas have been reflected in the improvement actions set out within this statement and will be monitored through established governance processes during 2026/27.

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Assessment of effectiveness

Significant Governance Issues

As part of the annual review of governance effectiveness, several areas requiring continued management attention were identified.

Governance Structures and Accountability

A review of governance arrangements during 2025/26 identified opportunities to improve consistency, clarity of decision-making and accountability across governance boards and forums.

Actions underway include implementation of the Governance Review recommendations and alignment with the Whole Constabulary Review programme.

Project and Programme Governance

Internal Audit identified weaknesses relating to project governance arrangements, including governance documentation, approval processes and accountability mechanisms.

The Constabulary has established a Project Management Office and prioritisation framework to strengthen project governance and oversight arrangements.

Whistleblowing Arrangements

Internal Audit identified weaknesses within whistleblowing governance arrangements and associated procedures.

A revised whistleblowing framework and supporting governance arrangements will be implemented during 2026/27 to ensure compliance with legislative requirements and strengthen organisational assurance.

Contract Management and Commercial Oversight

Internal Audit identified opportunities to strengthen contract monitoring, ownership arrangements and supplier performance oversight.

Work is underway to improve contract governance arrangements and strengthen management information available to senior leaders.

Workforce Planning and Organisational Capacity

Whilst significant progress has been made establishing a dedicated workforce planning function, additional work is required to further develop workforce modelling, skills analysis and future capability planning.

Progress against all improvement actions will be monitored through established governance arrangements and reported to the Joint Independent Audit Committee during 2026/27.

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Governance arrangements

The Constabulary operates a structured approach to assurance, aligned to a recognised “three lines” model, that supports effective governance and oversight.

First line assurance is provided through operational management and day-to-day supervision, including performance management, risk ownership and delivery of internal controls within departments and commands

Second line assurance is delivered through corporate oversight functions, including Corporate Development, Finance, Professional Standards, and HR, which provide policy direction, monitoring, scrutiny and challenge across key areas such as risk management, financial control, ethics and workforce capability.

Third line assurance is provided independently through internal audit (SWAP), external audit, and independent scrutiny bodies such as the JIAC, which review the effectiveness of governance, risk management and control arrangements.

In addition, external inspection and review activity, including HMICFRS inspections and peer reviews, provide further independent assurance over the Constabulary’s performance and governance arrangements. This layered approach provides the Chief Constable and the Police and Crime Commissioner with confidence that risks are being appropriately managed and that governance arrangements are appropriate.

Officers and staff are required to adhere to the College of Policing’s [Code of Ethics](#), which provides practical advice on areas of policing that are important to maintaining public trust and legitimacy. This includes being open, honest and candid, treating all people and their property with fairness, dignity and respect and challenging or reporting behaviour that is unprofessional.

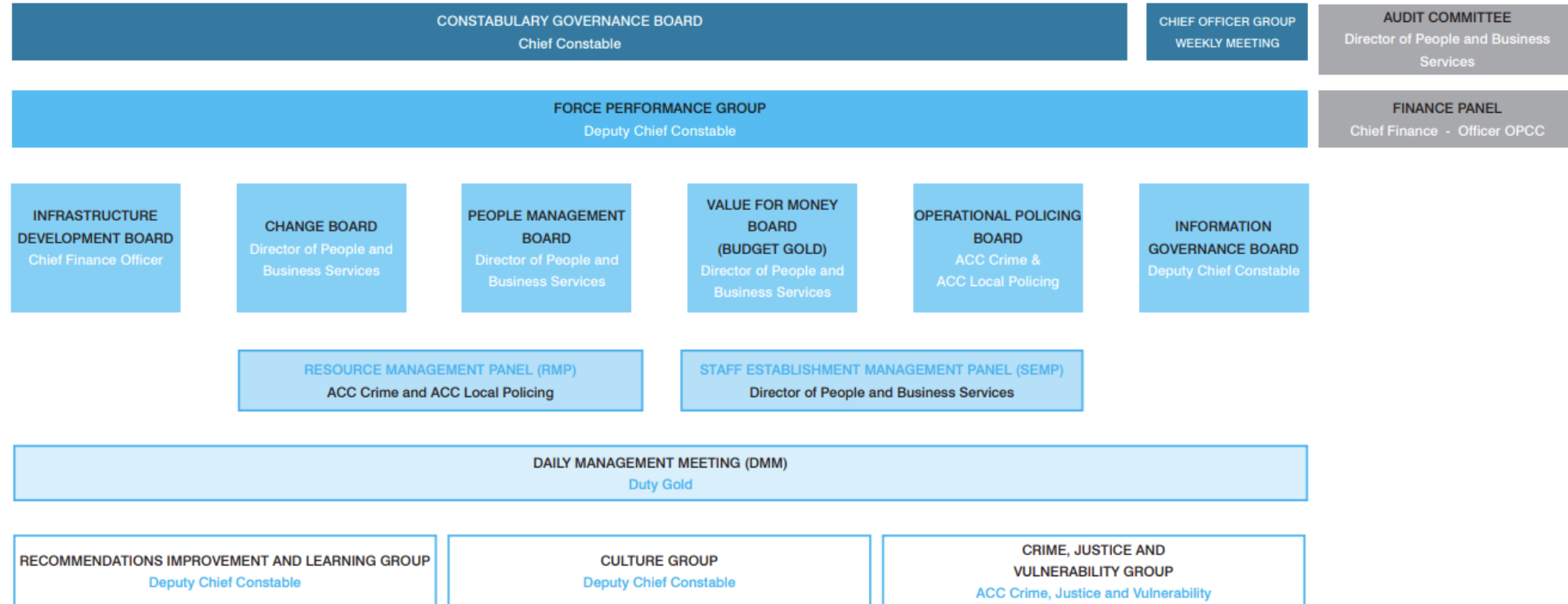
The organisation is governed through a series of processes, including:

- Force Management Statement
- Force Strategic Assessment
- Performance Framework
- Scheme of Delegation
- Internal and external audits
- Strategic Plan
- OPCC Police and Crime Prevention Plan
- Governance meeting structures
- Risk Management Framework

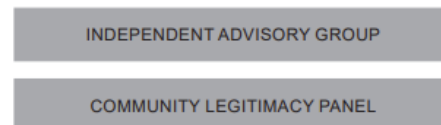
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Governance arrangements: Constabulary meeting structure



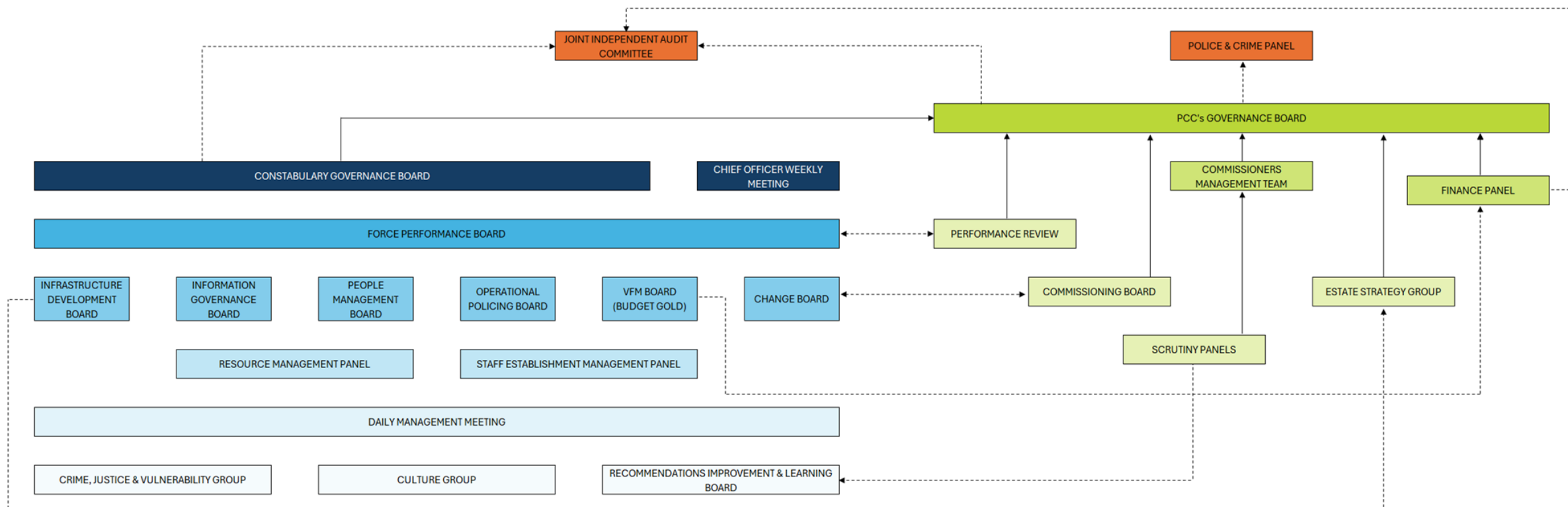
Advisory



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Governance arrangements: OPCC meeting structure



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Governance arrangements

Risk Management

Ownership and delivery of the risk management and the SRR transferred to Corporate Development in Q4, 2025/26. The expectation is that departments will maintain their own Risk Registers, capturing risks identified through team-level ORAs. These risks will highlight issues that may impact the department's ability to deliver strategic intent or represent emerging threats.

By exception, risks are escalated to a Command Risk Register, where accountability sits with Chief Superintendents and risks are owned by the relevant Assistant Chief Constable/Officer (ACC/O) or Deputy Chief Constable (DCC) across the four commands. A further escalation tier allows strategic risks to be elevated where reasonable and appropriate. At this level, accountability rests with members of the COG, with ownership of risk held by the Chief Constable.

Oversight of SRR is through the Recommendations, Improvement and Learning Board (RIaL) and then Constabulary Governance Board monthly.

Futures Thinking

Over the past 18 months, futures thinking capability has been strengthened to better inform understanding of emerging threats, risks, and opportunities. A key development has been the introduction of the strategic horizon scanning heatmap, produced on a quarterly basis. This is presented at the RIaL Board

To embed this insight, heads of departments, team leads, and subject matter experts (SMES) Took part in futures thinking workshops. These workshops focused on identifying future signals through PESTELO analysis and using the driver mapping tool to prioritise action on signals. The outputs were subsequently fed into SCR proposals to ensure emerging risks and opportunities were appropriately captured.

Organisational Risk Assessment (ORA) and Service Choice Reviews (SCR)

ORAs, undertaken by Heads of Department (including Superintendents) and team leads, are completed for every team across the Constabulary, with the ability to update assessments where risk levels changed during the financial year. During 2025/26, ORAs were embedded as the core evidence base for the SCR process. An SCR is a comprehensive review of each department across the Constabulary, designed to assess the services provided and the processes in place. The SCR packs were developed in line with the four-step approach set out in the FMS guidance.

Embedding ORAs within the SCR process ensured that existing and emerging risks were identified and understood at the outset, enabling Step 3 proposals and recommendations to appropriately reflect and mitigate risk. An aim of the SCR process is to explore whether services and processes could be delivered differently or more efficiently. Opportunities identified through SCRs align to one of four categories: cashable savings, productivity gains, cost avoidance, or income generation.

SCRs have been completed by all departments for the 2025/26 financial year. While the intention is for SCRs to be undertaken regularly to support continuous improvement, activity will be paused at the start of 2026/27 to enable the implementation of the WCR to commence.

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Governance arrangements

Force Management Statement (FMS)

The FMS follows a template with clear sections, with four steps for each section:

Step one covers current demand and projected future demand using predictive analysis

- **Step two** covers an assessment of the workforce, assets and performance, summarising what good performance is defined as, and the department's ability to meet future demand based on current assets
- **Step three** covers mitigation of risks and issues identified at step two. Step three outlines the decisions made by the panel as outcomes of SCRs, however these decisions are now at varying stages of decision making or management of change activity
- **Step four** considers how well we can meet future demand due of the changes identified at step three and what the remaining impact of risk will be.

Performance framework and the FPG

To measure progress against strategy and against national performance measures, a performance framework has been developed. The Performance Framework has been cross referenced with the National Police Performance Framework, the Neighbourhood Guarantee Framework and has been influenced by the Home Office Performance Pilot, including benchmarking with Lancashire Constabulary. All outstanding measures in the Neighbourhood Guarantee Framework are captured within the National Police Performance Framework.

FPG is chaired by Deputy Chief Constable (DCC) monthly and holds leads to account on the delivery and progress of the Strategic Plan and Performance Framework. A Performance Improvement Strategy has been developed, fully aligned to the College of Policing Performance Framework.

When exceptions are raised and discussed at FPG, there are three options for decision:

1. Tolerate and continue to monitor
2. Improvement activity identified and mandated by DCC
3. Requirement for Performance Improvement Clinic Identified

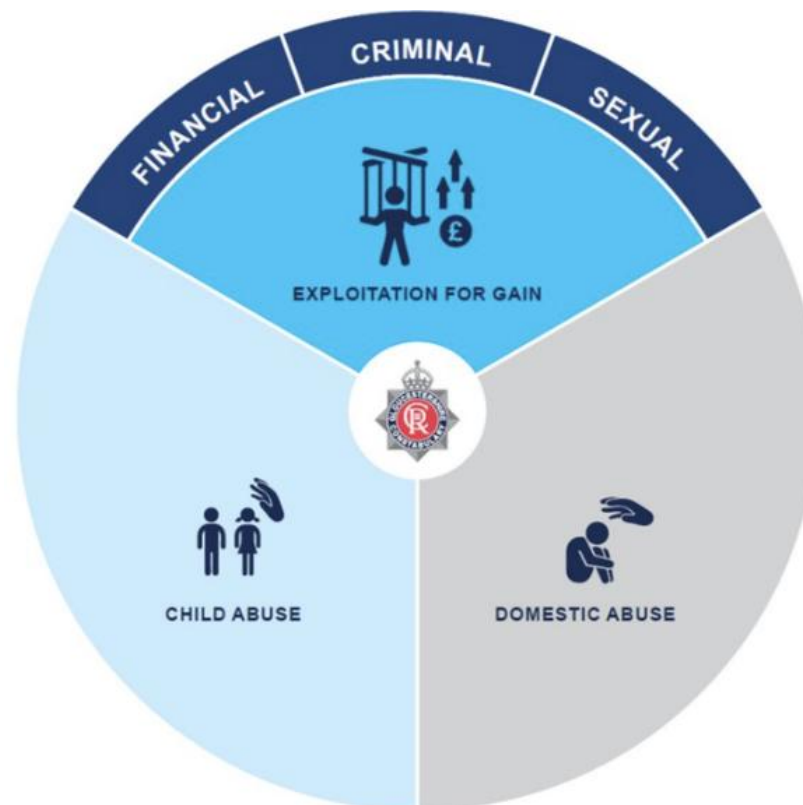
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Governance arrangements

Force Strategic Assessment (FSA)

The FSA enables the force to have greater understanding and awareness of incident / crime types (thematic risk, rather than departmental). The most recent iteration was published February 2026, and the assessments were completed using MoRiLE (Management of Risk in Law Enforcement³) principles. The updated Control Strategy can be found below:



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Financial overview

Financial Position

The Constabulary achieved the budgeted savings of £12.3m in 2025/26 and underspent by £1.8m. As a result, the force has drawn down £1.8m less from reserves than budgeted.

The achievement of the savings for the year has included a significant reduction in overtime from previous years following more robust management and controls being introduced during the latter half of 2024/25.

Significant savings achieved in 2025/26 are the result of stringent vacancy management through Police Staff Establishment Management Panel (SEMP). To find recurring savings for future years, more permanent reductions in staff and officer establishments are required during 2026/27. A WCR is being undertaken to propose a structure within the confines of the Constabulary's financial envelope.

As the force moves into 2026/27, there will be a continued need to find further savings and the WCR will support in that process along with several other streams of activity.

The Constabulary continues to identify a need for investment in ICT to support future working practices and enable the organisation to take advantage of emerging technologies to improve productivity, efficiency and effectiveness.

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Internal Audit report

SWAP Internal Audit annual opinion report

The South West Audit Partnership (SWAP) issued an overall **Limited Assurance Opinion** for Gloucestershire Constabulary and the Office of the Police and Crime Commissioner for 2025/26.

This opinion reflects significant weaknesses identified during the year in relation to:

- Project governance.
- Whistleblowing arrangements.
- Contract monitoring and supplier oversight.
- Governance arrangements supporting volunteer scrutiny panels.

The annual opinion is an important source of assurance considered as part of this Annual Governance Statement.

Management accepts the findings identified by Internal Audit and has developed improvement plans to address the issues raised. Whilst these weaknesses are significant and require continued management attention, they are understood by senior leadership teams and are being actively addressed through agreed action plans, enhanced governance oversight and ongoing monitoring arrangements.

The actions arising from Internal Audit work have informed the significant governance issues and governance improvement plan set out within this statement.

The report from SWAP states that whilst governance, risk management and control arrangements were found to be operating well in some areas reviewed during the year, significant weaknesses were identified in relation to project governance, whistleblowing arrangements, contract monitoring and governance arrangements supporting volunteer scrutiny panels. These findings resulted in four areas being assessed as representing high organisational risk and identified recurring organisational themes relating to governance oversight, accountability, formal approval processes, management information and implementation monitoring.

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Internal Audit report

The original review identified significant weaknesses in project governance, oversight, resourcing and programme management arrangements relating to the implementation of the Niche system. Concerns included unclear accountability arrangements, weaknesses in project governance documentation and gaps in business and technical requirements management.

A follow-up review completed in May 2026 identified that the Niche system had gone live and that progress had been made in implementing project, communications and resourcing arrangements. However, the review found that formal governance and approval processes for key project documentation had not consistently been evidenced prior to implementation.

A review identified significant weaknesses in whistleblowing governance and oversight arrangements, including weaknesses in policy documentation, central recording arrangements, monitoring processes and staff awareness. These weaknesses increased potential legal, operational and reputational risks associated with the management of protected disclosures.

A review identified weaknesses in contract monitoring and supplier oversight arrangements, including gaps within the Force's contract register, unclear ownership responsibilities and inconsistent performance management arrangements. These weaknesses limited effective oversight of supplier performance and contract management activity.

A review identified weaknesses in governance, financial oversight and monitoring arrangements relating to volunteer supported scrutiny panels and the Better Together programme. Findings included weaknesses relating to remuneration arrangements, financial governance, reporting arrangements, vetting arrangements and oversight controls.

Common themes identified across these reviews included weaknesses in governance and oversight arrangements, inconsistent application of formal controls and approval processes, limited management information, and a lack of clearly defined accountability and monitoring arrangements. Collectively, these issues increased the risk of ineffective decision-making, reduced organisational oversight and inconsistent implementation of key controls.

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2025/26 Action Plan

Action No.	Issue identified and objective	Owner	Governance	Target Date
1	Strategic Plan - Wider engagement with the local community when developing the next iteration of the Strategic Plan	Corporate Development	CGB	Q4, 2026/27
2	External scrutiny - All external facing scrutiny groups to be regularly scheduled and running with accountability and governance in place	Corporate Development	TCLB	Q2, 2026/27
3	Recruit and embed Continuous Improvement Team	Head of Change	CCB	Q2, 2026/27
4	Lack of understanding of workforce skillsets - Skills gap analysis to take place	Workforce Planning	Training Panel	Q3, 2026/27
5	Improvements required to governance structures - Review of Governance	Corporate Development	CGB	Q2, 2026/27
6	Project Governance and Prioritisation – Project Management Office now running with prioritisation matrix being implemented to improve change accountability and governance	Head of Change	CCB	Q1, 2026/27
7	Whistleblowing policy and process being developed	Head of Professional Standards	CGB	Q2, 2026/27

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Declaration

Governance opinion

Based on the review of governance arrangements outlined in this statement, including consideration of internal audit activity, external inspection findings, financial management, risk management and performance monitoring, we are satisfied that the Constabulary's governance arrangements are adequate and continue to improve.

The Constabulary has established sound systems of internal control, governance structures and processes that support the achievement of its strategic objectives. These arrangements have been tested during a period of organisational change and financial challenge and have demonstrated resilience and effectiveness in supporting improvement activity.

While governance weaknesses have been identified through Internal Audit, inspection activity and management review processes, the organisations have assessed these issues as capable of being effectively managed through the improvement actions identified within this statement.

The review acknowledges the Limited Assurance opinion provided by Internal Audit and the significance of the issues identified. However, having considered the full range of available assurance sources, including inspection findings, performance information, financial oversight, risk management arrangements and independent scrutiny, the PCC and Chief Constable consider that governance arrangements remain fit for purpose and are operating sufficiently effectively to support the achievement of organisational objectives.

The organisations are committed to addressing the identified weaknesses and strengthening governance arrangements further during 2026/27.

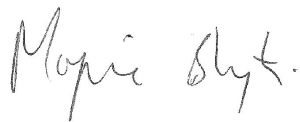
The Constabulary is committed to continuous improvement and has identified clear and targeted actions for 2026/27 to further strengthen governance, oversight and performance.

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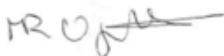
Gloucestershire Constabulary and Office of the Police and Crime Commissioner

Declaration

Signed



Maggie Blyth
Temporary Chief Constable of Gloucestershire Constabulary



Matt Ulyatt
Chief Finance Officer, Gloucestershire Constabulary



Ruth Greenwood
Chief Executive, Office of the Police and Crime Commissioner



Chris Nelson
Police and Crime Commissioner for Gloucestershire



Peter Robinson
Chief Finance Officer, Office of the Police and Crime Commissioner