

ORIGINATOR: ERNST & YOUNG LLP (EXTERNAL AUDITORS)

PAPER NUMBER: AC26/09

SUBMITTED TO: AUDIT COMMITTEE – 1 MAY 2026

SUBJECT: AUDITOR'S ANNUAL REPORT 2024/25

Summary

1. The report attached is the Auditor's Annual Report 2024/25

Recommendation

1. The Audit Committee is requested to consider the attached report.

Police and Crime Commissioner for
Suffolk and Chief Constable of
Suffolk Constabulary

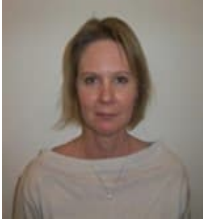
Auditor's Annual Report
Year ended 31 March 2025
16 March 2026



The better the question. The better the answer. The better the world works.



Shape the future
with confidence



Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary
Suffolk Police Headquarters
Portal Avenue
Martlesham Heath
Ipswich
IP5 3QS

16 March 2026

Dear Tim and Rachel

2024/25 Auditor's Annual Report

We are pleased to attach our Auditor's Annual Report including the commentary on the Value for Money (VFM) arrangements for the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary. This report and commentary explains the work we have undertaken during the year and highlights any significant weaknesses identified along with recommendations for improvement. The commentary covers our findings for audit year 2024/25.

This report is intended to draw to the attention of the Police and Crime Commissioner (PCC) and Chief Constable (CC) any relevant issues arising from our work up to the date of issuing the report. It is not intended for, and should not be used for, any other purpose.

We welcome the opportunity to discuss the contents of this report with you at the Joint Independent Audit Committee meeting on 1 May 2026.

The [EY UK 2025 Transparency Report | EY – UK](#) for EY UK provides details regarding the firm's system of quality management, including EY UK's system of quality management annual evaluation conclusion as of 30 June 2025.

Yours faithfully

Debbie Hanson
Partner
For and on behalf of Ernst & Young LLP

Enc

Contents

01 Executive Summary

02 Audit of financial statements

03 Value for Money Commentary

04 Appendices

Public Sector Audit Appointments Ltd (PSAA) issued the “Statement of responsibilities of auditors and audited bodies”. It is available from the PSAA website (<https://www.psa.co.uk/managing-audit-quality/statement-of-responsibilities-of-auditors-and-audited-bodies/statement-of-responsibilities-of-auditors-and-audited-bodies-from-2023-24-audits>)

The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The “Terms of Appointment and further guidance (updated July 2021)” issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code), and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the PCC, CC, Joint Independent Audit Committee and management of Suffolk Police in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the PCC, CC, Joint Independent Audit Committee and management of Suffolk Police those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the PCC, CC, Joint Independent Audit Committee and management of Suffolk Police for this report or for the opinions we have formed. It should not be provided to any third party without our prior written consent.



01 Executive Summary

Executive Summary

Purpose

The Auditor's Annual Report summarises the year's audit work, including value for money commentary and confirmation of the financial statement opinion. It also references any use by the auditor of their additional powers and duties under the Local Audit and Accountability Act 2014. In line with the NAO Code of Audit Practice 2024 ("the 2024 Code") and Auditor Guidance Note 03 (AGN 03), this report provides an overview to the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary and the public, detailing current recommendations and a review of prior years' actions, including our assessment of whether they have been satisfactorily implemented.

Responsibilities of the appointed auditor

We have undertaken our 2024/25 audit work, which is substantially complete, in accordance with the Audit Plan we issued on 29 April 2025. We have complied with the 2024 Code, other guidance issued by the NAO and International Standards on Auditing (UK).

As auditors we are responsible for:

Expressing an opinion on:

- whether the financial statements give a true and fair view of the financial position of the Police and Crime Commissioner and Chief Constable and its expenditure and income for the year; and
- have been prepared properly in accordance with the relevant accounting and reporting framework.

Reporting by exception:

- if the annual governance statement does not comply with relevant guidance or is not consistent with our understanding of the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary;
- the use of additional powers and duties, for example making written recommendations under Section 24 and Schedule 7 of the Act or making a report in the public interest; and
- if we identify a significant weakness in the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary's arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

Responsibilities of the Police and Crime Commissioner and Chief Constable

The Police and Crime Commissioner and Chief Constable are responsible for the preparation of the financial statement, including the narrative statement and governance statement, in accordance with the CIPFA Code and for having internal controls in place to ensure these financial statements are free from material error. It is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Executive Summary (continued)

2024/25 conclusions

Financial statements	<p>As reported in our 2023/24 Audit Results Report issued on 27 February 2025, we issued a disclaimer of opinion on the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary's 2022/23 and 2023/24 financial statements under the arrangements to reset and recover local government audit.</p> <p>In 2024/25, we have continued to audit the closing balance sheet and in-year transactions. Although the level of assurance gained has increased, as a result of the disclaimer of opinion on the 2023/24 financial statements, we do not have assurance over some of the 2023/24 comparative balances disclosed in the 2024/25 financial statements and the comparability of current year's figures and the corresponding figures contained within the financial statements. In addition, for the Police and Crime Commissioner, we also do not have assurance over additions to vehicles, plant and equipment in 2022/23 held at cost and the consequential impact of these on the comprehensive income and expenditure accounts, or the classification of reserves between useable and unusable.</p> <p>Taken together with the requirement to conclude our work by the 2024/25 back stop date, the lack of evidence over these movements and balances mean we are unable to conclude that the 2024/25 financial statements are free from material misstatement. We are however satisfied that the audit evidence we have obtained and sufficient and appropriate to provide a basis for a qualified opinion.</p> <p>We therefore issued a qualified 2024/25 audit opinion on 26 February 2026.</p>
Going concern	Where a disclaimer of opinion is issued on the financial statements, we do not conclude on whether the use of the going concern basis of accounting is appropriate.
Consistency of the other information published with the financial statements	Financial information in the narrative statement and published with the financial statements was consistent with the audited accounts.
Value for money (VFM)	We have no matters to report by exception on the Police and Crime Commissioner and Chief Constable's VFM arrangements. We have included our VFM commentary in Section 03.
Consistency of the Annual Governance Statement	We are satisfied that the Annual Governance Statement was consistent with our understanding of the Police and Crime Commissioner and Chief Constable.
Additional powers and duties	We had no reason to use our auditor powers.
Whole of Government Accounts	We have not yet concluded the procedures required by the National Audit Office (NAO) on the Whole of Government Accounts submission, as the NAO have not yet confirmed the final reporting position and whether any questions will be raised on individual returns. We cannot issue our audit certificate until these procedures are complete.
Certificate	We will issue our certificate once the NAO has confirmed whether any additional procedures are required on the Whole of Government Accounts as noted above.

Executive Summary (continued)

Value for money scope

Under the 2024 Code, we are required to consider whether the Police and Crime Commissioner and Chief Constable has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. The Code requires the auditor to design their work to provide them with sufficient assurance to enable them to report to the Police and Crime Commissioner and Chief Constable a commentary against specified reporting criteria (see below) on the arrangements the Police and Crime Commissioner and Chief Constable has in place to secure value for money through economic, efficient and effective use of its resources for the relevant period.

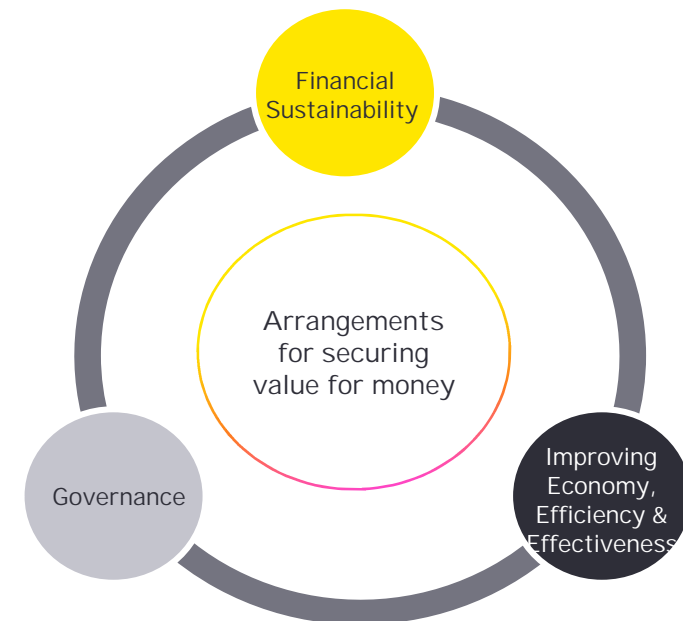
We do not issue a 'conclusion' or 'opinion', but where significant weaknesses are identified we will report by exception in the auditor's report on the financial statements.

The specified reporting criteria are:

- Financial sustainability - How the Police and Crime Commissioner and Chief Constable plans and manages its resources to ensure it can continue to deliver its services.
- Governance - How the Police and Crime Commissioner and Chief Constable ensures that it makes informed decisions and properly manages its risks.
- Improving economy, efficiency and effectiveness - How the Police and Crime Commissioner and Chief Constable uses information about its costs and performance to improve the way it manages and delivers its services.

In undertaking our procedures to understand the body's arrangements against the specified reporting criteria, we identify whether there are risks of significant weakness which require us to complete additional risk-based procedures. AGN 03 sets out considerations for auditors in completing and documenting their work and includes consideration of:

- our cumulative audit knowledge and experience as your auditor;
- reports from internal audit which may provide an indication of arrangements that are not operating effectively;
- our review of Police and Crime Commissioner and Chief Constable committee reports;
- meetings with management;
- information from external sources; and
- evaluation of associated documentation through our regular engagement with Police and Crime Commissioner and Chief Constable management and the finance team.



Executive Summary (continued)

Reporting

Our commentary for 2024/25 is presented in Section 03. This section provides a summary of our understanding of the arrangements at the Police and Crime Commissioner and Chief Constable, as determined from our evaluation of the evidence obtained in relation to the three reporting criteria (see table below) throughout 2024/25 and up to the date of issuing this draft Auditor's Annual Report, which must be issued by 30 November. We did not make any recommendations to the Police and Crime Commissioner and Chief Constable.

The final version of this report will be issued alongside the signed audit report concluding on the 2024/25 year.

In compliance with the 2024 Code, we are required to provide commentary against the three specified reporting criteria. The table below outlines these criteria, indicates whether a significant risk of weakness was identified during our planning procedures, and details our current conclusions regarding any significant weaknesses within your arrangements.

Reporting criteria	Risks of significant weaknesses in arrangements identified?	Actual significant weaknesses in arrangements identified?
Financial sustainability: How the Police and Crime Commissioner and Chief Constable plans and manages its resources to ensure it can continue to deliver its services	No significant risks identified	No significant weakness identified
Governance: How the Police and Crime Commissioner and Chief Constable ensures that it makes informed decisions and properly manages its risks	No significant risks identified	No significant weakness identified
Improving economy, efficiency and effectiveness: How the Police and Crime Commissioner and Chief Constable uses information about its costs and performance to improve the way it manages and delivers its services	No significant risks identified	No significant weakness identified

Executive Summary (continued)

Independence

The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY) and the Police and Crime Commissioner and Chief Constable, and its members and senior management and its affiliates, including all services provided by us and our network to the Police and Crime Commissioner and Chief Constable, its members and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on the our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

There are no relationships from 1 April 2024 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

EY Transparency Report 2025

Ernst & Young (EY) has policies and procedures that instil professional values as part of firm culture and ensure that the highest standards of objectivity, independence and integrity are maintained.

Details of the key policies and processes in place within EY for maintaining objectivity and independence can be found in our annual Transparency Report which the firm is required to publish by law. The most recent version of this Report is for the year end 30 June 2025:

[EY UK 2025 Transparency Report | EY - UK](#)



02 Audit of financial statements

Audit of financial statements

Key findings

The Statement of Accounts is an important tool for the Police and Crime Commissioner and Chief Constable to show how it has used public money and how it can demonstrate its financial management and financial health.

On 26 February 2026, we issued a qualified opinion on the financial statements as set out on page 6 of this report. We reported our audit scope, risks identified and detailed findings to the 2 February 2026 Joint Independent Audit Committee meeting in our Audit Results Report. We outline below the key issues identified as part of our audit. We did not make any internal control recommendations in our Audit Results Report, however we have included progress made on previous year recommendations at Appendix A.

Financial statement risks

Significant risk	Conclusion
Presumptive risk of management override of controls	We have not identified any material weaknesses in the recognition of expenditure. We have not identified any instances of inappropriate judgements or estimates being applied. Our work did not identify any other transactions during our audit which appeared unusual or outside the Police and Crime Commissioner and Chief Constable's normal course of business.
Inappropriate capitalisation of revenue expenditure	Our work did not identify any material weaknesses in controls or evidence of material management override concerning the capitalisation of revenue expenditure. Our work did not identify any instances of inappropriate judgements being applied.
Valuation of land and buildings	We have not identified any material issues from our testing of land and buildings valuations.

Inherent risk	Conclusion
Pension liability valuation	We have not identified any misstatements from our testing of pension liabilities.
Accounting for Private Finance Initiative (PFI)	We have not identified any misstatements from our testing and of PFI accounting entries and disclosures.
Accounting for data breach issue	We have not identified any misstatements from our testing of provisions and contingent liabilities however we note that the final report from the Information Commissioner's Office is yet to be issued.
IFRS 16 implementation	We did not identify any misstatements from our testing of right of use assets and lease liabilities.

Audit of financial statements

Financial statement reporting assessment

Management, the Joint Independent Audit Committee and the Police and Crime Commissioner and Chief Constable, as those charged with governance, have an essential role in supporting the delivery of an efficient and effective audit. Our ability to complete the audit is dependent on the timely formulation of appropriately supported accounting judgements, provision of accurate and relevant supporting evidence, access to the finance team and management's responsiveness to issues identified during the audit. The table over-page sets out our views on the effectiveness of the Police and Crime Commissioner and Chief Constable's arrangements to support external financial audit across a range of relevant measures.

In addition, the illustrative timescale for the process of re-building assurance set out in the NAO's Local Audit Reset and Recovery Implementation Guidance (LARRIG) 01, together with our view of the Police and Crime Commissioner and Chief Constable's actual progress against that timescale, the reasons for that and what still needs to be done to successfully rebuild assurance is set out on page 13. The timetable set out in LARRIG 01 assumes that disclaimers for 2022/23 and all prior open audit years were issued by the statutory backstop date of 13 December 2024.

Audit of financial statements (continued)

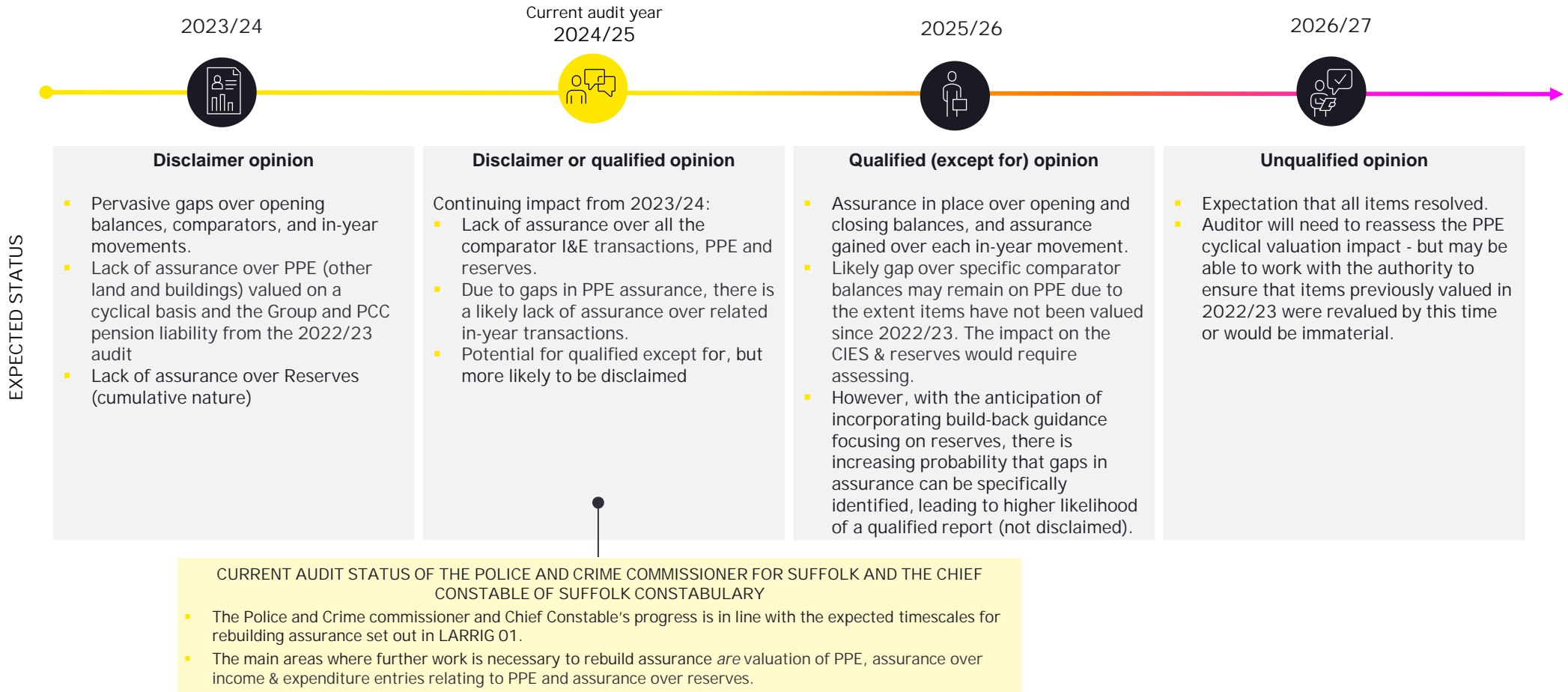
Financial statement reporting assessment

Area	Status			Explanation	Further detail
	R	A	G		
Timeliness of the draft financial statements	Effective			The financial statements were published by the 30 th June 2025 deadline set out in the Accounts and Audit Regulations.	N/A
Quality and completeness of the draft financial statements	Effective			A limited number of non-material internal inconsistencies, typographical and arithmetic errors were identified in the draft financial statements that should have been detected through internal quality review prior to publication.	N/A
Delivery of working papers in accordance with agreed client assistance schedule	Effective			Working papers were generally provided to the agreed timetable.	N/A
Quality of working papers and supporting evidence	Effective			Working papers and supporting evidence were generally of a good standard.	N/A
Timeliness and quality of evidence supporting key accounting estimates	Effective			No significant delays have been experienced to date in the provision of supporting evidence for key accounting estimates.	N/A
Access to finance team and personnel to support the audit in accordance with agreed project plan	Effective			There have been no significant issues to date with access to the finance team and key personnel.	N/A
Volume and value of identified misstatements	Effective			No material misstatements have been detected to date as a result of our work.	N/A
Volume of misstatements in disclosure	Effective			A relatively small number of misstatements in disclosures have been detected in our work to date.	N/A

Audit of financial statements (continued)

Progress to full assurance

Set out below is the illustrative timescale for the process of re-building assurance set out in the NAO's Local Audit Reset and Recovery Implementation Guidance (LARRIG) 01, together with our view of the Police and Crime Commissioner and Chief Constable's actual progress against that timescale, the reasons for that and what still needs to be done to successfully rebuild assurance. The timetable set out in LARRIG 01 assumes that disclaimers for 2022/23 and all prior open audit years were issued by the statutory backstop date of 13 December 2024.





03 Value for Money commentary

Value for Money



The Police and Crime Commissioner and Chief Constable's responsibilities for value for money

The Police and Crime Commissioner and Chief Constable are required to maintain an effective system of internal control that supports the achievement of its policies, aims and objectives while safeguarding and securing value for money from the public funds and other resources at its disposal.

As part of the material published with the financial statements, the Police and Crime Commissioner and Chief Constable are required to bring together commentary on the governance framework and how this has operated during the period in a governance statement. In preparing the governance statement, the Police and Crime Commissioner and Chief Constable tailors the content to reflect its own individual circumstances, consistent with the requirements of the relevant accounting and reporting framework and having regard to any guidance issued in support of that framework. This includes a requirement to provide commentary on arrangements for securing value for money from the use of resources.

Our responsibilities

Under the revised NAO Code, we are required to consider whether the Police and Crime Commissioner and Chief Constable have put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. The Code requires the auditor to design their work to provide them with sufficient assurance to enable them to report to the Police and Crime Commissioner and Chief Constable a commentary against specified reporting criteria on the arrangements the Police and Crime Commissioner and Chief Constable has in place to secure value for money through economic, efficient and effective use of its resources for the relevant period. Our summary is below:

	Significant risk identified	Significant weakness identified
 <p>Financial sustainability How the Police and Crime Commissioner and Chief Constable plans and manages its resources to ensure it can continue to deliver its services.</p>	No significant risks identified	No significant weakness identified
 <p>Governance How the Police and Crime Commissioner and Chief Constable ensures that it makes informed decisions and properly manages its risks.</p>	No significant risks identified	No significant weakness identified
 <p>Improving economy, efficiency and effectiveness How the Police and Crime Commissioner and Chief Constable uses information about its costs and performance to improve the way it manages and delivers its services.</p>	No significant risks identified	No significant weakness identified



VFM commentary: Financial Sustainability

Financial sustainability: Our audit procedures

Our audit procedures obtained assurance over the arrangements in place for the Financial Sustainability sub-criteria set out in AGN03:

- How the body ensures that it identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them;
- How the body plans to bridge its funding gaps and identifies achievable savings;
- How the body plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities;
- How the body ensures that its financial plan is consistent with other plans such as workforce, capital, investment, and other operational planning which may include working with other local public bodies as part of a wider system; and
- How the body identifies and manages risks to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions underlying its plans.

Significant risks identified during planning procedures

In our Audit Plan, we noted that we had yet to complete our detailed value for money planning, but that one area of focus would be on the PCC and CC's financial sustainability arrangements. Having now completed these planning procedures, we identified no risks of a significant weakness in the Police and Crime Commissioner and Chief Constable's arrangements for financial sustainability. In prior years, no significant weaknesses were identified and there are no outstanding recommendations relating to prior years. The Police and Crime Commissioner and Chief Constable's underlying arrangements in relation to financial sustainability are not significantly different in 2024/25.

Overview of our conclusions

Based on the work performed, the Police and Crime Commissioner and Chief Constable had proper arrangements in place in 2024/25 to plan and manage its resources to ensure it can continue to deliver its services.



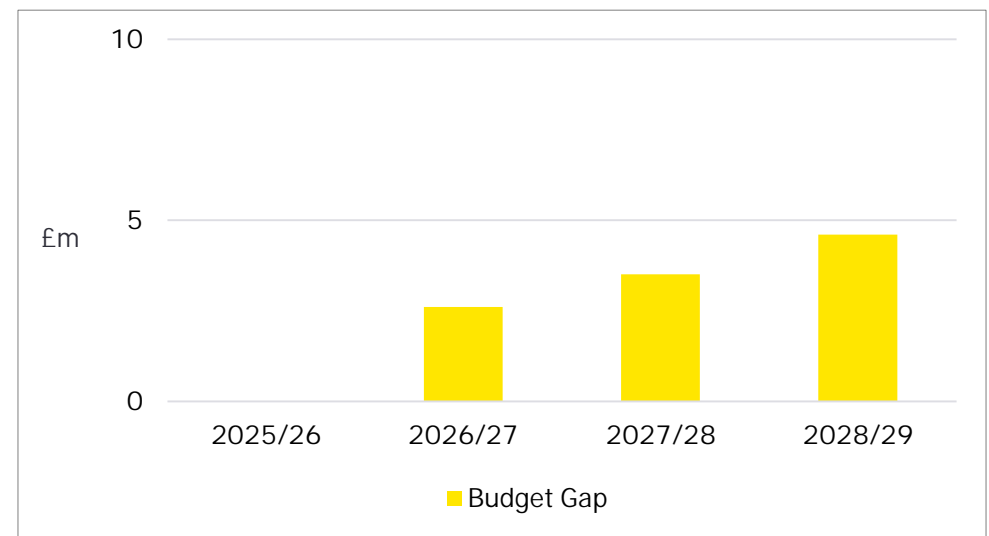
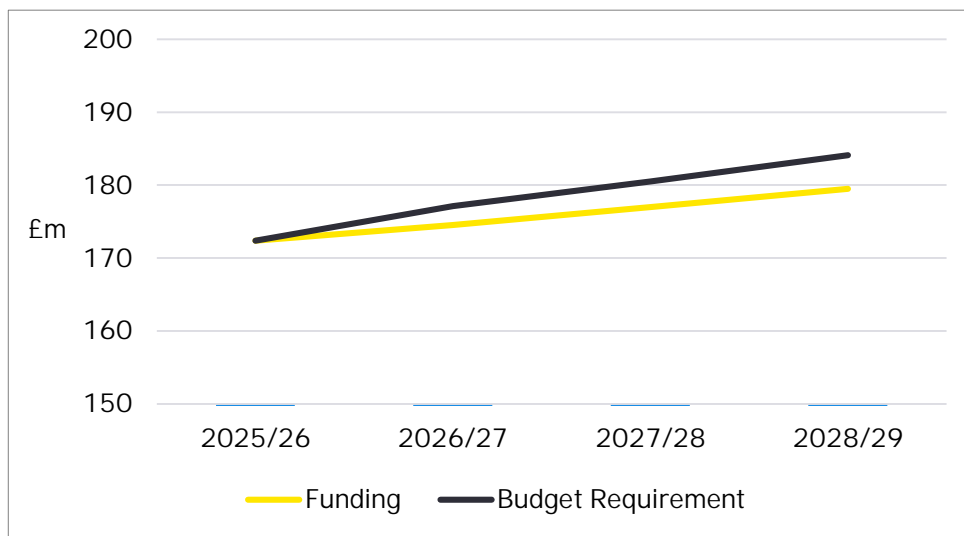
Financial Sustainability considerations

Medium Term Financial Strategy

The Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary presented an updated Medium Term Financial Strategy (MTFS) in January 2025. The Strategy highlights the continuing levels of financial uncertainty across the sector. Key challenges outlined within the Police and Crime Commissioner and Chief Constable's planning include pay and non-pay inflationary factors, together with an increase in demand and the changing nature of crime.

The Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary's MTFS outlines the scale of the challenge over the next five years. The current cumulative funding gap over the period to 2028/29 is £9 million before savings, representing approximately 5% of the annual budget. The current savings programme includes £4.4 million of change and efficiency savings, leaving £4.6 million of savings yet to be identified. Significant risks remain, including the delivery of collaborative projects with Norfolk Constabulary and achievement of savings plans.

Exhibit A: The Police and Crime Commissioner and Chief Constable's MTFP outlines a cumulative gap of £9 million by 2028/29





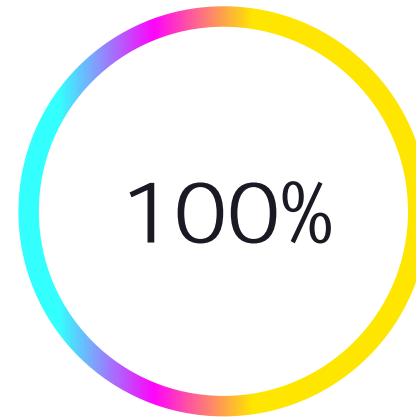
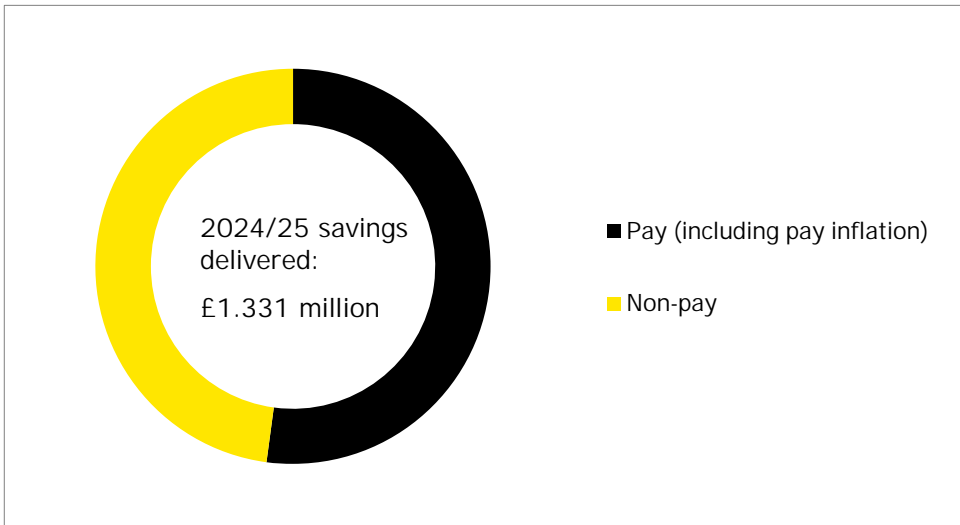
Financial Sustainability considerations (continued)

Savings plans

The Police and Crime Commissioner and Chief Constable's 2024/25 budget relied on the delivery of savings of £1.331 million. The Police and Crime Commissioner and Chief Constable report that 100% of planned savings were achieved, in line with previous years. The achievement of savings is reported to the Accountability and Performance Panel within regular budget monitoring reports.

The Police and Crime Commissioner and Chief Constable plan to deliver £3.594 million of savings in 2025/26, consisting of £2.025 million in pay and £1.569 million in non-pay savings. As of November 2025, the Police and Crime Commissioner and Chief Constable report that delivery of these savings is on target.

Exhibit B: The Police and Crime Commissioner and Chief Constable delivered 100% of planned £1.331 million of savings in 2024/25





Financial Sustainability considerations (continued)

Reserves/outturn position

The Police and Crime Commissioner and Chief Constable approved the Reserves Strategy in January 2024. The Reserves Strategy outlines that the minimum reserves to be held as uncommitted general funds is 3% of the net revenue budget, which equates to around £5 million. This level of general reserves has been maintained. As in previous years, operational underspends have been used to increase earmarked reserves. Overall, the Police and Crime Commissioner and Chief Constable's earmarked and general reserves increased by £5.7 million, to £33.5 million at 31 March 2025. The planned use of earmarked reserves over the next 5 years results in an expected balance of £8.4 million as at 31 March 2029. The Chief Finance Officers consider the level of general and earmarked reserves to be adequate over the medium term.

Exhibit C: The unallocated General Reserve has been maintained at approximately £5 million in 2024/25

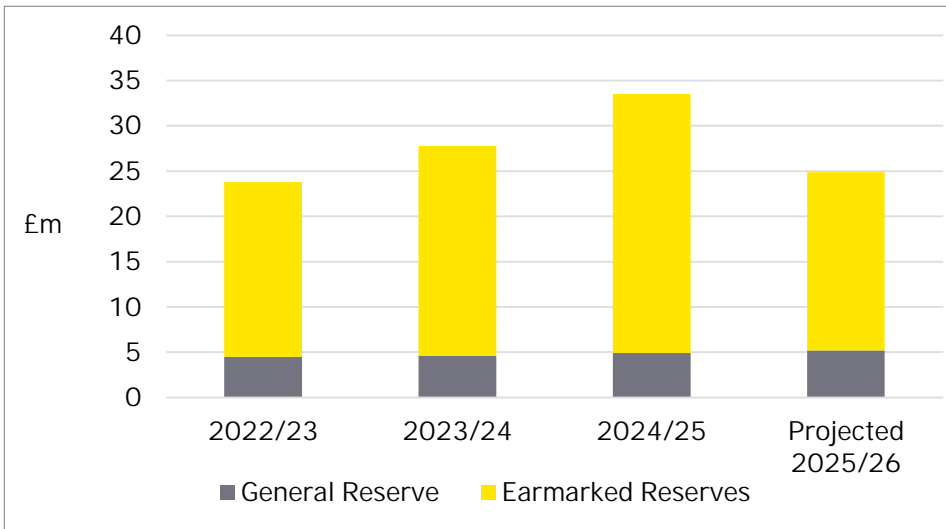


Exhibit D: An overall underspend against budget was reported in 2024/25

Title	Budget £m	Expenditure £m	(Underspend) /Overspend £m
Officer of the Police and Crime Commissioner	1.033	0.869	(0.164)
PCC Commissioning	0.860	0.844	(0.016)
Chief Constable Operational Spending (net)	173.869	170.389	(3.480)
Specific Government Grants	(13.062)	(13.062)	-
Transfer to Reserves	0.285	0.285	-
Total Revenue Expenditure	162.985	159.325	(3.660)
Capital Expenditure	7.038	5.094	(1.944)



VFM commentary: Governance

Governance: Our audit procedures

Our audit procedures obtained assurance over the arrangements in place for the Governance sub-criteria set out in AGN03:

- How the body monitors and assesses risk and how the body gains assurance over the effective operations of internal controls, including arrangements to prevent and detect fraud;
- How the body approaches and carries out its annual budget setting process;
- How the body ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information (including non-financial information where appropriate); supports its statutory financial reporting requirements; and ensures corrective action is taken where needed, including in relation to significant partnerships;
- How the body ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency. This includes arrangements for effective challenge from those charged with governance/audit committee; and
- How the body monitors and ensures appropriate standards, such as meeting legislative/regulatory requirements and standards in terms of officer and member behaviour (such as gifts and hospitality or declarations/conflicts of interests), and for example where it procures or commissions services.

Significant risks identified during planning procedures

In our Audit Plan, we reported that we had yet to complete our detailed value for money planning. Having completed these planning procedures, we identified no risks of a significant weakness in the Police and Crime Commissioner and Chief Constable's governance arrangements. In prior years, no significant weaknesses were identified and there are no outstanding recommendations relating to prior years in relation to governance arrangements. The Police and Crime Commissioner and Chief Constable's underlying arrangements in relation to governance are not significantly different in 2024/25.

Overview of our conclusions

Based on the work performed, the Police and Crime Commissioner for Suffolk and Chief Constable of Suffolk Constabulary had proper arrangements in place in 2024/25 to make informed decisions and properly manage its risks.



Governance considerations

Annual Governance Statement

We have reviewed the framework for the preparation of the Annual Governance Statement. The process, as designed, is adequate to enable the Police and Crime Commissioner and Chief Constable to report on the design and operation of arrangements that ensure sound governance, effective resource and risk management, and robust controls.

We have inspected the Annual Governance Statement and concluded that this is consistent with our knowledge, as identified from review of minutes, other audit work and discussions with management. We are not aware of any additional matters that should be included in the Annual Governance Statement that are not already included.

Informed decision making/Risk management

The Constabulary has a decision-making and accountability framework in place which is defined by the Police Reform and Social Responsibility Act 2011, to enable the Police and Crime Commissioner to make robust, well-informed and transparent decisions and hold the Chief Constable to account.

Each Command and Department maintains a risk register of all the risk identified to the achievement of the operational objectives. There is also a joint risk management process for Suffolk and Norfolk Constabularies where risks are dealt with by mitigation and/or escalation to the appropriate level.

The Strategic Risk Register is reviewed by the Police and Crime Commissioner three times per year as part of the closed session of the Accountability and Performance Panels. The Office of the Police and Crime Commissioner (OPCC) also produce their own Strategic Risk Register which is reviewed through the OPCC meeting structure, including Strategic Governance Board and Estates Governance Board.



Governance considerations (continued)

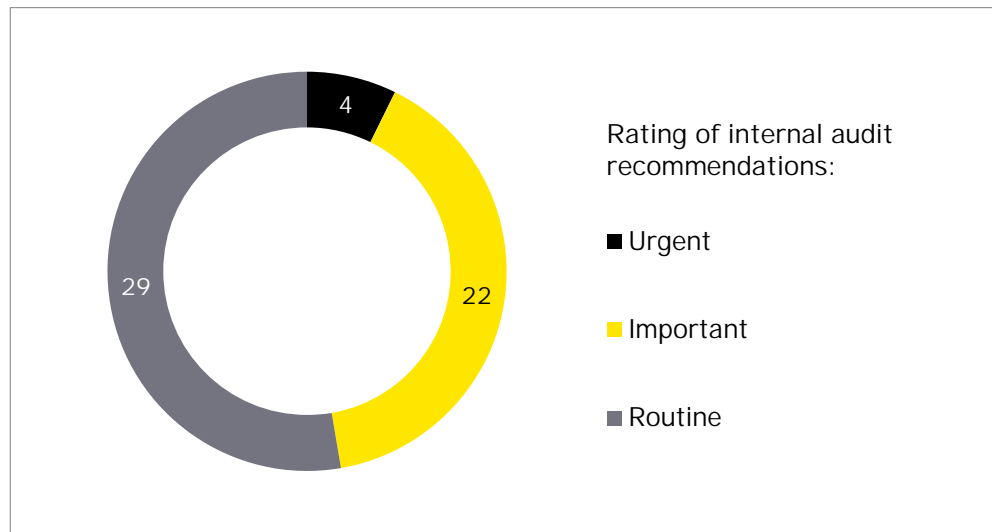
Internal Audit arrangements

The Police and Crime Commissioner and Chief Constable's Internal Audit service is outsourced to a third party, TIAA. The Internal Audit service help provide assurance over the effectiveness of internal controls and ensure compliance with policy and procedures.

The Internal Audit Plan for 2024/25 was presented to the 15 March 2024 Joint Independent Audit Committee, with progress against the plan regularly reported throughout the year. The Head of Internal Audit concluded that, for the 2024/25 financial year, reasonable assurance may be awarded over the framework of governance, risk management and controls at the Police and Crime Commissioner and Chief Constable.

Internal Audit published three limited assurance reports during the year, relating to retention of staff, workforce planning and limited duties, which included four urgent recommendations to strengthen the control environment. The implementation of these and any other recommendations are monitored by the Joint Independent Audit Committee and are generally implemented as planned. As at 30 September 2025, the retention strategy and workforce plan are awaiting formal sign off, therefore two of the 2024/25 urgent recommendations remain outstanding.

Exhibit E: Internal Audit made a total of 55 recommendations relating to 2024/25





Governance considerations (continued)

Local Government Reorganisation

Local Government Reorganisation is expected to pose challenges for local authorities over the next year. During this period of change, the Police and Crime Commissioner and Chief Constable must maintain essential services and fulfil statutory duties. According to the Ministry of Housing, Communities, and Local Government (MHCLG) guidance issued in July 2025, decisions made by the Police and Crime Commissioner and Chief Constable prior to reorganisation regarding ongoing service delivery and the medium-term financial strategy should focus on providing value for money for taxpayers and avoid limiting future decisions or sustainability of new bodies.

The government has stated that it will issue directions under section 24 of the 2007 Act after Structural Changes Orders are made, specifying a person authorized to give consent on relevant matters and outlining how this authority should be exercised. MHCLG has noted these directions will follow previous precedents, requiring written consent from the successor body for land disposals and contracts exceeding a specified value.

To comply with MHCLG guidance and forthcoming directions, PCC, CC and statutory officers need to be aware of their responsibilities and ensure that appropriate accounting and governance systems are maintained.

Failure to prevent fraud

The offence of failing to prevent fraud, as introduced by the Economic Crime and Corporate Transparency Act 2023, became effective on 1 September 2025. The Home Office has published statutory guidance (most recently updated in October 2025) which organisations must consider. This guidance outlines the core principles for establishing, reviewing, or enhancing anti-fraud procedures.

It is recommended that the Police and Crime Commissioner reviews its existing fraud policy and procedures against the latest Home Office guidance. If this review has not yet taken place, it should be prioritised to ensure compliance with the Act and to mitigate the risk of enforcement action.



VFM commentary: Improving economy, efficiency and effectiveness

Improving economy, efficiency and effectiveness: Our audit procedures

Our audit procedures include:

- How financial and performance information has been used to assess performance to identify areas for improvement;
- How the body evaluates the service it provides to assess performance and identify areas for improvement;
- How the body ensures it delivers its role within significant partnerships and engages with stakeholders it has identified, in order to assess where it is meeting its objectives; and
- Where the body commissions or procures services, how it assesses whether it is realising the expected benefits.

Significant risks identified during planning procedures

In our Audit Plan, we reported that we had yet to complete our detailed value for money planning. Having completed these planning procedures, we identified no risks of a significant weakness in the Police and Crime Commissioner and Chief Constable's arrangements for improving economy, efficiency and effectiveness. In prior years, no significant weaknesses were identified and there are no outstanding recommendations relating to prior years in relation to improving economy, efficiency and effectiveness. The Police and Crime Commissioner and Chief Constable's underlying arrangements in relation to improving economy, efficiency and effectiveness are not significantly different in 2024/25.

Overview of our conclusions

Based on the work performed, the Police and Crime Commissioner and Chief Constable had proper arrangements in place in 2024/25 in how it uses information about its costs and performance to improve the way it manages and delivers its services.



Improving economy, efficiency and effectiveness considerations

Financial and performance information

The Police and Crime Commissioner and Chief Constable have an array of performance metrics, including organisational goals for the next 12 months, across all aspects of its operations against strategic priorities that are set out in the Police and Crime Plan. Performance is reported in the bi-monthly Accountability and Performance Panels. Where performance is below plan, this is followed up on to seek the required improvements. Depending on the performance area, the Police and Crime Commissioner or Chief Constable will have oversight of the actions being identified and taken to address the areas identified for improvement.

Each police force is regularly inspected by HMICFRS and publishes its PEEL (police effectiveness, efficiency and legitimacy) report outlining its performance against a wide range of quality measures. The latest report was published in October 2023, where inspectors judged that Suffolk Constabulary is:

- Good at preventing crime, recording data about crime and using police powers and public treatment;
- Adequate at investigating crime, developing a positive workplace and leadership and force management;
- Requires improvement in protecting vulnerable people and managing offenders; and
- Inadequate in responding to the public.

The Constabulary responded positively to the findings with its response published on the Constabulary website. The PEEL report was also presented to the Accountability and Performance Panel meeting in November 2023, with an agreed action plan to respond to the areas for improvement. We confirmed that the implementation of recommendations is on track, and that key performance indicators have also been improving since the inspection. Therefore, we are satisfied that the response and governance over the identified weaknesses have been appropriately considered and acted upon in a timely manner.

Procurement and contract management

The Constabulary has a procurement strategy to ensure services and goods are procured in line with relevant legislation, professional standards and internal policies. Contract management arrangements monitor the delivery of services and goods.

The Seven Force Procurement Function has been created to support police procurement activity in all the seven police areas; Norfolk, Suffolk, Cambridgeshire, Essex, Bedfordshire, Hertfordshire and Kent. All procurement contracts over £50,000 will be managed by the Seven Force Procurement Function, with procedures covered by the Seven Force Procurement Contract Standing Orders. A Seven Force Strategic Procurement Policy has also been published.

Partnership working

Suffolk and Norfolk Constabularies have been collaborating since 2010. The collaboration work has delivered in a number of joint units and departments in areas such as major investigations, protective services, custody, transport and IT. The Police and Crime Commissioners and Chief Constables of both Counties meet regularly through the attendance of Norfolk and Suffolk Collaboration Panel to consider issues of mutual interest and to monitor the collaborative work between the two forces and keeping the collaborating arrangements under review.

There are service level agreements for joint and collaboration working arrangements and formal protocols for entering new arrangements.



04 Appendices

Appendix A – Summary of recommendations

Recommendations brought forward from 2023/24

We did not make any recommendations as a result of our 2024/25 financial statements audit and value for money work. The table below sets out the recommendations arising from the prior year, 2023/24, and provides an update on progress made in the current year.

Recommendation	Progress made in 2024/25
The PCC should consider the timing of property, plant and equipment valuations in future years to minimise the risk of material changes occurring between the valuation date and 31 March.	Property, plant and equipment valuations were undertaken as at 1 January 2025 with an assessment made for any significant changes during the subsequent three months of the financial year.
The PCC and CC should resolve any issues with the payroll system interface and eliminate any remaining differences sitting within their control accounts.	Work is ongoing to resolve this issue. Testing of year-end payables identified that remaining differences total £1,200 as at 31 March 2025 in relation to income tax and national insurance. We will revisit the progress made during the 2025/26 audit.
The PCC should ensure that all lease agreements are approved and signed before the commencement of the lease to which they relate.	Work is ongoing in relation to leases. Our testing in 2024/25 identified one lease agreement which had not been finalised prior to commencement and one lease agreement which had expired where the new agreement was not yet in place. We will revisit the progress made during the 2025/26 audit.

EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

Ernst & Young LLP

The UK firm Ernst & Young LLP is a limited liability partnership registered in England and Wales with registered number OC300001 and is a member firm of Ernst & Young Global Limited. Ernst & Young LLP, 1 More London Place, London, SE1 2AF.

© 2025 Ernst & Young LLP. Published in the UK.
All Rights Reserved.

UKC-038566 (UK) 03/25. Creative UK.
ED None

Information in this publication is intended to provide only a general outline of the subjects covered. It should neither be regarded as comprehensive nor sufficient for making decisions, nor should it be used in place of professional advice. Ernst & Young LLP accepts no responsibility for any loss arising from any action taken or not taken by anyone using this material.

ey.com/uk