

Annual Governance Statement 2016/17

This section details the Police and Crime Commissioner for Lincolnshire's governance arrangements in operation during 2016/17 including plans for the financial year 2017/18.

INTRODUCTION

Good governance is about how organisations ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner. It comprises the systems, processes, culture and values by which organisations are directed and controlled, and through which they account to, engage with and, where appropriate, lead their communities.

All Police and Crime Commissioners and Chief Constables are required by regulation to produce an Annual Governance Statement (AGS). This is a document which accompanies the statement of accounts and describes how good our governance arrangements have been over the last 12 months and sets out areas for development.

SCOPE OF RESPONSIBILITIES

The Police and Crime Commissioner for Lincolnshire ("the Commissioner") is responsible for ensuring his business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Commissioner has a duty under the Policing Protocol Order 2011 to secure value for money on behalf of the public that he serves.

In discharging this overall responsibility, the Commissioner is required to put in place proper arrangements for the governance of his affairs and which facilitate the exercise of his functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. In exercising this responsibility the Commissioner places reliance on the Chief Constable of Lincolnshire Police to support the governance and risk management processes.

The Lincolnshire Police Annual Governance Statement is signed by the Chief Constable in his own set of accounts and supports the group governance arrangements.

The Commissioner has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework: Delivering Good Governance in Local Government. A copy is available on the Commissioner's website at <http://www.lincolnshire-pcc.gov.uk/Transparency/Corporate-Governance.aspx> or can be obtained from the Office of the Police and Crime Commissioner for Lincolnshire, Police Headquarters, Deepdale Lane, Nettleham, Lincoln, LN2 2LT. Telephone 01522 947192 or email lincolnshire-pcc@lincs.pnn.police.uk.

This statement explains how the Commissioner has complied with the Code and also meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015 in relation to the publication of an annual governance statement.

In accordance with paragraph 3.7.4.3 of the Code of Practice on Local Authority Accounting for 2015/16; the Commissioner's financial management arrangements

conform with the governance requirements of the CIPFA Statement on the Role of the Chief Finance Officer (CFO) of the Commissioner and the CFO of the Chief Constable.

THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems and processes, and culture and values utilised in the discharge of the Commissioner's statutory functions. It enables the Commissioner to monitor the achievement of his policies and strategic plans (as outlined in the Police and Crime Plan for Lincolnshire and associated strategies) and to consider whether those plans have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Commissioner's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, to manage them effectively, efficiently and economically.

The governance framework has been in place for the year ended 31 March 2017 and up to the date of approval of the statement of accounts.

THE GOVERNANCE FRAMEWORK

The governance regime introduced by the Commissioner gives effect to the provisions of the Police Reform and Social Responsibility (PR&SR) Act 2011. This framework was designed so that:

- where statutory powers provide for non-operational decision making that rests with the Commissioner, the Commissioner may give consent for certain decisions to be reached by the Chief Constable
- there is clarity on which statutory powers of the Commissioner have been delegated to the Commissioner's staff
- the decision making structure provides for effective management of resources
- proportionate control mechanisms are in place in order to secure probity in the use of public resources and value for money
- the Commissioner can be assured that the highest standards of openness, transparency, integrity, respect for others and corporate governance in the exercise of functions
- the Commissioner is seen to be accountable to the people of the area for the delivery of the service.

By law the Chief Constable is responsible for operational policing matters, the direction and control of police personnel, and for putting in place proper arrangements for the governance of Lincolnshire Police. It is however the Commissioner who is required to hold him to account for the exercise of those functions and those of the persons under his direction and control. This is done in a manner that recognises the commitment of the Commissioner and Chief Constable to abide by the working principles of the Policing Protocol as set out in the Schedule to the Policing Protocol Order 2011.

The key elements of the systems and processes that comprise the governance arrangements put in place for the Commissioner and the Chief Constable are measures:

- for identifying and communicating the Commissioner's vision, purpose and intended outcomes;
- for reviewing the Commissioner's vision and its implications for governance arrangements;
- for measuring the quality of services for users, for ensuring they are delivered in accordance with the Commissioner's objectives and for ensuring that they represent the best use of resources;
- for defining and documenting the roles and responsibilities of the Commissioner and Force and the senior officers of each, setting out clear delegation arrangements and protocols for effective communication, and arrangements for challenging and scrutinizing Force activity;
- for developing, communicating and embedding codes of conduct, defining the standards of behaviour for officers and staff;
- for reviewing and updating standing orders, standing financial instructions, a scheme of delegation, contract/procurement regulations, and supporting procedure notes/ manuals, which clearly define how decisions are taken and the processes and controls required to manage risks;
- for undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committee – Practical Guidance for Local Authorities; - *Delivering good governance in local government: Guidance note for Police*;
- for ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful;
- for whistle blowing and for receiving and investigating complaints from the public and handling redress;
- for identifying the development needs of senior officers in relation to their strategic roles, supported by appropriate training;
- for establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation;
- for incorporating good governance arrangements in respect of partnerships and other group working and reflecting these in the Commissioner's overall governance arrangements.

The governance framework has been adopted by the Commissioner and the Chief Constable. The Commissioner's Code of Corporate Governance together with the Governance Framework is available at: <http://www.lincolnshire-pcc.gov.uk/Transparency/Corporate-Governance.aspx>.

REVIEW OF EFFECTIVENESS

The Commissioner has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework including the system of internal control.

This review has been informed by the work of the Chief Executive (CE), and the Chief Financial Officer (CFO), internal auditors, and also other members of the Commissioner's staff who have the responsibility for the development, maintenance and operation of the governance environment. In addition comments made by the internal and external auditors and other review agencies and inspectorates have informed this review.

The Commissioner and Chief Constable have a Joint Independent Audit Committee (JIAC) that meet at least 4 times a year. The JIAC provides advice on matters relating to the adequacy and effectiveness of the financial and other controls,

corporate governance, financial and contract regulations and risk management arrangements operated by both the Commissioner and the Chief Constable. The JIAC is subject to an annual self-assessment.

The JIAC has received and considered independent reports from both Internal and External Audit and monitored the implementation of action plans drawn up to address identified internal control weaknesses. The Head of Internal Audit provides an opinion, based on the work undertaken in the year, on the adequacy and effectiveness of the assurance framework, risk management, internal control and governance. The External Auditor provides an opinion on the financial statements/value for money.

There are a number of internal groups that meet on a regular basis to enable the Commissioner to carry out effective monitoring and review of the Force's performance and assess progress made against the objectives stated in the Police and Crime Plan. The Performance Governance meetings consider police performance (crime) and the Resources Governance meeting considers financial, people, estates and ICT resources. The Professional Standards Governance meeting reviews matters relating to the conduct of police officers and staff. The Police and Crime Strategic Board (P&CSB) consider long term strategy development, significant and emerging risk areas and the Chief Constable's report.

The effectiveness of the governance framework has been reviewed by the Commissioner's Executive Team¹ in the year 2016/17. The review has included

- the internal audit reports, including: governance (decision making) and delivery of the police and crime plan.
- consideration of the Commissioner's approach to risk management,
- the code of corporate governance and the annotated code providing sources of evidence
- the Commissioner's Decision Making Framework and practical application of the significant public interest policy statement
- the Commissioner's Publication Scheme and approach to ensuring that information is publicly available and transparent
- the Integrated Scheme of Governance (ISG) that includes the Scheme of Consent, Commissioner's and Chief Constable's Scheme of Delegation and the Financial and Contract regulations.
- consideration of the Commissioner and Chief Constable's joint assurance map
- ongoing development and review of the Commissioner's Operational Delivery Monitoring Plan
- review and monitoring of Lincolnshire Police performance (both organisational and operational) through the governance meeting structure and written and oral briefings
- external auditors and their formal reporting.

As part of this effectiveness review it was identified that the CIPFA Delivering Good Governance Guidance Notes for Policing Bodies has been revised and was published in June 2016. The commissioner has therefore adopted this revised guidance and it has been used to refresh the Corporate Code of Governance to align with the revised Governance Principals set out in the 2016 CIPFA framework. Assurance on the effectiveness of the Commissioner's regulatory framework has been provided by the CE who, as Monitoring Officer, has a legal duty to ensure the lawfulness and fairness of decision-making. Specialist legal advice is available to the Monitoring Officer as required.

¹ Chief Executive, Chief Finance Officer

Assurance on the effectiveness of the Commissioner's financial controls has been provided by the CFO who was designated as the responsible officer for the administration of financial affairs under section 151 of the Local Government Act 1972. Systems are in place to ensure the lawfulness and financial prudence of decision-making and to fully discharge the responsibilities of the role. The financial arrangements in place conform to the governance requirements of the CIPFA Statement on the Role of the CFO of the Police and Crime Commissioner and the CFO of the Chief Constable (March 2014).

The ISG was first published in 2014 to reflect the new governance arrangements arising from the PRSR Act 2011. The JIAC has been consulted on the scheme and its content is reviewed annually. Prompted by internal audit, a mandatory ISG training package has been developed for all relevant staff. The training package is designed to allow staff positively to attest that they are cognisant of the policies relating to the scheme and the financial and contract regulations. This 'e-learning' package is delivered through the National Centre for Applied Learning Technologies (NCALT). Further action identified from this training will be progressed during 2016/17

The Commissioner's risk management arrangements are well developed and embedded. The JIAC reviews the Commissioner's risk management strategy on an annual basis and monitors the Commissioner's strategic risk register quarterly. The Executive team consider and review risks on a monthly basis through management meetings. The risk register and assurance framework are aligned and drive improvement activity where assurance on the effectiveness of controls needs to be strengthened. Following comments from the JIAC in October 2016 a review of the structure of the joint Assurance Map and its supporting processes has commenced with a view to improving its effectiveness.

The Commissioner is committed to promoting fairness and equality and ensuring that people are treated with respect and dignity at all times. The monitoring and review of equality and diversity issues is carried out on a quarterly basis through a member of the Commissioner's staff meeting with the Force's Equality and Diversity Officer. The Commissioner also has oversight of the Chief Constable's approach to stop and search. This is achieved through quarterly reporting from the Superintendent lead.

The Police and Crime Panel in Lincolnshire exist to scrutinise the Commissioner (not the Chief Constable), to promote openness in the transaction of PCC business and to support the Commissioner in the effective exercise of his functions. In Lincolnshire, the Commissioner and his senior staff have attended every meeting of the Police and Crime Panel.

The Commissioner published his Annual Report in June 2016 and presented it to the Panel. The Annual Report demonstrates how the Commissioner has carried out his legal duties, sets out what has been achieved over the year and reports on the progress that has been made in meeting the objectives set out in the Police and Crime Plan. The audited Financial Statements are published on the PCC's website to complement the Annual Report. The report is available at: <http://www.lincolnshire-pcc.gov.uk/Transparency/Annual-report.aspx>.

Within the first few months of taking office the Commissioner made clear his intention to transition from a joint media and communications strategy and function, shared with the Chief Constable, to one of an independent arrangement with a specialist provider. The contract for this specialist role was placed into a formal tendering process and the successful bidder was appointed in November 2016. This

arrangement will allow the Commissioner to have a bespoke service tailored and responsive to his specific requirements, its implementation will be further developed and refined following its commencement in December 2016.

The Commissioner engages in widespread consultation, key examples include subjects such as, the police budget, which received over 1,800 responses, and the development of the Police and Crime Plan. The Commissioner is also committed to being accessible to the public through a wide range of channels. Over the course of the year, the Commissioner received 705 pieces of correspondence, including 51 Freedom of Information (FOI) Requests². In addition, The Commissioner is an avid user of social media such as Facebook and Twitter, used to enhance his public visibility and reach. For example he has personally made over 1,600 tweets attracting over 1,500 'followers' since taking office in May 2016. All of which demonstrates that there is an effective link between the public and the directly elected individual charged with governance. The Commissioner is also committed to openness and transparency and maintains a dedicated section on his website to meet his statutory obligations in this area, including the publication of expenses, salaries of senior staff and expenditure over £500 and a list of assets held.

Lincolnshire Police and the Commissioner have a joint Anti-fraud and Corruption Policy in place which has been reviewed during the year. Quarterly meetings ensure that current and emerging risks and issues in relation to anti-fraud and corruption are regularly discussed and reviewed and the JIAC are kept abreast of any issues arising. The P&CSB adopted the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption published in 2014 that will help both organisations to maintain their vigilance to tackle fraud.

The Commissioner has ensured he has arrangements in place for receiving and handling complaints from the public which are within his statutory remit.

The Chief Constable has undertaken his own review of governance and his own Annual Governance Statement has informed and supports this statement.

The Commissioner has been advised on the implications of the result of the **review of the effectiveness of the governance framework** by the executive team and that the arrangements **continue to be regarded as fit for purpose in accordance with the governance framework**. The areas already addressed and those to be specifically addressed with new actions planned are outlined below.

SIGNIFICANT GOVERNANCE ISSUES

The Risk Register is a tool that identifies the risks that would prevent or distract the Commissioner from achieving his objectives.

The joint assurance map is recognised by the Commissioner and the Chief Constable as a vital tool for effective corporate governance. It provides timely and reliable information on the effectiveness of the management of major strategic risks and significant control issues; it also provides a cohesive and comprehensive view of assurance across the risk environment. The assurance map provides much of the evidence base for this annual governance statement. Independent assurance is also provided by the JIAC.

High level risks on the assurance map are considered on a quarterly basis to support the continuous assessment of the effectiveness of the management of risk and internal control. The Commissioner's significant governance issues are detailed below, sourced from the map and Commissioners risk register, and they include an

² Total number of requests in the period April 2016 to March 2017 - TBC

outline of the actions taken or further work that is required to address the issues and whom has responsibility for these.

Risk of failure to persuade government of Lincolnshire's case for a fairer share of national funding.

During 2015/16, the Government consulted on reform of police funding in England and Wales. A new, simplified allocation model was proposed which would have enabled funding to be provided sustainably to, and allocated fairly between, Police and Crime Commissioners in England and Wales. Both the PCC and Chief Constable supported these proposals and engaged proactively with Government to refine an approach which would have seen Lincolnshire benefit by around £8 million annually. Government's plans indicated the new formula would be implemented from 2016-17. However, due to technical issues with the data, the Home Office halted introduction of the new formula, pending further work.

In September 2016, The Policing Minister announced how he intended to progress the Government's review of the police funding formula. He confirmed that he was committed to reform because the current arrangements were complex and becoming increasingly outdated. The Minister's letter set out the detailed arrangements for working with PCCs and Chief Constables and encouraged their engagement with the process. He confirmed that he intended to undertake further public consultation before reaching final decisions. The Commissioners planning assumption is that consultation proposals will emerge during the early part of 2017/18 with implementation of the revised formula being commenced from 2018/19.

Both the PCC and the Chief Constable remained supportive of Government's original proposals for reform of the funding formula and continued to make Lincolnshire's case to Government. The PCC's current medium term financial plans assume reform will result in a larger share of the police grant for Lincolnshire in the medium term.

Risk of a lack of effective succession planning (Chief Officer Team)

The risks identified by the Commissioner and his Executive Team relating to succession planning in both the chief officer ranks and broader succession planning issues across other ranks has seen significant positive activity. A permanent appointment to the position of Deputy Chief Constable was made in May 2016 adding to the longer term stability of the chief officer team. In September 2016 the Chief Constable announced his intention to retire effective from February 2016. The Commissioner duly embarked on an extensive recruitment process which saw the position opened up to include international applicants. Following a rigorous selection process a pool of 5 suitable candidates was identified from which 4 were invited to interview. The number of suitable candidates attracted to the role was testament to the thoroughness of the recruitment process, bearing in mind the problems encountered nationally when other forces / Commissioners have tried to recruit to chief officer positions often with only single applicants responding. Following the interview process the commissioner identified his preferred candidate for the role. This decision was then ratified by the Police and Crime Panel in December 2016. The new Chief Constable commenced directly after the departure of the current Chief on 1 February 2017 thereby ensuring a smooth handover of responsibilities.

Broader succession planning issues have also seen positive activity particularly in the areas identified by HMIC in their previous leadership inspection report. One example is the establishing of a talent development programme called "The Edge" aimed at developing both officers and members of staff with leadership potential. The programme commenced in June 2016 with the first intake due to complete their programme of enhanced development opportunities by September 2017. In their current Leadership Inspection report published in December 2016 HMIC acknowledged this identifying that the force now has a number of programmes that

form part of a talent management strategy, to identify future leaders and commented that, *“Lincolnshire Police has a good approach to trying to ensure it draws the best candidates from the widest possible pool of potential senior leaders. Many innovative and creative methods exist to identify potential senior leaders at all ranks and grades from both within and outside the force.”*

The work undertaken by the Force and Commissioner in this area has had a significant impact on the risk originally raised by the Commissioner and his executive team and as a result there is now a more permanent chief officer team in place and a range of programmes under a talent management strategy to enable better succession planning.

Risk of failure to achieve and demonstrate efficiencies and value for money

The Commissioner and Chief Constable both have a statutory duty to make the best use of resources available to them. The Police and Crime Plan commits to obtaining value for money from all funding and avoiding waste. Over the last year key work streams have furthered this commitment including: the continued roll-out of significant technical solutions such as Body Worn Video and Mobile Technology. Oversight is gained through the Resources Governance meeting and the Police and Crime Strategic Board; independent assurance is gained through HMIC via the Efficiency pillar of their PEEL inspection programme. In November 2016, HMIC graded the Force as ‘Good’ in respect of the efficiency with which it keeps people safe and reduces crime.

The Commissioner continues to support the Force in maintaining project and programme discipline to ensure that anticipated benefits are realised and the development of an embedded approach to benefits realisation remains a priority for 2017/18. The Financial Strategy includes performance measures relating to both financial health and financial performance, supported by a number of plans and policies.

Risk of failure to deliver and demonstrate VfM in regional collaboration

The Commissioner and Chief Constable collaborate with the East Midlands region in many operational and back office areas. The Special Operations Unit, Major Crime Unit, Special Branch and Forensics Services have been in place for several years with Occupational Health and Legal Services, Criminal Justice and Operational Support more recently forming collaborative services. Following the assurance mapping across a number of regional collaborations undertaken by RSM Tenon during 2015, the output has informed internal audit plans for 2016/17. During 2016/17, internal audits of 5 regional collaborations are planned, including three with which Lincolnshire Police is involved: EM Legal Services, EMOpSS, and EMSOU. On behalf of the regional PCCS, a review of regional governance has recently been undertaken. Recommendations for the strengthening of this function are currently being considered by PCCs. This area of business remains under scrutiny via the risk register and assurance map.

Risk of failure to ensure that Strategic Partner/Partners' objectives are delivered (refreshed narrative required)

The Commissioner's strategic partnership with G4S continues to deliver service improvements and savings. The contract is overseen through a robust governance structure and through the Commercial Partnership Team who manage and monitor the contract on behalf of the Commissioner. The Performance and Delivery Board meet on a quarterly basis and their remit includes assuring compliance with service performance standards, oversight of transformation initiatives and benefits realisation. The Executive Board meets every 6 months and takes ownership of the vision for the partnership and strategic planning to deliver the vision.

Following internal audits carried out in 2013/14, there was concern raised about the number of opinions on Lincolnshire Police's financial controls that were RAG rated red/amber³. However, following subsequent audits the ratings in the March 2016 Internal Audit Progress Report are as follows; Cash, Bank & Treasury, Income & Debtors were all rated as "Green/Significant Assurance". The Payments & Creditors audit report rated the level of assurance as "Green/Satisfactory". The CIPFA Financial Management Review and self-assessment planned for 2015/16 has been completed. Work has commenced on the resulting action plan and will continue over the next two years. **Progress** ?The Firearms Licensing department continues to have difficulties in meeting the demands placed on it. A number of reviews of the department have been conducted by G4S and Lincolnshire Police to look for improved means of managing and administering the licensing process. ADD IN DETAILS FROM PROPOSAL G4S business plan for licensing software and online solution.

Inspectorate findings

HMIC's PEEL Inspection programme for 2016/17 scrutinises all 43 forces in England and Wales and examines their Efficiency, Effectiveness and Legitimacy providing comparable grades for each force against these three "Pillars". Inspections are conducted throughout the year and grades are published on HMIC's website. At the end of each inspection year a PEEL assessment is published in which the HMI for the force area summarises the overall performance for each Force. In 2015/16 HMI for Lincolnshire commented in the summary, "I am satisfied with some aspects of the performance of Lincolnshire Police in keeping people safe and reducing crime, but there are areas in need of improvement in order to provide a consistently good service". Following this In November 2016 the current PEEL grade for Lincolnshire Police Efficiency was assessed as "Good". This represents an improvement over the previous years grade of "Requires Improvement". In addition HMIC asserted that *"the force has done what can reasonably be expected to become efficient , to maximise value for money for the taxpayer while providing an effective policing service to the communities of Lincolnshire"*. The next PEEL inspection grade received, in December 2016, was Legitimacy which was graded as "Good" this maintained the grade achieved the previous year. In February 2017 HMIC graded the force's effectiveness as **XXXX this represents an XXXX on** last times grade of "Requires Improvement". In September 2016 the force was re-admitted to the national "Best Use of Stop and Search Scheme" (BUSS) following a re-inspection visit which showed clear improvement and compliance with the requirements of the scheme. Other notable HMIC inspection visits outside of the PEEL programme included an update visit in October 2016 to check on the progress against recommendations made as a result of the unannounced custody inspection in September 2015. This also recognised good progress had been made in addressing the issues identified in the inspection. The PCC continues to monitor progress against all the inspectorate's outstanding recommendations through a variety of means including a regular report produced for the Police and Crime Strategic Board – this continues to be developed to ensure its effectiveness under the direction of the deputy chief constable. In addition the JIAC also receive a regular report to aid their monitoring of force activity in this area. The commissioner is required by law to respond to all force specific HMIC reports and these responses are published on the PCC's website. Changes to the time limit for and content of the responses published may change to align with proposed new legislation which has recently completed its passage through parliament. The overall assessment of the forces performance by the HMI for Lincolnshire is scheduled for publication in the spring of 2017.

³ e.g. cash, banking and treasury management, payments and creditors, income and debtors

Failure to deliver objectives of Tri-service "Blue Light Programme".

The Commissioner formally signed the decision notice to approve the Blue Light Collaboration programme on 26 July 2016. This is an ambitious programme of work between Lincolnshire Police (LP), Lincolnshire County Council (LCC) Lincolnshire Fire & Rescue (LFR) and the East Midlands Ambulance Service (EMAS). The programme has a "Golden thread" of closer working running throughout it and includes a broad ranging estates review and a project team looking at interoperability and opportunities for integration. Two key elements are the shared headquarters project whereby LFR and LP will share a headquarters based in the current police HQ in Nettleham, as well as a shared control room, and a Blue Light Campus which will see the creation of a tri-service integrated operational station of circa 400 frontline personnel. The programme has attracted over £7.5 m of Police innovation funding and financial commitment from LCC and EMAS. The programme has the potential to deliver a significant number of benefits to Lincolnshire Police and its partners and to the Public of Lincolnshire with a clear imperative to deliver a sustainable solution that represents value for money. The Governance and project management of this programme of work is a major undertaking in its own right with assurance needing to be provided to all stakeholders and specific review and reporting points being specified by the Home Office within its Grant Agreement criteria. The programme involves both capital investment and Revenue funding by the PCC to deliver the programme. Initial costs for the creation of a shared headquarters were much higher than had been estimated (almost double) and this has required costs to be "managed down" in addition the need to meet challenging spending criterion set by the Home Office which if not met could lead to the loss of funding, has led to concerns being raised by the PCC. The PCC's risk Register reflects this situation by raising the score to a maximum Critical Risk score of RED16. The PCC has requested that consideration be given to further bolstering the assurance and governance processes already in place. Options are currently being considered to enhance both the financial management and monitoring of the programmes progress as well as additional specialist support for the project teams involved.

Lack of resilience in the Office of Police and Crime Commissioner.

The first transition of Police and crime Commissioners (PCC) following an election was inevitably going to a significant governance event during 2016. Strategic and tactical planning was put in place that was at least equal to that during the transition from the police authority.

The electoral process itself added a new dimension and uncertainty to the Office of the Police and Crime Commissioner (OPCC). For the first time the "track record" of a sitting PCC and the performance of his team became a public and political issue with candidates making statements about the OPCC as part of their electoral "pitch". For many of the OPCC staff this was the first time that they had been subject to such public debate and it caused significant uncertainty and apprehension.

The potential for a change of PCC itself created significant uncertainty on a personal, organisational and structural level and added to the apprehension.

Careful planning, steady reassurance and communication and the quality of the small team ensured that the OPCC was ready for the outcome of the election in May.

The new PCC brought a number of new ideas and views about the OPCC structure and in addition a significantly different workstyle and also the introduction of a Deputy PCC. The PCC and Deputy were going to need significantly more support in researching and policy development. Particularly significant was the PCC's view that a shared communications service with the force was not desirable or sustainable. This led to a restructure of the OPCC. Following consultation the shared head of Communications role (which was also the Deputy Chief Executive) was disestablished and opportunities for two graduate interns and an apprentice were

created. Change was effected rapidly with the DCE leaving in August and recruitment of intern and apprentice completed so that they started in January 2017. External media support for the PCC was procured commencing in December 2016 all from within existing budgets meeting the PCCs pledge on resources and creating new opportunities for local people. (Both interns are on the University of Lincoln scheme). The period of transition following the election was challenging to the small OPCC team. Losing a long term valued colleague (DCE) stretched resources in the team and inevitably had personal impact on the team at a time when a great deal of change was already going on.

As in the planning stage the OPCC staff responded magnificently in coping with change during transition and in demonstrating a positive and effective attitude to the new structure. The rapid procurement/recruitment processes were supported by all and has ensured a rapid reshaping to better support the new PCC requirements.

While resilience and individuals were tested at no stage was the meeting of the PCC's statutory responsibilities put at risk during the transition. Going forward the OPCC Chief Executive will continue to monitor the resource requirements to support the PCC and the new Police and crime plan. In delivering the Police and crime Plan the OPCC will seek to work closely with partners rather than seek to expand the OPCC.

Anti-Corruption operation "ARGO" (to be updated)

In January 2016, Lincolnshire Police began an investigation following our anti-corruption unit receiving internally, an allegation that staff within the Force Control Room were calling 999, at quiet times, to ensure calls were picked up quickly to improve perceived performance. The force engaged immediately with the Independent Police Complaints Commission and subsequently with the Crown Prosecution Service as the allegations were investigated. Evidence of inconsistencies were found and an internal disciplinary process (not criminal) ensued. Once all aspects of this process have been completed and in accordance with advice from the JIAC, a "lessons learned" exercise will be conducted to identify any potential improvements in this area of business and to proactively seek to reduce the likelihood of a similar issue occurring.

Other issues relevant to good governance that are worthy of note but that do not arise from entries in either the joint Assurance Map or PCC Risk Register are outlined below.

We propose over the coming year to continue our plans to address all of the above matters to further enhance our governance arrangements. We will address the need for improvements that are identified during our review of effectiveness and we will monitor their implementation and operation as part of our next annual review.

SIGNED

Marc Jones
Police and Crime Commissioner for
Lincolnshire

Malcolm Burch
Chief Executive to the Police and
Crime Commissioner for Lincolnshire

DATE

DATE