

Annual Governance Statement - DRAFT

This section details the Chief Constable 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. The Chief Constable's Statement is intended to support the Police and Crime Commissioner Group governance arrangements which are detailed in that separate set of accounts.

Scope of Responsibilities

The Chief Constable has responsibility where the Police and Crime Commissioner (the "Commissioner") delegates functions in respect of securing an efficient and effective police force. In discharging his responsibility, the Chief Constable shall have regard for the Local Policing Plan issued by the Commissioner.

The Chief Constable is responsible for the direction and control of the Force, ensuring his business is conducted in accordance with the law and proper standards, and that public money is accounted for, and used economically, efficiently and effectively.

In discharging his responsibilities, the Chief Constable 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.

The Chief Constable 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 Lincolnshire Police website at <http://www.lincs.police.uk/library/Chief-Constable-s-Corporate-Governance/code-of-corporate-governance.pdf> or can be obtained from:

The Chief Constable's Office,
Police Headquarters,
Deepdale Lane,
Nettleham, Lincoln,
LN2 2LT.

This statement explains how the Chief Constable 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 2016/17; the Chief Constable's financial management arrangements conform to 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 Chief Constables' statutory functions. It enables the Chief Constable to monitor the achievement of the Force objectives 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 Chief Constables' 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

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 in place for the Chief Constable are:

- Identifying and communicating the Operational Policing Plan, purpose and intended outcomes; the Plan is built from four elements:
- The Police and Crime Commissioner's Police and Crime Plan
- The Chief Constable's Vision
- The national Strategic Policing Requirement
- The Community Safety Partnership Control Strategy

- Measuring the quality of services for users, for ensuring they are delivered in accordance with the Chief Constables' objectives and for ensuring that they represent the best use of resources;
- Defining and documenting the roles and responsibilities of the Chief Constable and the Senior Officers, setting out clear delegation arrangements and protocols for effective communication, and arrangements for challenging and scrutinizing Force activity;
- Developing, communicating and embedding codes of conduct, defining the standards of behaviour for officers and staff:
- Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks and resources:
- 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;
- Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful:
- Whistle blowing and for receiving, investigating, and reporting upon complaints from the public, and other stakeholders:
- Determining the conditions of employment and remuneration of officers and staff, within appropriate national frameworks:
- Identifying the development needs of officers, staff and members of G4S staff working on the Lincolnshire Police contract in relation to their roles, supported by appropriate training and linked to the priorities of the Force:
- Establishing clear channels of communication with all sections of the community and other stakeholders ensuring accountability and encouraging open consultation:
- Incorporating good governance arrangements in respect of partnerships and other group working and reflecting these in the overall governance arrangements:
- Preparedness for dealing with emergency situations:

This section describes the key elements of the systems and processes of the governance arrangements that have been put in place by the Force. In doing so it reflects the overarching structures that have been developed to deliver objectives and manage risk:

- Processes for setting objectives and targets that support the policing priorities outlined in the Police and Crime Plan, including reporting to the Commissioner. This is done in a manner that recognises the commitment of the Chief Constable to abide by the working principles of the Policing Protocol;
- An operational policing plan is produced in response to the Commissioner's plan;

- The Tactical Tasking and coordinating process is conducted in line with the National Intelligence Model including Daily Management Meetings with Operational managers, an Area Tasking , Force Tasking and Regional tasking meetings which address both the Force objectives and emerging operational risk issues.

- Operational Commanders conference where operational matters can be discussed, risks identified and solutions found;

- Strategic Policing requirement.

- The Community Safety Partnership Control Strategy

Decision making structures for establishing priorities and considering strategic issues facing the Force:

- Internal departmental management teams establishing business plans;

- Chief Officer Group (COG) and PEEL Board;

- Chief Officers share and discuss key issues with senior staff;

- Reporting to the Police and Crime Strategic Board; including monthly monitoring of the financial plans to COG and Commissioner's Resource Governance meeting and an annual governance report is provided to the PCC describing the years activity with regard to the financial and contract regulations, procurement, insurance, debtors and treasury management, providing an overview of decisions made and their justification. Also the Procurement, ICT, HR and Asset Strategies are examined by this Board;

- Policing Transformation Programme;

- Feedback from the public and other local stakeholders.

It should be noted that the Force operates, a PEEL Board (based around the three HMIC PEEL inspection pillars) which incorporates what was the Senior Leadership Team meeting, Force Programme Board and Force Transformation Board. The Terms of Reference of the Board are to:

- Develop an overall business change plan to ensure the force is as effective and efficient as possible and able to meet further budgetary and operational challenge

- Ensure the force provides an improved service to the public of Lincolnshire and to implement any review recommendations

- Be the catalyst for new ideas, innovation, research and development to achieve the necessary change

- Provide a monitoring process that will provide the chief officers and OPCC with an overall assessment of the progress of organisational and operational change affecting the force

- Ensure that there is a focus upon outcomes (benefits realisation), not the means of delivery and include all benefits both financial and non-financial

After each meeting a report is produced which informs the Commissioner and provides an overview of what our current issues are, what we propose doing to solve them, what's working well and what changes are we managing or proposing.

Risk Management

Lincolnshire Police has a risk management process in place that effectively manages risk against its business in order to ensure it operates under the sound principles of Corporate Governance.

Risk registers are a key tool in providing assurance to the force and to the Police and Crime Commissioner (PCC) demonstrating that risks are being managed effectively through the regular and continued review of the force risk register at the Risk Management Board, Senior Leadership Team meetings and the Joint Independent Audit Committee.

In addition to these internal assurances, there are external organisations such as Internal and External Auditors as well as Her Majesty's Inspectorate of Constabulary (HMIC) that work with the force and the Office of Police and Crime Commissioner (OPCC) to ensure the risk management process is effective and robust.

Any negative outcome of internal or external audit is reviewed by the force and plans are put into place to address the issues and ensure improvements are made.

The force risk register and process is owned by the Deputy Chief Constable of Lincolnshire Police with delegated responsibility to the Head of Strategic Development to manage the policy and processes on behalf of the Deputy Chief Constable.

The Risk Policy and Review Officer is responsible for managing the risk management process on behalf of the Head of Strategic Development and will maintain the policy and processes on their behalf.

It is the responsibility of all heads of departments and business areas to ensure they manage risks within their own areas of authority.

They are responsible for identifying risks in their individual business areas and for assessing them in terms of their impact and probability of occurring.
Each department and business area as well as all force projects will maintain a risk register.

The force risk management process focuses on five levels of risk which can pass through a process of escalation depending on the scale of risk and effect it may have at either: project, programme, department or force level.

Risk Level	Description
Force	<ul style="list-style-type: none"> • Risks at the highest level. • They are so significant that they threaten or enhance the long-term achievement of corporate objectives. • Will be discussed at Risk Management Boards, Senior Leadership Team meetings and the Joint Independent Audit Committee. • Departments/Business Areas will escalate risks from their departmental risk register which have become force risks, through the Risk Management Board, for inclusion on the Force Risk Register.
Department/ Business Area	<ul style="list-style-type: none"> • Risks that threaten or enhance the delivery of department or business area objectives. • Will be discussed at Senior Management Team meetings. • Escalated up through the Risk Management Board if they pose a threat to corporate objectives and the Head of Department's limit of authority to manage the risk has been reached.
Programme	<ul style="list-style-type: none"> • Risks that threaten or enhance the delivery of a programme. Will be analysed and scored in relation to the programme. • Will be discussed at Programme Board meetings. • Escalated through the Risk Management Board if they pose a threat to corporate objectives, and the Programme Managers limit of authority to manage the risk has been reached.
Project	<ul style="list-style-type: none"> • Risks that threaten or enhance the delivery of a specific project. Will be analysed and scored in relation to the project. • If they are serious enough to impact on the Programme and the Project Manager's limit of authority has been reached, they should be escalated to Programme level.
Operational	<ul style="list-style-type: none"> • Risks concerning the day-to-day issues that Lincolnshire Police is confronted with as it strives to deliver its objectives. • Only escalated to the Force Risk Register if they pose a threat to corporate objectives

In implementing risk management the force has produced a Risk Management Strategy which details the roles and responsibilities of those involved in the undertaking risk management in the force. It also follows a set standard and process for risk management to ensure a consistent approach is adopted across the whole organisation.

Consistent risk management will allow the force to plan effectively in the delivery of its outputs by knowing what circumstances that could prevent it from achieving its aims, and by putting in to place measures to prevent risk form occurring, therefore, saving time and resources.

The Force Risk Management Board is responsible for the following:

- Determining if risks are critical to the force
- Managing and developing the Risk Management Process.
- Review risk assessments of potential force risks.
- Monitor red and amber risks on a quarterly basis.
- Assigning Risk Owners to a risk depending on the risk assessment score.
- Providing visible leadership and commitment to the force risks and Risk Management Process throughout the organisation.
- Ensuring Programme and Project Assurance.

Membership and terms of reference of the Force Risk Management Board are set out within the Force Risk Management Policy. Lincolnshire Police has an established post of Force Risk Officer whose duties include maintaining the Force Strategic Risk Register and to advise on the total risk to which the Force is exposed. Risk focal points within each division and department have also been nominated.

The PCC and the Force maintain an extensive assurance map in conjunction with the strategic risk registers and process risks. The assurance map is based on the three lines of defence approach and is suitably comprehensive and effective for the purpose of assuring on established mitigations and scoring of strategic risks.

Management of the Strategic Partnership Contract with G4S is performed by the Commercial Partnership Team. This forms part of the Joint Services arrangement with the Commissioner:

- Ensuring compliance with all relevant legislation and commitments/obligations;
- Performance scrutiny of the G4S contract is subject to its own legal schedule (Price Performance Mechanism – schedule 13);
- 200 indicators used to monitor performance;
- Financial monitoring is reviewed against Schedule 14 (Pricing);
- Performance is reviewed by the Transformation Management Board or the Performance and Delivery Board on a monthly basis.

The Force is committed to an effective anti-fraud and corruption strategy. An assessment of the force capability has been made against the principles contained within the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption (2014).

Having considered all the principles, the Professional Standards Department are satisfied that, the organisation has adopted a response that is appropriate for its fraud and corruption risks and commits to maintain its vigilance to tackle fraud.

There is a high level of external scrutiny of organisational affairs by a variety of bodies including:

- Her Majesty's Inspector of Constabulary (HMIC);
- External Audit;
- HM Revenue and Customs;
- Internal Audit;
- Local Communities; and
- The Media

A National Code of Ethics for the Police Service, developed by the College of Policing, and embedded and enshrined by Parliament; applies to all forces who are required to embed the Code. The Code applies to every individual who works in policing in England and Wales, whether a warranted officer, police staff, volunteer or someone contracted to work in a police force. It is the written guide to the principles that every member of the policing profession is expected to uphold and the standards of behaviour they are expected to meet and is seen as the foundation document for promoting, reinforcing and supporting the highest personal standards from everyone who works in the policing profession. All employees have been issued with a copy of this code; the Code of Ethics sits alongside the well-established principles established in the Force vision of Policing with PRIDE (Professionalism, Respect, Integrity, Dedication and Empathy), in providing the Force with an ethical framework to make decisions.

The Code of Ethics is based on nine policing principles and ten standards of professional behaviour that will help everyone in policing to do the right thing in the right way. It spells out what the profession expects of all officers, staff and others working in policing, and has practical examples for everyone to use daily.

Review of Effectiveness

The Chief Constable 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 Deputy Chief Constable (DCC) and Force Chief Financial Officer (FCFO) together with managers within the Force 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.

Following an Internal Audit tender process, Mazars LLP were appointed internal auditors for the period April 2015 to March 2019.

On an ongoing basis governance is monitored and reviewed via a range of mechanisms. These range from formal meetings (in areas such as Force performance, project management arrangements and conduct oversight from the Professional Standards Department) to the operation of management teams at corporate, area and service level.

The Commissioner and Chief Constable have a Joint Independent Audit Committee (JIAC). 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 reports from both Internal and External Audit and monitored the implementation of action plans drawn up to address identified internal control weaknesses. The Performance Governance meetings consider police performance and the Resources Governance meeting considers financial and people resources. The Police and Crime Strategic (P&CS) Boards remit is to consider long-term strategy development, the assurance map, significant and emerging risk areas and the Chief Constable's report.

The effectiveness of the governance framework is reviewed annually by the Chief Constable. The review has been informed by:

- Consideration of the Chief Constables risk management regime;
- The code of corporate governance;
- The Integrated Scheme of Governance (ISG) which came into effect on 1 April 2014 and was reviewed in November 2015 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 (through both developmental and embedded stages);
- HMIC reporting and work;
- External and internal auditors and their formal reporting;
- Managing change, developing our policing model to meet threat, risk and harm and new technologies, all of which are all discussed at the PEEL Board.

In 2014 HMIC introduced the PEEL Inspection programme which draws together evidence from HMIC's annual inspections. The evidence is used to assess the three pillars of effectiveness, efficiency and legitimacy of the Police Service, each pillar is led by a chief officer. HMIC has introduced these assessments so that the public will be able to assess the performance of their own Force.

HMIC published in November/December 2016 assessments of how well Lincolnshire Police:

- Cut crime and anti-social behaviour (effectiveness);
- Provides value for money (efficiency);

- Provides a service that is fair and treats people properly (legitimacy).

The HMIC's findings were:

(awaiting update)The extent to which Lincolnshire Police is effective at keeping people safe and reducing crime - **TBC in February 2017.**

The extent to which Lincolnshire Police is efficient at keeping people safe and reducing crime moved from requires improvement to "Good". HMIC stated "the Force has done what can be reasonably expected to become efficient, to maximise value for money for the taxpayer while providing an effective policing service to the communities of Lincolnshire."

The extent to which Lincolnshire Police is legitimate at keeping people safe and reducing crime is "Good".

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.

Assurance on the effectiveness of the Chief Constable's financial controls has been provided by the FCFO 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 in Local Government (2010).

The Integrated Scheme of Governance (ISG) was introduced in April 2014 to reflect the new governance arrangements arising from the Police Reform and Social Responsibility Act 2011. The JIAC has been consulted on the scheme and its content is reviewed annually. The ISG was reviewed in November 2015 and whilst determined to be fit for purpose required some minor updating. A significant piece of work, initially prompted by internal audit has progressed over the last year in relation to developing a training product for staff to positively 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). The training package was undertaken by relevant staff in December and January and further actions have been identified from this training which are being progressed during 2016/17. The JIAC has been appraised of progress on the scheme and it will continue to be reviewed on a regular basis.

The Chief Constables' risk management arrangements are well developed and well embedded. The JIAC reviews the Chief Constable's risk management strategy on an annual basis and monitors the Chief Constable's strategic Risk Register quarterly. The Chief Constable considers and reviews risk on a monthly basis through management meetings. Internal audit reported a 'green' opinion (satisfactory assurance) on the Chief Constables'

risk management arrangements in November 2015. The Risk Register and assurance framework are aligned and drive improvement activity where assurance on the effectiveness of controls needs to be strengthened.

The Chief Constable and the Commissioner have a joint Anti-fraud and Corruption Policy in place which has been reviewed during the year. Quarterly meetings of the Anti-Fraud and Corruption Board ensure that current and emerging risks and issues in relation to anti-fraud and corruption are regularly discussed and reviewed. The JIAC are kept abreast of any issues arising. Mandatory training on counter corruption continued to be delivered to all staff and officers across the organisations via the NCALT e-learning system; raising awareness of issues surrounding police corruption and misconduct. The P&CS Board 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. **Staff survey to be included.**

The Chief Constable 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 Chief Constable 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 at a quarterly Risk Management Board which consists of all the key risk owners, to support the continuous assessment of the effectiveness of the management of risk and internal control. The Force's risk register is reviewed monthly by the Deputy Chief Constable and the Force Risk, Policy and Review Officer.

The Chief Constables' significant governance issues are detailed below and include an outline of the actions taken or further work that is required to address the issues. Significant governance issues are reported to the JIAC at least 4 times each year.

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 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 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 Force continues to maintain 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 been

considered. This area of business remains under scrutiny via the risk register and assurance map

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 it's 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 it's 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.

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

In January 2016, the Force 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 first covertly and then overtly (from May 2016) investigated. Evidence of inconsistencies were found and an internal disciplinary process (not criminal) remains underway.

Information Risk

During 2016/17 the Force has progressed its work on information security. There is a 3-year Accreditation Programme in place for IT systems, of which several systems have been accredited during this period.

All Officers and staff have completed an online Data Protection training course.

Information strategy and policy is approved and deployed by the Information Management Board, who also oversee information and data quality issues, including information risk. The Board is chaired by the Senior Information Risk Owner (SIRO) and any information risks that are outside of the force risk appetite are escalated to Chief Officer Group as necessary.

Information Asset Owners are aware of their responsibilities with regard to risk within their area of responsibility, with a clear escalation path through the force Information Management Board and Risk Management Board to the SIRO. Additionally the Information Management Board discusses information risk as an agenda item. All Information Asset Owners have completed detailed risk assessments on all of their systems. They have also undertaken Information Asset Owner specific online Information Assurance training.

The Force has implemented the Government Security Classifications. All officers and staff have received training and guidance. The GSC empowers staff to make risk based decisions themselves, using their knowledge and experience, rather than relying on a list of generic controls which may or may not apply to the information that they want to protect. GSC allows sensitive assets to be protected using very strict controls through the correct use of the handling controls, leaving the recipient in no doubt about what they can and cannot do with the asset. Therefore the onus is on the individual staff member to risk assess the information they handle.

The Force conducted an internal review on the current cyber threats and produced a report for the Joint Independent Audit Committee outlining the current Force cyber protection capability and plans to further improve this moving forward.

As part of the Internal Audit Plan for 2016/17 for the Office of the Police and Crime Commissioner for Lincolnshire (OPCC) also commissioned an audit to assess the adequacy and effectiveness of internal controls, with the objective being to provide assurance with regards key IT risks, such as those relating to data security, IT policies and procedures, network infrastructure and application controls. The final audit report highlights that the Force displays SIGNIFICANT ASSURANCE in adequacy and effectiveness of internal controls and further states that "the risks associated in the areas reviewed were overall assessed as being managed effectively and basically a sound system of internal control is in place. Review of both the procedures and completed documentation in place confirmed that processes were defined and followed in both cases to minimise risk".

Regular (Bi-weekly) meetings between the Information Assurance and IT staff continue, in to ensure that risks identified through IT Health Checks or system accreditation are mitigated in an appropriate timeframe. The number of risks on the list has dramatically reduced during the last year, demonstrating an improved information assurance maturity.

Future Plans

Over the coming year, where necessary, we will continue our plans to address the above matters and to further enhance our governance arrangements. These steps will address the need for improvements that were identified in the review of effectiveness and their implementation will be monitored as part of our next annual review.