

Annual Governance Statement 2017/18

This section details the Police and Crime Commissioner for Lincolnshire's governance arrangements in operation during 2017/18 including plans for the financial year 2018/19.

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 2017/18. 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

¹ Chief Executive, Chief Finance Officer

- 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.

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.

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).

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 registers and assurance framework are aligned and drive improvement activity where assurance on the effectiveness of controls needs to be strengthened. A review of the structure and supporting processes of the joint Assurance Map has been completed and a new map created based on a thematic approach. The new map was formally adopted on 5th September 2017 with the intent of its revised format and content helping to drive appropriate activity in both organisations and to reduce unnecessary complexity. Consequently the joint assurance map is no longer a restricted document, thereby improving the transparency of the overall governance, risk and control environment across both the force and OPCC.

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 through a member of the Commissioner's staff attending the bi-monthly Equality and Diversity Board meetings for which minutes and actions are recorded. The Commissioner also has oversight of the Chief Constable's approach to stop and search activity, this is achieved through regular written assurance reports from the responsible Lead Officer including commentary from the Deputy Chief Constable.

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 publishes his Annual Report in June and presents it to the Police and Crime 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: <https://lincolnshire-pcc.gov.uk/transparency/what-our-priorities-are-and-how-we-are-doing/annual-reports/>

The commissioner has had a bespoke media and communications contract in place with a specialist provider since November 2016. This arrangement allows the Commissioner to have a service tailored and responsive to his specific requirements. In addition, the OPCC supplements this arrangement with social media content based on awareness of local and national communication campaigns.

The Commissioner engages in widespread consultation on a range of subjects, key examples include, the police budget, and the development of his Police and Crime Plan. A major consultation was undertaken by the Commissioner in December 2017 when a county-wide 'Crime & Policing Survey' was conducted. This sought the views of Lincolnshire residents on a range of subjects including their priorities for policing and their own personal experience and perception of crime. It received an unprecedented response with over 2750 responses received within the first ten days of the consultation. This represents the most comprehensive survey ever conducted by a Lincolnshire PCC. The survey has been designed to provide insights from across a broad range of respondents representative of Lincolnshire residents. The intention is that the survey should guide some of the funding priorities and decisions to be made by the Commissioner. (Results awaited...)

The Commissioner is committed to being accessible to the public through a wide range of channels. Over the course of the year, the Commissioner received over **TBC** pieces of correspondence (excluding routine correspondence from Policing Bodies), and **TBC** Freedom of Information (FOI) Requests². In addition, The Commissioner is an avid user of social media through use of his Twitter and Facebook profiles, which he uses to enhance his public visibility and reach. For example he has personally made over 4,000 tweets attracting over 3,100 'followers' since taking office in May 2016. All of which demonstrates that there is an effective link between the public and the 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. In addition, the Commissioner also produces a quarterly performance update report, which is published on the

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

Commissioners website and presented to the Police and Crime Panel quarterly. This report consists of a data pack of statistical indicators, a narrative report providing contextual explanation of the data, and a guidance document explaining the performance measures and the rationale for their use. This provides incremental information on the forces' performance against key areas of the commissioners Community Safety, Policing and Criminal Justice Plan. As a consequence of this comprehensive approach to transparency the OPCC has been awarded the Transparency Quality Mark certificate 2017/18 by CoPaCC the body responsible for evaluating police transparency.

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. This year the OPCC and Force also joined the Lincolnshire Counter Fraud Partnership (LCFP) to work with key partners to share information and expertise to help both organisations maintain their vigilance in tackling fraud and corruption.

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.

Areas identified within the assurance map as experiencing high levels of risk or significant control issues are considered jointly by the force and OPCC on a quarterly basis. This supports the continuous assessment of the effectiveness of the management of risk and internal control and helps to drive appropriate action. The Commissioner's significant governance issues are detailed below, sourced from the joint assurance map and Commissioners risk register. They include an

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

Risk of “failure of government to address Lincolnshire’s case for a fairer share of national funding.”

During 2015/16, the Home Office halted introduction of a planned revision to the police funding formula, pending further work. Both the PCC and Chief Constable supported original proposals and engaged proactively with Government to refine an approach which ~~would~~ could have seen Lincolnshire benefit by around £8 million annually. The Home Office published its provisional grant settlement on 19 December 2017 in which it confirmed its stance on revising the funding formula. The formula will not be reviewed until the next national spending review - as ~~its~~ the Government’s immediate priority is stated as being to provide funding certainty for 2019/20 by increasing the flexibility on precept, allowing PCCs to raise council tax precept levels to £12 without the need to call a local referendum. ~~Therefore t~~he Longer-medium term financial security of policing in Lincolnshire ~~the~~ force remains uncertain until the outcome of review is known.

Both the PCC and the Chief Constable remain supportive of Government’s plans to reform the funding formula and continue to make Lincolnshire’s case to Government.

~~The Commissioners planning assumption is that proposals will emerge during the early part of 2020/21 with implementation of the revised formula being commenced from 2021/22. As a result of the increased uncertainty on the timing of any introduction of the Formula Funding review, the PCC’s medium term financial plan no longer includes any assumed additional funding from central government grant.~~

Risk of “a lack of resilience and stability within the chief officer team” (as a result of recent significant changes in Chief Officer Team).

The last year has seen continued change within the Force Chief Officer Team. The new Chief Constable arrived on the 1st February 2017. In the following weeks the Deputy Chief Constable was successful in securing a role as Deputy Chief Constable with Derbyshire Police; the Assistant Chief Officer (Resources) left to pursue other options and the Acting Assistant Chief Constable left to work on a national programme prior to applying for, and accepting a place, on the Strategic Command Course. This presented the Chief Constable with an unanticipated challenge of the entire majority of the Chief Officer Team changing. In response the Chief Constable acted quickly to appoint through competition a new permanent Assistant Chief Constable who was immediately ‘Acted Up’ to Deputy Chief Constable and an existing Lincolnshire Chief Superintendent was brought into the team as Acting Assistant Chief Constable. The Assistant Chief Officer (Resources) post was filled on a temporary 2 year basis without competition or process. While recognising it is the Chief Constable’s decision, the Commissioner sought assurances from the Chief Constable that in departing from normal practice in this way he had a sound rationale, was following the law, and was taking appropriate Human Resources advice. The Chief Constable is committed to advertising for a permanent Assistant Chief Officer (Resources) within the next 24 months.

This combination of changes has led to a significant learning curve for all but has delivered relative stability since mid-2017 in terms of individuals. The permanent

Deputy Chief Constable role has been advertised in January 2018 and will further support this sustainable approach.

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 [together with the initiation of the Wellbeing Programme](#). 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 2016⁷, HMIC graded the Force as [‘Good’ Requires Improvement](#) in respect of the efficiency with which it keeps people safe and reduces crime [and recommended that the Force should link its financial plans with its operational plans, informed by an understanding of demand.](#)

[The provisional police grant settlement, announced in December 2017, emphasised the government’s intention to link future flexibility on precept increases for Police and Crime Commissioners with improved productivity and efficiency by the police service.](#)

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.

“Failure to plan for effective transition from current commercial contract arrangements”

The strategic partnership completes its sixth year of ten in March 2018. There remains in the original agreement the ability to negotiate an extension of the current arrangements up to a further five years. Though the end date of the contract in 2022 is four years away it will be important to plan carefully for any potential transition from existing arrangements. The contract is unique and was procured in little over a year originally but consumed significant strategic resources of the Force and of (at that time) the Police Authority. While the contract has been an important plank of Lincolnshire’s response to constrained resources (the lowest spend per head nationally), the Force and Police and Crime Commissioner will be taking a careful planned approach to meeting the financial and delivery risk of any potential change. In particular the absence of a developing market from other forces over the last six years means that a strategic approach, focussed on managing risk, will be required. The Office of the Police and Crime Commissioner, the Force and G4S have already begun talking about the future supported by a strong culture of openness and honesty.

“Failure to ensure that G4S objectives are delivered (With available resources)”

The Commissioner’s strategic partnership reaches year seven of ten in April 2018. It continues to deliver appropriate services and savings.

The innovative transformation of firearms licensing is largely complete offering a better service to Lincolnshire as well as the potential to provide services to other force areas.

G4S have provided significant technical underpinning to the growing use of the NICHE information system across the East Midlands and more recently to the City of London Police. This has provided both operational and reputational benefits to Lincolnshire Police.

The success of our Mobile Data Project, again underpinned by G4S, has been singled out by the Policing Minister as an example of good practice. Through partnership, Lincolnshire Police 'punch above their weight' on the national stage.

The governance structures continue to operate robustly over the full breadth of the contract. Coping with issues in service delivery where they arise and continuing to deliver value for money for the Commissioner and effective support for the Force. The growing demand on policing nationally has impacted on Lincolnshire and put strain on some areas of delivery like the Force Control Room and Crime Management Bureau. Pragmatic and solid partnership working within the governance and contractual structures of the partnership continue to satisfactorily manage delivery.

Inspectorate findings

The inspectorate has been renamed as a result of having its remit extended to include the inspection of Fire and Rescue Services. Previously known as HMIC it is now known as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The PEEL Inspection programme for 2017/18 conducted by HMICFRS 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 currently 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 Her Majesty's Inspector for each force area summarises the overall performance for their respective Force. On 9th November 2017 the Lincolnshire PEEL inspection report for Efficiency (Including leadership) was published. The force received an overall grade of "Requires Improvement". This represents a reduction in Grade from the "Good" achieved when the force was inspected some 8 months earlier. As a result the Commissioner wrote in response to the report's findings stating he was "baffled" by the grade received as it came within such a short space of time following a "Good" grading which praised the force for being one of the most efficient in the country stating *"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 commissioner is required by law to publish his response to all force specific HMICFRS inspection reports following their publication, these responses are available on the PCC's website at <https://lincolnshire-pcc.gov.uk/transparency/what-our-priorities-are-and-how-we-are-doing/hmic-inspections/>. The PEEL Legitimacy inspection report was published next on 12th December 2017 this graded the force as "Good", which maintained the grade achieved the previous year. In February 2017 HMIC graded the force's Effectiveness as **TBC** this represents **TBC**.

Progress against 'areas for improvement' and recommendations made in previous inspections continue to be tracked and progress monitored by both

HMICFRS and the Commissioner within the current “holding to account” elements of the governance framework.

There were no other notable force inspections outside of the PEEL regime in 2017/18.

Awaiting inspection results for:

- Effectiveness – Due March 2018 (previous grading “Good”)
- Annual HMI overall assessment – Due Spring 2018.

In the coming inspection year 2018/19, HMICFRS intend changing the way in which they inspect forces, moving towards a more risk-based approach. This revised approach will consist of a single annual PEEL inspection where HMICFRS inspect the aspects of policing in each force which they consider present the greatest risk of failure. A significant part of the risk assessment for each force will depend on the information gleaned from the planned introduction by HMICFRS of Force Management Statements (FMS). Each Force will be required to produce a FMS containing a self- assessment evaluating the following 4 years across 4 key areas: a) The demand likely to be faced by the force b) The condition, capacity, capability, serviceability, performance and security of supply of the workforce and other assets such as ICT. c) The forces plan to improve efficiency. d) The force’s financial income. The adoption of this “Integrated PEEL inspection regime” is due to commence in the second half of 2018 with consultation on the FMS self-assessment template closing on 19 February 2018. Following any revisions as a result of the consultation the HMICFRS expect the first years FMS to be completed and ready for submission by May 2018.

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

The shared Fire/Police Headquarters has been delivered and all staff moved in.

The current focus is on the delivery of the three service deployment base in South Park in Lincoln. This remains on track but is a challenging project in scale and timeline. Close partnership work has continued to support this project. Resourcing of project support remains an issue of concern but contracts, planning and delivery are all underway. Close liaison with Central Government to ensure the grant conditions are met has also been required. The additional cost of this project (above initial estimates) continues to place financial strain on the Commissioner’s investment capacity but the closer working and facilities fit for future remain important objectives.

The Force continues to explore areas of closer operational integration with the Fire Service to support increased productivity and better outcomes for the people of Lincolnshire.

The Commissioner is beginning to explore options for the use of the West Parade site that will be vacated in 2019.

“Lack of capacity and resilience in the Office of the Police and Crime Commissioner”. (linked to the risk of “lack of service commissioning capacity in the OPCC”)

The revised structure of the OPCC incorporating new policing interns and administrative apprentice, and external media support, has been tested from the start by the needs and developing workstyle of the Commissioner and his Deputy. With the growing development and delivery requirements of the new Community Safety, Policing and Criminal Justice plan, introduced from April 2017. The plan is ambitious and encompasses a far broader scope than the previous plan, ranging

across the wider criminal justice system, with an emphasis on partnership working under the banner of “Safer together”.

This new strategic approach has required additional work streams to be delivered over and above that previously experienced by the OPCC particularly in terms of research, consultation and policy development. Two significant examples of this include the need to develop a mental health strategy and action plan for Lincolnshire and also to develop, commission and implement a new victims service. In addition, the statutory “holding to account” requirements of the Commissioner’s role have continued with the added complexity brought about by the adjustment to an entirely new Chief Officer team in the Force.

External media support for the PCC has been supplemented by additional OPCC activity devised to better support the PCC’s social media profile to enhance his accessibility and reach. With the proactive involvement of the PCC in new regional governance boards and local partnership forums has come a share of the supporting administrative burden, shouldered by OPCC staff.

The OPCC Chief Executive will continue to monitor the resource requirements to support the PCC and his Community Safety, Policing and Criminal Justice Plan. Although the original intent was to wherever possible deliver through partnership working rather than seeking to further expand the OPCC, this has proved to be unsustainable. To fill the gaps in capacity and capability that have become apparent, two new roles have been established for a Partnerships and Delivery Manager and supporting officer, to provide much needed capacity and capability in delivering partnership objectives and driving key work streams contained within the PCC’s strategic plan. particularly including a more comprehensive management of the commissioning lifecycle. The five regional PCC’s have also agreed to support the creation of a regional secretariat including a collaboration manager, analyst and meetings administrator to fully service their combined needs. This will reduce the burden on the OPCC who have previously taken a share of this, not inconsiderable, responsibility.

“Lack of Service commissioning capability and capacity in the OPCC”.

(Linked to “Lack of capacity and resilience in the Office of the Police and Crime Commissioner”.)

Nationally the role of the PCC continues to evolve and develop. The second cycle of PCCs now in office, are experiencing a greater emphasis on the commissioning role of the PCC. This has been partly driven by the desire for greater devolvement of responsibility for services to ensure they best meet the local context and communities they serve. This along with a growth in partnership / collaborative working in order to deliver even greater efficiencies and deliver services in new, innovative ways, has increased the need for expertise and capacity across the full commissioning lifecycle (understand, plan, do and review). In the recent past the Lincolnshire OPCC has relied on the temporary secondment of senior police officers, as was the case in the development of the current victims services, or the use of external consultants, as is the case with the development of new victims services. Current OPCC practice has included the secondment of a strategic manager from a partner organisation to develop a joint Mental health strategy and action plan for Lincolnshire. Although these approaches have undoubtedly served the OPCC in the shorter-term, there is a clear need for a more permanent and sustainable solution to this gap in commissioning capacity and capability. The Chief executive has therefore established two new roles within the OPCC specifically designed to provide a much needed boost to enabling partnership working and objectives, and the delivery of other key operational work-streams contained within the PCC’s Community Safety, Policing and Criminal Justice Plan for Lincolnshire.

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
and
Lincolnshire

Malcolm Burch
Chief Executive to the Police

Crime Commissioner for Lincolnshire

DATE

DATE