



## Force Performance and Governance Structures

**JIAC 15<sup>th</sup> September 2021**

This paper is prepared following an action arising out of the April JIAC which was for the Committee to receive a briefing note on the new Force governance structures and performance framework.

Chief Constable Chris Haward started in post in December 2020, and since then there have been numerous strategic changes across the Force.

### Chief Officer Team

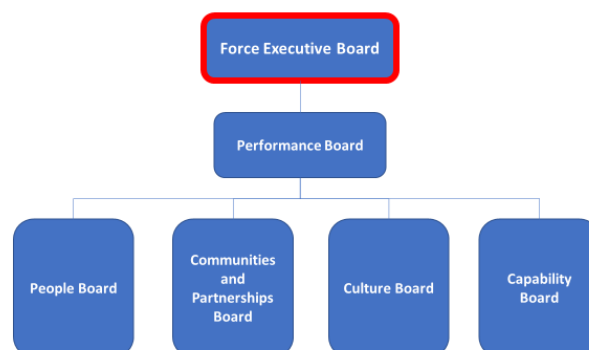
The Chief Officer Team has been restructured with the removal of the Assistant Chief Officer (ACO) role and creating an additional Assistant Chief Constable (ACC) role. Roles and responsibilities have been considered and redistributed accordingly, and are detailed at Appendix A.

### Force Strategy

The new Force Strategy was released earlier this year, as well as introducing a control strategy for operational priorities. The new Force strategy concentrates on 'Making Lincolnshire the Safest Place to Live, Work and Visit', supporting the Police and Crime Plan of PCC Marc Jones. The three policing purposes remain simple, to stop crime and anti-social behaviour, protect people from harm, and help those in need. To achieve these outcomes there will be five core themes focused on: People, Partners, Culture, Capability and Communities.

### Governance

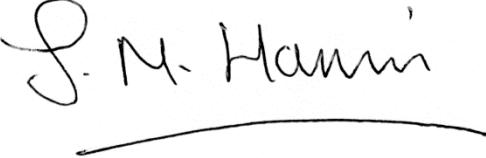
To support the new force strategy, a brand-new strategic governance structure has been implemented. We now have the following structure in place and Terms of Reference for these Boards can be found at Appendix B. All are supported by delivery plans which outline the key activities to be undertaken over the next 3-5 years.



Ultimately, the Force Executive Board oversees the delivery of the Chief Constable's strategy and acts as the final arbiter and decision-making Board for the Force's strategic direction.

#### Performance

To understand whether our activities are making a difference, a performance framework has been designed to monitor our key performance indicators, considering the requirements of our inspections body, HMICFRS. These indicators will be scrutinised at our performance board to ensure they are contributing to our success measures which show we are working together to make Lincolnshire the safest place to live, work, and visit. The information to support the performance framework is under development and will be enhanced by the introduction of our new BI tool, Qlik.

A handwritten signature in black ink, reading "J. M. Harwin". The signature is written in a cursive style with a long horizontal flourish underneath the name.

Jason Harwin

Deputy Chief Constable Lincolnshire Police

## Appendix A

Name	Local
CC Chris Haward	All Chief Constable responsibilities + People Services (Pending FSP organisational design) Corporate Communications Future Services Programme SRO
DCC Jason Harwin	Strat Dev PSD IMU ICT Tech Futures Business Change Performance Capability EDI lead SRO Horizons LRF Chair
ACC Kerrin Wilson (Crime and Ops, Incl FCR)	Crime Investigation CMB PVP Force Tasking (TCG – SCG to DCC or CC) Armed Policing Roads Policing Tactical Support CJ (inc EM) FCR PIP and Crime standards Victim Care TO INCLUDE Regional Lead for victims and Witnesses MAPPA CONTEST Vulnerability / PVP Re-offending / Repeat Victimisation Operations Planning, including resource Management Adult and Children’s safeguarding boards SRO CMTP and Command and Control

T/ACC Chris Davison (Local Policing including Safer Lincolnshire Partnership)	Response Policing NHP Community Crime and ASB reduction Volunteers Mental Health Community Safety Partnership and Violence Reduction Unit NTE VAWG Innovation and Problem Solving Rural & Environmental Crime (Community Crime Action Team) Culture and Values Process efficiency (reporting to Cap Board) Heritage Crime Summer and Events Policing
Force CFO Sharon Clark	Finance Procurement Facilities Fleet CPT / Contract Management

## Appendix B



Culture Board ToR  
v1.4.docx



Communities and  
Partnerships Board ToR



Capability Board ToR  
v1.1.docx



People Board ToR  
v0.5.docx



Force Executive  
Board ToR v1.3.docx



Performance Board  
ToR v3.docx