APPENDIX A

Annual Governance Statement 2022/23

Below are details of the Police and Crime Commissioner for Lincolnshire's governance arrangements in operation during 2022/23 including plans for the financial year 2023/24.

1. INTRODUCTION

1.1. 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.

1.2. 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 their respective governance arrangements have been over the last 12 months and sets out areas for development.

2. SCOPE OF RESPONSIBILITIES

2.1. 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.

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

2.3. 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. This 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.

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

2.5. 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.

2.6. 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.

3. THE PURPOSE OF THE GOVERNANCE FRAMEWORK

3.1. 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 Community Safety, Policing and Criminal Justice Plan for Lincolnshire and

associated strategies) and to consider whether those plans have led to the delivery of appropriate services and value for money.

3.2. 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.

3.3. The governance framework has been in place for the year ended 31 March 2023 and up to the date of approval of the statement of accounts.

4. THE GOVERNANCE FRAMEWORK

4.1. 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 of 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.

4.2. 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.

4.3. 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 Committees: Practical Guidance for Local Authorities and 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.

4.4 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

5. REVIEW OF EFFECTIVENESS

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

5.2. This review has been informed by the work of the Chief Financial Officer (CFO) and the Chief Executive (CE), who also undertakes the roles of Monitoring Officer and Head of Paid Service. In addition, the work of the internal auditors, plus members of the Commissioner's staff, who have the responsibility for the development, maintenance and operation of the governance environment also inform the review. Comments made by the internal and external auditors and other review agencies and inspectorates are also considered as part of this review.

5.3. 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.

5.4. 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 for each of the Police and Crime Commissioner and Chief Constable corporations sole, based on the work undertaken in the year, on the adequacy and effectiveness of the assurance framework, risk management, internal control and governance, in compliance with the Public Sector Internal Audit Standards (PSIAS).

5.5. For the Police & Crime Commissioner corporation sole, the following opinion was provided for:2020/21 opinion text to be entered here and cross referenced to location in accounts

5.6. For the Chief Constable corporation sole, the following opinion was provided for:2020/21 Opinion to be entered here and cross referenced to location in accounts

5.7. The External Auditor provides an opinion on the financial statements and value for money and cross referenced to location in accounts.

5.8. 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 Public Assurance Meetings (PAM) consider police performance (Crime) and the Police and Crime Strategic Board considers financial, people, estates and ICT resources, as well as long term strategy development, significant and emerging risk areas and the Chief Constable's report. The Professional Standards Governance meeting reviews matters relating to the conduct of police officers and staff.

5.9. In response to the COVID pandemic , virtual working arrangements were introduced, with most governance meetings having been undertaken virtually, using web conferencing technology and, where appropriate, being live streamed to the internet. Internal controls were modified to ensure they remained effective during periods of remote working. During 2022/23, governance meetings have been conducted virtually or in person, as appropriate, as the transition to new hybrid working arrangements has been embedded.

5.10. The effectiveness of the governance framework has been reviewed by the Commissioner's Executive Team[1] in the year 2022/23. The review has included:

- the internal audit reports, including: governance (decision making) and delivery of the police and crime plan;
- review of the Commissioner's risk strategy, risk appetite, associated processes and overall 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;

[1] Chief Executive, Chief Finance Officer

- 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;
- feedback received from the JIAC.

5.11. 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.

5.12. Assurance on the effectiveness of the Commissioner's financial controls has been provided by the CFO who is 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 CFOs ~~of the Police and Crime Commissioner and the CFO of the Chief Constable~~in Policing (2021) ~~(2014)~~.

5.13. 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).

5.14. 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 and the Chief Constable's assurance map 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.

5.15. 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. 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.

5.16. The Commissioner published his Annual Report in TBC 2022 and presented 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 which is available at: https://lincolnshire-

pcc.gov.uk/transparency/what-our-priorities-are-and-how-we-are-doing/annual-reports/ . Ongoing delays in the commencement and completion of external audits, as a result of resourcing issues being experienced in the public sector external audit environment, has meant that the audits of the Financial Statements for both 2020/21 and 2021/22 remain outstanding.

5.17. The Commissioner has had a bespoke media and communications contract in place with a specialist provider since November 2016 and the contract was reprocured in 2021. 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.

5.18. The Commissioner engages in widespread consultation on a range of subjects, key examples include, the annual budget, and the development of his Police and Crime Plan. A major consultation was again undertaken by the Commissioner in December 2022 following the success of the previous year's county-wide 'Crime & Policing Survey'. This seeks the views of Lincolnshire residents on a range of subjects including their priorities for policing and their own personal experience and perception of crime. The bespoke survey has been designed to provide insights from across a broad range of respondents representative of Lincolnshire residents. The survey will help to guide the Commissioner's funding priorities and inform key decisions faced by the Commissioner.

5.19. 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 just under 2300 pieces of correspondence (excluding routine correspondence from Policing Bodies), and 26 Freedom of Information (FOI) Requests[2]. In addition, The Commissioner uses social media particularly his Twitter profile, which he uses to enhance his public visibility and reach. For example he has attracted over 7,700 Twitter 'followers' since taking office in May 2016. This demonstrates 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 publishes a quarterly performance report provided by the force, as part of the supporting information for the Public Assurance Meetings. This report consists of statistical indicators and a narrative report from the Chief Constable providing contextual explanation of the data, and a guidance document explaining the performance measures used. 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 2021 Transparency Quality Mark certificate by CoPaCC the body responsible for evaluating police transparency.

5.20. Lincolnshire Police and the Commissioner have a joint Anti-fraud and Corruption strategy and Policy in place which have 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. In addition, a joint fraud risk matrix has been developed to help in proactively identifying and assessing current and emerging fraud risks and potential actions to mitigate the risks identified.

[2] Total number of requests in the period April 2022 to March 2023

5.21. The Commissioner and Chief Constable adopted the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption published in 2014. The OPCC and Force are members of the Lincolnshire Counter Fraud Partnership (LCFP) which involves working with key partners to share information and expertise to help both organisations maintain their vigilance in tackling fraud and corruption.

5.22. The Commissioner has ensured he has arrangements in place for receiving and handling complaints from the public that are aligned with the changes in complaints legislation that came into force from the 1st February 2020.

5.23. CIPFA's Financial Management Code (FM Code) was published in October 2019 and provides guidance for good and sustainable financial management in local authorities. The FM Code offers assurance that authorities are managing resources effectively, regardless of their current level of financial risk. A self-assessment of the PCC's compliance with the code has been undertaken, considered by the JIAC, and an action plan developed to ensure full compliance during 2022/23.

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

5.25. 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.

6. SIGNIFICANT GOVERNANCE ISSUES

6.1. The Risk Register is a tool that identifies the risks that would prevent or distract the Commissioner from achieving his objectives. During the year a number of governance issues emerged that were not identified within the risk register

6.2. Alongside the Risk Register, the Chief Constable's assurance map is recognised by the Commissioner and the Chief Constable as a vital tool for effective corporate governance. It provides information on the effectiveness of the management of major strategic risks and significant control issues; it also provides a view of assurance across the risk environment. The assurance map and the Joint Assurance Review (JAR) meetings, held quarterly, provide much of the evidence base for this annual governance statement. Independent assurance is also provided by the JIAC.

6.3. The Commissioner's significant governance issues are detailed below, sourced from the Chief's assurance map and Commissioner's 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.

6.4 The risk of failure of government to address Lincolnshire's case for a fairer share of national funding.

6.4.1 During the latter part of 2016/17, the Home Office initiated a process for fundamental review of the national police funding formula; the Commissioner's CFO participated in this work as a member of the Technical Working Group. Consultation on the conclusion of this work was placed on hold. In 2021, the Home Office initiated a further review of the police funding formula with the stated aim of putting in place a revised approach before the end of the current Parliament (2024). The PCC, as Chair

of the APCC, is a member of the Sector Steering Group (SSG) for the current review. Both the PCC and Chief Constable are supportive of revision of the national police funding formula; previous attempts at reform suggested that Lincolnshire might benefit by around £8 million annually.

6.4.2 The PCC's medium term financial plan indicates a funding gap increasing to £10m pa by 2026/27, despite both additional government grant in support of the national police officer uplift programme and increased council tax receipts. A fairer share of government grant is considered essential to ensure that the Force can continue to deliver an appropriate level of service into the medium term.

6.5 The risk of failure to achieve and demonstrate efficiencies and value for money

6.5.1 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. The capital programme continues to support this by investing in technology which improves operational efficiency such as improved Mobile Data, a new Command & Control system and Fleet telematics. Investment decisions and benefits realisation are undertaken by the Force Capability Board and monitored by the Police and Crime Strategic Board; independent assurance is gained through HMICFRS via the Efficiency pillar of their PEEL inspection programme. The Financial Strategy includes performance measures relating to both financial health and financial performance, supported by a number of plans and policies.

6.5.2 Following the cessation of the G4S contract from 1 April 2022, a Priority Based Budgeting exercise was undertaken during 2022/23 in order to ensure that resource allocation within the Force is consistent with current priorities.

6.6 The risk of failing to plan for the effective transition from the current commercial contract arrangements.

6.6.1 In 2020 following a comprehensive assessment, the Commissioner decided that best value for money would not be achieved by pursuing an extension to the G4S partnership. He was clear that this did not reflect on the partnership to date which has been successful and has continued in place until March 2022. The transition from G4s has been managed as the 'Future Services Project'. Reflecting the strategic importance of the project the Chief Constable was the SRO and the Board has representation from the Force, OPCC, (CFO and CX) and external expert advisors. The focus has been on a seamless transition of people and services together with a strong emphasis on shaping the whole Force to reflect the significant change and develop an effective organisation fit for the coming years. Risks were actively managed via the Programme Board to support the transition. Governance arrangements between the Force and OPCC have changed significantly and a shared approach to developing the refreshed approach is being taken and new strategic delivery plans from the Force will be the cornerstone of accountability arrangements going forward.

6.7 The risk of failing to ensure that G4S objectives are delivered - With the resources available

6.7.1 Although the services previously provided via the strategic partnership with G4S have now transitioned to the Force, G4S has, on behalf of the PCC and Force, continued to oversee the procurement of a new Command and Control system that will be at the heart of the Force's continued transformation of efficiency and effectiveness updating operational capability, information and data management and the capacity to provide a better service to the people of Lincolnshire from within the available resources. The project has been challenging and remains behind schedule. The final phase of Go Live is now planned for 2023. There remains confidence that, once delivered, the new Command and Control system will facilitate significant improvements and efficiencies in Force operations. Following detailed discussions and to manage risk, delivery and cost, G4s have agreed to remain for a further six months, beyond the previously agreed extension, to see through the delivery and 'go-live' of the new Command and Control system.

6.7 The risk of failing to maintain or develop beneficial regional collaborations

6.7.1 Regional Collaboration has seen a successful year following the appointment of a new regional DCC and broad agreement on budgets. Given the national funding landscape, challenges remain over the size and composition of regional resources, but an effective and active dialogue is underway; a no nonsense focus on open and evidence based decisions will support effect navigation of any changes.

6.8 The risk of the force not delivering operational effectiveness

6.8.1 As indicated at 6.6 above the operational effectiveness of the Force has been dependent on successfully taking on the responsibilities previously managed by G4s and reshaping the whole Force to improve its operational effectiveness. The renewed vigour that the Chief and his senior team have put into strategic and operational planning has provided a strong basis for future planning. Strong focus on better policing outcomes in many areas including roads policing, crime fighting, homicide reduction, rural crime issues have all been evident alongside the successful reintegration of over 500 staff. The coming year will be another challenging one and the PCC and Chief (and their teams) will continue to work closely together.

6.9 Failure to maintain a strong working relationship with the Police and Crime Panel

6.9.1 The Police and Crime Panel is a key part of the governance landscape for police and crime commissioners and the Lincolnshire PCC and his staff have worked persistently and consistently over many years to maintain a strong, appropriate and professional relationship. That relationship has been tested in the last two years following issues outstanding from the recruitment process for Chief Constable that could not be completed in 2020 and the subsequent investigation and referral by the Police and Crime Panel to the Independent Office of Police Conduct (IOPC). The completion of the IOPC investigation should clear the way for outstanding issues to be addressed and pave the way for a stronger working relationship going forward.

7. INSPECTORATE FINDINGS

7.1 The PEEL Inspection programme conducted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) scrutinises all 43 police forces in England and Wales and examines their Efficiency, Effectiveness and Legitimacy providing comparable grades for each of the 43 forces in England and Wales.

7.2 The most recent PEEL inspection grades were received by the force in February 2023 these grades relate to the forces' performance in 2021/22. Lincolnshire Police received an overall grading of "Good". The forces' Effectiveness was also graded as "Good" with its Efficiency being graded as "Requires improvement" and its Legitimacy also graded as "Good".

7.3 The next graded PEEL inspection of Lincolnshire police will not take place until the autumn of 2022.

7.4 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/

7.5 The force's progress against 'areas for improvement' and recommendations made in inspections continues to be tracked and progress monitored by the force through its HMICFRS tracker. This document is regularly reviewed as part of the Commissioners "holding to account" governance processes and the force provide a summary report on outstanding remedial activity for review by the JIAC. HMICFRS operate a 'register of recommendations', to ensure that all recommendations both thematic and force specific have been addressed and remedial work has been fully completed to their satisfaction.

7.6 HMICFRS changed the way in which they inspect forces for the year 2021-22, adopting an intelligence-led risk-based inspection framework. This blended approach now incorporates traditional face-to-face on-site fieldwork along with proven remote information gathering processes introduced during the pandemic. In addition, the grading of judgements will also change to include a new grade of "Adequate" creating a five-tier structure. The new structure will separate the very good from the barely good. HMICFRS's intension is to encourage those forces that are currently stable in 'good' to continue to improve. The aim is to make it clearer where HMICFRS consider improvements are needed, and better reflect force performance, by adding more nuance to judgments. The new 5 tier grading system is as follows:

- **Outstanding** - The force has substantially exceeded the characteristics of good performance
- **Good** - The force has demonstrated substantially all the characteristics of good performance.
- **Adequate** - The force has demonstrated some of the characteristics of good performance, but we have identified areas where the force should make improvements.
- **Requires improvement** - The force has demonstrated few, if any, of the characteristics of good performance and we have identified a substantial number of areas where the force needs to make improvements.
- **Inadequate** - We have causes for concern and have made recommendations to the force to address them.

The changes to the grading system mean that direct comparison between grades achieved in previous years and the current grades awarded are not possible. For example,

a "Good" grade achieved in the old system and an "adequate" grade achieved in the new system does not automatically indicate a reduction in the standards of performance achieved.

7.7 A significant part of the risk assessment for each force will depend on the information gleaned from the Force Management Statement (FMS). Each Force is required to produce an FMS and submit it to HMICFRS in May each year.

7.8 The force believes the FMS to be an important tool in the corporate planning process as it contains 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 force's plan to improve efficiency;

d) The force's financial income.

7.9 Outside of the PEEL regime the force received the following inspections in 2022-23:

7.9.1 Custody inspection – This is a national series of inspections of police custody across England & Wales and is carried out jointly by HMI Prisons and HMICFRS. The inspections look at strategy, treatment and conditions, individual rights and health care. They contribute to the United Kingdom's response to its international obligation to ensure regular and independent inspection of all places of detention. The fieldwork activity took place in Lincolnshire from the 9th to 20th May 2022 and the inspection report was published on the 3rd August 2022.

7.9.2 The joint Inspection team made 2 recommendations and highlighted an additional 15 areas for improvement. These findings have been placed into a bespoke action plan and also incorporated into a bespoke 'tracker' that records the progress made against all remedial activity relating to HMICFRS inspection work. In addition, this tracker is monitored by the OPCC and is reviewed by the JIAC on a quarterly basis.

7.9.3 The PCC formally responded to the inspection report and published his comments, which can be found by following this link: HMIC Inspections 2022 (lincolnshire-pcc.gov.uk)

7.10 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