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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.

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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

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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. Mazars LLP presented the Internal Audit Annual Report for 2022/23 for the Police & Crime Commissioner for Lincolnshire & Lincolnshire Police at the JIAC in September 2023, which gave the following opinion:

*"On the basis of our internal audit work, our opinion on the framework of governance, risk management, and control is **Moderate** in its overall adequacy and effectiveness. This opinion is provided on the basis that some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.*

Certain weaknesses and exceptions were highlighted by the internal audit work, in particular limited assurance opinions were provided during the period in respect of Environmental Sustainability, Procurement Follow Up and IT Resilience.

These matters have been discussed with management, to whom we have made recommendations, some of which are categorised as Priority 1 and Priority 2. All of these have been, or are in the process of being addressed, as detailed in our individual reports, and summarised in Section 04."

~~5.5. For the Police & Crime Commissioner corporation sole, the following opinion was provided for:2022/23 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:2022/23 Opinion to be entered here and cross referenced to location in accounts~~

~~5.7.~~5.6. The External Auditor provides an opinion on the financial statements and value for money and cross referenced to location in accounts.

~~5.8.~~5.7. 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.~~5.8. 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.

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~~5.10.~~5.9. 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;
- consideration of the Chief Constable's 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.

Commented [DJ3]: This is a valid statement – we have the Delivery Plan which is reported on by exception at the fortnightly Delivery Plan meetings

~~5.11.~~5.10. 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.~~5.11. 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 in Policing (2021).

~~5.13.~~5.12. 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).

[1] Chief Executive, Chief Finance Officer

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~~5.14.~~5.13. 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.~~5.14. 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 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.~~5.15. The Commissioner published his Annual Report in June 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, as at July 2023, the audits of the Financial Statements for both 2020/21 and 2021/22 remain outstanding.

Commented [DJ4]: And 2022/23. This remains the case as per Accounts (lincolnshire-pcc.gov.uk). Should we include some of the narrative explanation from the website?

~~5.17.~~5.16. 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.~~5.17. 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.~~5.18. 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 under3,500 pieces of correspondence (excluding routine correspondence from Policing

Bodies), and 57 Freedom of Information (FOI) Requests[2]. In addition, the Commissioner participated in 463 meetings and events engaging with a wide variety of groups and organisations dedicated to making their communities better places to live, visit and work. The Commissioner also uses social media, particularly his Twitter profile, to enhance his public visibility and reach. For example, he has attracted over 7,804 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 guidance 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.

Commented [DJ5]: I assume these are consistent with the figures Emma provided for the Annual Report?

~~5.20.~~5.19. 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.

~~5.21.~~5.20. 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.~~5.21. 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.~~5.22. 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; a further self-assessment is planned for 2023/24 to assess progress.

Commented [DJ6]: I can't see reference to this in the JIAC papers?

~~5.24.~~5.23. The Chief Constable has undertaken his own review of governance and his own Annual Governance Statement has informed and supports this statement.

~~5.25.~~5.24. 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.

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

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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..

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 £11m 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.

Medium Term Financial Plan	Revised 2022/23 £m	2023/24 £m	2024/25 £m
Police Grant	(71.329)	(71.578)	(71.578)
Council Tax Precept	(66.527)	(70.794)	(73.192)
Application of Earmarked Reserves	(0.064)	(0.207)	(0.067)
Reserves Budget Balancing	(3.354)	(6.334)	(8.889)
Other Income	(10.216)	(11.986)	(11.986)
Total Income	**(151.490)**	**(160.899)**	**(165.711)**
Expenditure	151.490	162.898	168.211
Savings Plan	-	(2.000)	(2.500)
MTFP Gap	**-**	**- 0.00**	**- 0**

Commented [DJ7]: 11.125 as per table in in decision note 06-2023

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 kit and technology which improves operational efficiency such as vehicle replacement, mobile devices, infrastructure upgrades. and a new Command & Control system. 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 - 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 transition effectively from the commercial contract arrangements with G4S

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 which continued in place until March 2022. Governance arrangements between the Force and OPCC since this point have changed significantly and strategic delivery plans from the Force now form the cornerstone of accountability arrangements. A Memorandum of Understanding (MoU) has been drafted which details the governance arrangements, including appropriate access to vital business support functions for the OPCC.

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 2024. 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.

Commented [DJ8]: Need to check position on this with Force. 2024 based on DDAT strategy. Unclear whether G4S are continuing beyond the 6 months originally agreed.

6.8 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 effective navigation of any changes.

6.9 The risk of the force not delivering operational effectiveness

6.9.1 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.

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

6.10.1 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 three 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.

6.11 Failure to obtain satisfactory value for money from the disposal of 'West Parade' Police Station (Lincoln City)

6.11.1 Following the development of the Lincoln South Park police station, shared with Lincolnshire Fire & Rescue and East Midlands Ambulance Service, West Parade Police Station has been surplus to requirements. Following a tender exercise, pre-disposal work continues to be undertaken with a preferred bidder and progress is being monitored closely.

Commented [DJ9]: To ask Julie for appropriate wording

6.12 Failure to deliver new Enterprise Resource Planning (ERP) system concurrent with a supported outgoing system

6.12.1 The current ERP, tPolice, is end of life and out of support. Market driven support has been purchased until December 2023. The force has initiated phase 1 of a project to work through and define the requirements for the replacement ERP which will feed into the procurement activity to find a new system. The current tPolice contract has been extended for 12 months, until 31st March 2024 to allow the project to identify/define requirements and undertake the necessary procurement activity for the replacement system which supports crucial back-office functions including Finance, HR, Procurement etc. A replacement ERP will ensure we have a fully supported and maintained system which reduces the Force risk around the current ERP being out of support and an end-of-life system. The current integrated way of working between back-office functions will be maintained and it will also increase the effectiveness and efficiency by interfacing with existing systems which are currently not linked so the force has "a golden thread" approach for records and supports the HMICFRS recommendations. The functionality will also increase the reporting capability which supports the Force Management Statement requirement.

6.13 Failure to prepare for the potential impact on the workforce, service delivery, and commissioned services. because of the sudden rise in the 'cost of living' and the 'cost of doing business'.

6.13.1 The UK has experienced a fall in 'real' disposable incomes (that is, adjusted for inflation and after taxes and benefits) since late 2021. Individuals and businesses are being impacted by increased costs, which has the potential to adversely impact the workforce, service delivery and commissioned services. In response to this, the PCC is monitoring for signs of 'stress' on services through quarterly contract meetings and is supporting service providers in maximising funding opportunities.

6.14 Failure to develop sufficient capacity within the OPCC to deliver against the increase in scope of the PCC role as a result of the recommendations made in the Home Office PCC review

6.14.1 In July 2022 the Policing Minister announced a two-part internal review into the role of PCCs. Part one of the review made recommendations to the Home Secretary on how to improve the accountability, scrutiny and transparency of the PCC model. It also considered the long-term ambitions on fire governance reform, and the links between the PCC model and mayoral devolution. Part Two of the PCC Review is now underway and is examining further ways to strengthen and expand the PCC role, including considering .

- the role of PCCs in offender management aligned to existing operating models
- the role of PCCs in the partnership landscape to drive and co-ordinate local activity to reduce crime, combat drugs misuse and tackle anti-social behaviour. The Review will focus on Local Criminal Justice Boards, Community Safety Partnerships and Violence Reduction Units
- the role of PCCs in enforcing victims' right and commissioning support services

Whilst the review is welcomed, an increase in scope would require accompanying resource to fund sufficient capacity within the OPCC to deliver any new responsibilities. The PCC and his staff have highlighted this in responses to formal consultations issued through the review and also in national fora.

7. INSPECTORATE FINDINGS

7.1 The PEEL Inspection programme conducted by His 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 forces in England and Wales.

7.2 In 2021/22. HMICFRS moved to a more intelligence-led, continual assessment model, and they also changed their approach to graded judgements, expanding their previous four-tier system to five tiers as listed below,

- Outstanding
- Good
- Adequate
- Requires improvement
- Inadequate

However, these changes mean that it isn't possible to make direct comparisons between the grades awarded for 2021-22 with those from previous PEEL inspections. HMICFRS also stated that a reduction in grade, particularly from good to adequate, does not necessarily mean that there has been a reduction in performance, unless HMICFRS specifically say so in their inspection report.

7.3 Key evidence sources for the continual assessment approach adopted by HMICFRS include:

- findings from other HMICFRS inspections;
- progress against causes of concern and areas for improvement;

- routine data collections; and
- knowledge arising from routine force liaison
- Force Management Statements (FMS)

The FMS is 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.

7.4 HMICFRS published The Force's PEEL inspection grades in March 2023 relating to the force's performance for 2021/22, and these are:

- Preventing crime – adequate.
- Treatment of the public – adequate
- Protecting vulnerable people – adequate
- Developing a positive workplace – adequate
- Investigating crime – requires improvement
- Recording data about crime - requires improvement
- Responding to the public - requires improvement
- Managing offenders - requires improvement
- Good use of resources - requires improvement

In summary HM Inspector of constabulary commented,

"I acknowledge that the force is on a journey, having recently exited a ten-year contract with a private provider. It is also undertaking significant programmes of changes across the organisation, which are designed to improve service for the public. Historically, Lincolnshire Police has been one of the lowest-funded forces in England and Wales, and this is still the case. The report should be read in this context.

My report sets out the detailed findings of this inspection. While I acknowledge the good work officers and staff have already carried out to keep the public safe, I look forward to monitoring the force's progress towards addressing the areas for improvement I have outlined."

7.5 As part of the PEEL 2021/22 inspections, HMICFRS inspected how well police forces tackle Serious and Organised Crime (SOC). This was a new approach to inspecting this aspect of policing for 2022, HMICFRS inspected ten regions, as well as the nine regional organised crime units (ROCUs) throughout England and Wales, and 43 police forces. This included Lincolnshire police and our regional ROCU. Their aim, to establish how well forces and ROCUs work together to tackle SOC.

7.6 Lincolnshire Police achieved an individual grading of Requires Improvement for SOC with four 'areas for improvement' identified. They are:

- The force needs to increase its resource and capability to effectively analyse the threat from serious and organised crime (SOC)
- The force should update the serious and organised crime (SOC) local profile to help it, and its partners, to better understand the SOC threat and the approach needed
- The force should ensure that the lead responsible officer (LRO) role is delegated to a wider group of officers with the time and expertise to do it effectively
- The force should improve how it records serious and organised crime (SOC) threats and disruptions on the national database

The East Midlands Special Operations Unit (EMSOU) received an "Inadequate" grading.

7.7 The commissioner is required by law to publish his response to all force specific HMICFRS inspection reports, including PEEL 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/

7.8 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.

7.9

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 progress will be monitored by the force, HMICFRS and the Commissioner.

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

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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