



# Police and Crime Strategic Board

18 June 2015

## Chief Constable's Report

### 1. National Issues

#### 1.1 Update on 'A fair deal for the people of Lincolnshire'

##### 1.1.1 Visit to the force by the Crime and Policing Group Director

1.1.2 Following the meeting the Chief Constable and the Chief Executive had with the Director General of the Crime and Policing Group on 6 May it has been made very clear once again that the intention is for Lincolnshire to be seen as part of the solution for the police service as a whole.

1.1.3 It is believed that the local leadership and innovation that sees Lincolnshire Police collaborate with regional police colleagues, local public services and the private sector provides valuable insight and a model of how other forces can maintain effective policing at a lower cost.

1.1.4 The Chief Constables' benchmarking analysis supports the view that any simplified funding formula that does not include a parallel focus on benchmarking productivity/efficiency would ultimately fail and that a more sophisticated and financially astute solution is needed.

1.1.5 The Director General has accepted the forces' invitation to act as a 'sounding board' and provide them with the evidence that will generate the thinking and radical ideas required to deliver the necessary reforms.

1.1.6 It is the intention for Ziggy MacDonald, Director, Crime and Policing Group to visit the force on 18 June and inspect the work carried out which will ensure they can continue to benefit from the analysis and input provided by the force, particularly ahead of any formal consultation.

#### 1.2 National Audit Office Report

1.2.1 The National Audit Office has recently published its report on the Financial Sustainability of Police Forces in England and Wales. The report examines whether the Home Office, with other policing stakeholders, has effectively managed the risks of reduced police funding.

1.2.2 There are a number of key findings in the report relating to the impact of funding reductions and an assessment of the current oversight and accountability regime. It also contains some really helpful statements that support the forces case for fairer funding and that the Home Office should treat forces differently.

1.2.3 There is recognition that while financial reserves across all forces have increased by 35% in real terms between 2010-11 and 2013-14, this is not necessarily a sign of financial health.

- 1.2.4 There is no mention of how Lincolnshire collaborate with other forces and the private sector however the report does acknowledge this is an area forces can achieve higher levels of savings. Overall many of the savings identified so far have been characterised as tactical or efficiency savings, rather than service transformation and when assessing whether the policing sector is experiencing or is likely to experience financial and service stress it makes mention of Lincolnshire outlining how future budget reductions cannot be managed without “degrading” the services delivered.
- 1.2.5 The report is critical of forces having an insufficient understanding of the demand for services with the HMIC estimating that only 10 of 43 forces have a sophisticated understanding of demand. In the NAOs view, the College of Policing’s recent report on demand provides a limited picture across the service. There are no standards for measuring demand and no comprehensive national picture of demand across policing, including demand potentially caused by funding reductions in other sectors.
- 1.2.6 It identifies that the Home Office does not really understand the effects of cuts on service delivery and has insufficient information to determine how much further it can reduce funding without degrading services, or when it may need to support individual forces. It recognises the PEEL framework should enable HMIC to assess forces’ response to funding reductions and critically challenge their plans however the effectiveness of these inspections cannot be measured as HMIC has not completed its first full assessment yet.
- 1.2.7 The report makes the following recommendations:
- The Home Office should build upon its ongoing review of the funding formula and adopt an approach to funding that takes account of forces’ local circumstances more fairly.
  - The police sector should develop a better understanding of demand for its services.
  - The Home Office should work with HMIC, the College of Policing, the National Police Chiefs’ Council and Association of Police and Crime Commissioners to develop better information to give more assurance on the health of the service and give early warning of when a force might fail.
  - HMIC should review annually its police effectiveness, efficiency and legitimacy methodology, as it did following the 2014 assessments.
  - The College of Policing should, with other bodies such as the Chartered Institute for Public Finance and Accountancy and the NPCC, consider how best to support and develop business skills at all levels within forces, both in officers and police staff.
  - The College of Policing, with the Home Office, HMIC and the NPCC, should improve the sharing of good practice and learning from both operational and non-operational areas.

### **1.3 National Debate for Future Funding**

- 1.3.1 Following the National Debate Advisory Group event attended by the chief Executive and ACC Davies in May the Chief Constable will be attending the NPCC meeting in Liverpool on 10 June where the draft report produced from this meeting will be discussed. The Chief Constable can provide a verbal update at the meeting if required.

## **2 Regional issues**

### **2.1 East Midlands Video Link Project - update**

2.1.1 The East Midlands Video Link Project is now moving into the next phase, moving from installing equipment to testing equipment. At the same time each project team in the region is either considering how to increase usage for the giving of evidence, developing alternative uses of the video equipment, or scoping what a virtual remand court will look like. Both Lincolnshire and Leicestershire are scoping what a virtual remand would look like for consideration by the appropriate project boards.

### **2.2 Internet Based Video Solutions Project (IBVS) - update**

2.2.1 It is expected that an internet based video solution will provide a cost effective, flexible solution to many of the transactions currently carried out through more expensive hard wired equipment. MOJ and the preferred supplier, Vodafone, are currently locked in contractual negotiations and the latest estimate is that the internet gateway solution is unlikely to be in existence until the end of this calendar year – we await a current update on this position. Lincolnshire Police have been the lead force in testing this solution and will participate in the testing of the permanent solution.

### **2.3 Lincolnshire Criminal Justice Board (LCJB) – update**

2.3.1 Lincolnshire Criminal Justice Board has recently met and has agreed its Strategic Plan for 2015/16, together with its delivery structure and work programme. The Board is actively involved in discussions at a regional level concerning the potential of a strategic board to increase efficiency and gain greater consistency in approaches across the region.

### **2.4 Regional Bail Project - update**

2.4.1 The Home Secretary has made it clear both pre and post-election that she harbours concerns about the consistency, transparency and rigour behind the use of pre-charge bail. A Home Office consultation took place at the end of 2014, the outcome of which was published on Monday 23 March 2015.

2.4.2 Within this document the Home Secretary recognised the steps taken by the police to improve the way they manage bail, with improvements in the consistency and practice of bail management following work by the College of Policing (pre charge bail standards). She made it clear, however, that she felt that these changes did not go far enough and recent announcements suggest that the Home Office will seek legislation within the Police Bill in order to limit pre charge bail to 28 days (Inspector authorisation), for Superintendents to conduct bail reviews between 28 days and three months and for Magistrates courts to authorise bail beyond three months. The police welcome any measures to improve the management of police bail but believe that the Home Office proposals are disproportionate to the scope of the problem and place additional and unnecessary burden and cost upon the police and courts.

2.4.3 The police, through the Criminal Justice Business Area have been in protracted dialogue with the Home Office in order to provide an alternative, less demanding model that seeks to tighten the provisions around bail and provide the necessary management oversight.

- 2.4.4 Twelve forces (those able to provide the necessary data) will participate in a six month pilot to test the police proposition with six actively collecting data around the provisions of the model and the remaining six acting as control sites (Nottinghamshire are the only force participating from this region). The police model retains Sgt authority for initial bail grant and additional extension to the three month point with any further extensions authorised by an Inspector. It is only at the six month point that a case would be heard by a Magistrate for extensions beyond that time.
- 2.4.5 It is anticipated that the police will be in a position to present a fully costed alternative model to the Home Office by the end of the calendar year.

## **2.5 Video Justice Project**

- 2.5.1 MOJ and the Home Office have commenced a new round of CJ reform. One of the two primary areas for sponsorship is Video Justice that is being led by the Chief Constable (the other being Digital Justice).
- 2.5.2 Part of the MOJ reform programme presumes that video will be used by default and that personal attendance will only happen for complex sentencing and for trials. In phase 1 (before the end of June) the following information is required:
- A baseline of the existing video across the CJS
  - How we would want video to operate across the CJS
  - How we will build the full user requirement and business case for video by default within 6 months.
- 2.5.3 MOJ has agreed to provide project support and coordination – T/C/Insp Rooney is leading this work on behalf of the Chief Constable.
- 2.5.4 The foundations for much of this work are already in existence. A three year vision document for policing is in existence and LCJBs have been asked to grade themselves against the various strands of video capability.
- 2.5.5 It is anticipated that this document will be ambitious and will test Ministerial resolve for radical and innovative change. Simply adding additional police equipment to the current structure will not achieve real efficiencies – additional investment must be matched across all agencies and there must be a change in process, particularly in relation to the courts. Poor listing arrangements, limited equipment within the courts and inflexible hours are some of the limiting factors that currently exist. The courts reform programme is expected to provide the catalyst for much of this change with the anticipated large scale court closures forcing all agencies to look at alternative ways of operating.

## **3 Local issues**

### **3.1 Blue Light Integration Project – update**

- 3.1.1 Following a meeting to discuss the results of the scoping document for the increased collaboration and potential integration of Police, Fire and EMAS it has been agreed that an Outline Business Case is to be completed by the end of June. This will provide a greater understanding of the strengths, costs and potential benefits of the collaboration.

3.1.2 EMAS have agreed to provide an operational lead officer who will join T/Supt Lee Pache and Chief Fire Officer Dave Ramscar as members of the steering group whose remit is to develop the project from an Outline Business Case to a Full Business Case and then proceeding to project management and implementation.

### 3.2 HMIC PEEL Inspection

3.2.1 HMIC has commenced its annual PEEL inspection and the evidence obtained will be used to assess the effectiveness, efficiency and legitimacy of the force. They will also assess the leadership of the force as a factor that underpins these themes.

3.2.2 Chief Officers delivered a comprehensive briefing to the Inspectors at the commencement of the inspection and presented them with a detailed report responding to their diagnostic questions.

3.2.3 Although the inspection is still to cover certain elements relating to local policing and leadership a 'hot de-brief' was delivered to Chief Officers, the PCC and the Chief Executive with a full report due later in the year.

### 3.3 The Chief Constable's Vision

3.3.1 The Chief Constable, in considering the future force direction, has provided every member of staff, via email, with a copy of his view as to what policing should look like in this county in 2018.

3.3.2 It is intended to describe the policing style of the force, the culture and values of the workforce, and the way everyone will work. It takes account of funding issues and constraints but also underlines everyone's determination that they will not hold the force back. It recognises the force delivers a really good standard of policing in this county very efficiently and the Chief Constable is determined that efficiency and effectiveness will be enhanced with investment in the right equipment to help officers and staff do their job. Later this year the roll-out of smart phones and tablet computers will begin to help.

3.3.3 The policing vision document will continue to develop as proposals for much closer working with Fire and Rescue, the Lincolnshire County Council and EMAS are progressed.

### 3.4 V1000 Volunteer Challenge – update

3.4.1 The force currently has the following volunteers across the county:

	East	West	HQ	Total
Specials	63	136	24 training	223
VPCSOs	4	24		28
PSVs	40	86	27	153
Cadets	61	88		149
Total	168	334	51	553

3.4.2 The majority of volunteers operate within the Special Constabulary. Last year they contributed over 66,000 duty hours which translates to the equivalent of 31 full time officers. They provide operational resilience and recently were invaluable in providing 1,100 duty hours covering police officers who were abstracted to deal with the motor cycle super rally between 21 – 24 May.

3.4.3 2014/15 is the first year it has been possible to quantify the work carried out by Lincolnshire Special Constabulary (YTD Apr – May 2015)

• Arrests	501	(98)
• Assist Arrest	1131	(172)
• Record Crime	425	(48)
• Intelligence Submissions	152	(43)
• Positive Breath Tests	54	(9)
• Record Witness Statements	232	(30)

3.4.4 The force has so far recruited 40 Voluntary PCSOs (VPCSOs) with 28 currently operational. They provide a visible uniformed presence in support of PCSOs and local policing teams. Seven VPCSOs have been successful at interview to become PCSOs. To date VPCSOs have:

- Attended 101 community meetings
- Spent 293 hours on targeted community priorities
- Conducted 556 school visits
- Carried out 285 crime enquiries
- Spent 2028 hours on visible patrol

3.4.5 Police Support Volunteers (PSVs) undertake a wide range of roles across the force and their numbers have increased more than any of the other strands of volunteers with almost three times the number there were 2 years ago. Last year they contributed over 13,000 hours performing a variety of roles such as; interpreter and translation services, various admin roles, vehicle cleaning and checking equipment, property marking, victim/witness reassurance call-backs and TEO cover at rural stations.

3.4.6 Although growing rapidly in number, PSVs are being underutilised and the challenge is for departments to consider how they can make use of the valuable skills they possess.

3.4.7 Currently there are 6 Cadet Corps based around the county at HQ, Grantham, Bourne, Skegness, Louth and Boston. It is hoped to establish a seventh at Spalding in order to meet local demand.

3.4.8 Cadets raise thousands of pounds for local charities and many continue to volunteer as Specials or VPCSOs.

3.4.9 There are numerous other volunteers operating in local communities such as Neighbourhood Watch Co-ordinators.

3.4.10 There are enormous benefits to using volunteers and there is scope to use them far more. Last year the value of the volunteer contribution was over £1.5m. The challenge for the force is to increase and maintain the number of volunteers as many move on to employed posts within the organisation as the recent internal police officer and PCSO recruitment process demonstrated.

### **3.5 Automatic Number Plate Recognition (ANPR) – update**

3.5.1 The move towards adopting and implementing the National ANPR Service (NAS) is still going to plan and contracts have now been signed at national level. Development is on track and Lincolnshire aim to move to NAS in the second wave of forces in the autumn (September/October is looking most likely at this stage). It is the view of

practitioners that NAS could be one of the single greatest advances in police intelligence and investigation.

- 3.5.2 On 3 July 2015, the Home Office will be staging a one day conference at the College of Policing where attendance is strongly encouraged in order to understand the transition process of the NAS.
- 3.5.3 The NAS will offer far greater functionality allowing more complex forms of analysis. It will provide better data management, addressing privacy concerns and offer improved compliance with the regulators. The NAS will also allow for far more effective searching by providing forces with an improved set of search and analytical tools on the National Collection. The NAS service will replace and enhance the existing National ANPR Data Centre (NADC) system. It will deliver updated functionality through a web browser with the ability to link to local systems through web based interfaces.
- 3.5.4 The 2014 Lincolnshire ANPR Project resulted in funds being provided by the Police and Crime Commissioner and saw the purchase and installation of 23 new ANPR cameras in the county. This has brought the number of Lincolnshire's static ANPR sites to 42, where a total of 90 lanes are covered. The number of daily ANPR 'reads' is approximately ½ million.
- 3.5.5 Performance figures for ANPR show a continuing improvement. Recent results are tangible in respect of the Intelligence Support Officers (ISO) but do not include the work performed by FCR Controllers so the actual results will be even better. The force is currently carrying one ISO vacancy which is having a significant impact on the ability to respond to ANPR intelligence.
- 3.5.6 Mobile ANPR assets within the force are currently deployed as follows;

Incident Response Vehicles	17
Wildlife Crime	1
Dog vans	17
Roads Policing Unit / Armed Response Vehicles	18

- 3.5.6 This does not however take into account any fleet changes implemented by East Midlands Operational Support Services (EMOpSS).

### **3.6 PCSO Service Level Agreement (SLA)**

- 3.6.1 The SLA between Police and LCC Safer Communities has been negotiated and a final document has been agreed, however, not yet signed.
- 3.6.2 The portfolio lead for safer communities Cllr Barry Young has requested further clarity in respect of how performance will be measured and reported against the SLA before the document is signed.
- 3.6.3 Supt Housley has discussed this detail with Cllr Young and is seeking agreement for the document to be progressed whilst work in respect of performance reporting is developed over the next few months.

- 3.6.4 A report has been completed by Supt Housley regarding funding PSCOs next year that will be considered by the LCC Executive in the next few weeks.
- 3.6.5 Supt Housley has already briefed Malcolm Burch and is also due to have a meeting with the OPCC. The Chief Constable can provide a verbal update at the meeting if required.

### **3.7 PCSO Powers update**

- 3.7.1 The PCSO manual of guidance has been agreed by Chief Officers and will be communicated to staff by way of a poltube video led by ACC Davies. This will be backed up with a series of briefings to staff conducted by C/Insp Timmins.
- 3.7.2 The PCSO Powers Card, containing minor additional powers, has also been approved by Chief Officers however no further training is considered necessary.