



Police and Crime Strategic Board

14 May 2015

Chief Constable's Report

1. National Issues

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

1.1.1 HMIC visit to the force

1.1.2 HMIC Zoe Billingham joined Chief Officers on Friday 24 April at their away day at Market Rasen Police Station. This provided the opportunity to discuss with her the forces current good performance, i.e. continued reductions in traditional crime types over the last three years and the huge amount of work undertaken to understand and manage our demand more effectively.

1.1.3 Discussions were also held regarding the HMIC position in relation to the inability of some forces to bridge their funding gaps going forward. She is extremely supportive of Lincolnshire and appreciates that the force has done far more than many others to manage the effects of its budget cuts. She also recognises that the force has not simply campaigned about the lack of funding but has also sought to develop solutions through the work the Chief Constable has done with the proposed banding of forces and the requirement for them to reduce their unit costs.

1.1.4 The challenge she clearly articulated to chief officers, and for consideration during the PEEL inspection strategic briefing, was to convince her that the number of police officers at 1100 is still the required number for us to provide an appropriate service to the public

1.2 Chief Constable's meeting with Mary Calam, Director General of the Crime and Policing Group

1.2.1 The Chief Constable attended a meeting with the Director General on 6 May where he explained we had been working hard to pull together a Lincolnshire position and wished to contribute to the debate about the future of policing, in a constructive way.

1.2.2 He further explained the new Home Secretary and Policing Minister will face pretty early in their time in office what we call the "Lincolnshire Question" which asks: How can you let a police force that is:

- Delivering a good quality of service to its community,
- Delivering strong operational performance across the board,
- Leading innovation and an exemplar of achieving efficiency through collaboration,
- Operating at the lowest cost per person in the country,
- Receiving a higher than average proportion of its funding through local taxation,

face a potential cut in central funding that will render it unviable in two years?

1.2.3 The Chief Constable presented the same report as delivered to the HMIC received an encouraging response from the Director General.

1.3 National Debate for Future Funding

1.3.1 On Friday 1 May there was a further National Debate Advisory Group event held at Ryton-on-Dunsmore, a follow-up to a previous event held in Birmingham in March. The PCC Force was represented by Chief Executive Malcolm Burch and the Force by ACC Davies. The day sought to achieve consensus around papers on four key themes:

- Arrangements for funding police forces.
- Which police services could be delivered at national, regional and local levels.
- The scope for further co-working between local agencies including the police.
- How to identify a Force as being "at risk".

1.3.2 A wide-ranging discussion reflected a variety of views. The Force views on funding arrangements and the preference for locally led services was expressed. In addition, a strong East Midlands contingent provided a good account of our regional governance structures. A paper distilling the day's debate will be produced with the involvement of our HMIC Zoe Billingham.

2 Regional issues

2.1 Update - East Midlands Operational Support Services (EMOpSS)

2.1.1 EMOpSS across the four East Midlands forces went live "officially" on 5 May 2015. A significant amount of work has been undertaken by the senior management team and working groups to ensure that the logistics for "go live" were effective.

2.1.2 From the talk groups across airwave to the allocation of vehicles and lockers, the planning undertaken has ensured that this has been a smooth transition. A test of interoperability and mutual aid will be Operation Tiffany, the Federation of Harley Davidson Super Rally which will be held at the showground between 21 - 25 May. All resources have been secured from regional forces.

2.2 Update – Regional Niche RMS

2.2.1 At 6am on 28 April Lincolnshire and Leicestershire successfully merged their custody and case file data onto a single Niche platform. At 1pm both force custody teams and case file teams commenced using the same Niche platform to process prisoners and submit prosecution case files to CPS.

2.2.2 The following day both forces successfully went live on a single platform of Niche incorporating all operational departments for crime, intelligence, custody and case. This has enabled real time sharing of information previously held by the individual forces.

2.2.3 To ensure a smooth transition Lincolnshire operational officers supported their colleagues in Leicestershire's Force Investigation Unit with the completion of crime files and became invaluable when they were required to complete urgent and complex remand files. This resulted in the timely submission of case files and supported bringing offenders to justice. The feedback received regarding our officers and the support they provided has been extremely positive.

- 2.2.4 Immediate benefits were realised when three males were arrested in Lincolnshire for committing a vehicle theft in Leicestershire following an ANPR activation. The suspects were processed in Lincolnshire and an arrest report completed on Niche. The suspects were later transferred to Leicestershire where their officers were able to use the information created on the system by our officers. This saved time in processing the offenders by Leicestershire custody staff.
- 2.2.5 The investigation team were also able to have immediate access to the events leading to the arrest in Lincolnshire and included direct access to evidential statements provided by Lincolnshire officers to assist in building their prosecution case file.

2.3 Modern Slavery

- 2.3.1 The new modern slavery bill became statute at the end of March this year and aims to simplify legislation surrounding this issue. It creates the role of anti-slavery commissioner, whose purpose is to ensure forces respond appropriately and proactively to modern slavery.
- 2.3.2 The first commissioner is Kevin Hyland, former head of the Metropolitan Police Anti-Trafficking Unit. He is attending the East Midlands Modern Slavery meeting on 20 May which is a five force meeting chaired by DCC Roach aimed at developing force responses in line with the national action plan.
- 2.3.3 The new legislation aims to protect victims from being exploited and effectively punished twice, providing a defence to any criminal act if they have been trafficked and exploited. One of the key issues to discuss with Mr Hyland is the review of the national referral mechanism as we have discovered that there is a reluctance of local authorities to take financial responsibility for victims once they are relocated into another area.
- 2.3.4 The force has recently found itself having to financially assist at least one of the victims of Operation Pottery after difficulties with their immigration status and inability to obtain benefits.

3 Local issues

3.1 Blue Light Integration Project

- 3.1.1 Lincolnshire Police, Lincolnshire Fire & Rescue, Lincolnshire County Council and EMAS, subject to a meeting on 11 May 2015, have commenced initial scoping into increased collaboration and potentially integration. The key areas being explored are the co-location of Lincolnshire Fire & Rescue's command and support team to Lincolnshire Police Headquarters; a joint review of estates to identify opportunities for closer working within shared facilities and the co-location of Fire & Rescue's control room within the FCR.
- 3.1.2 The single most exciting opportunity is the creation of a "Blue Light Campus" within the footprint of Lincolnshire Fire & Rescue's South Park Headquarters in Lincoln, as well as potentially the EMAS operational base, in which the location would become a tri-service deployment hub. For Lincolnshire Police this would mean that South Park could act as the West Area Headquarters, with the opportunity to locate the command team, community policing, an enquiry office and custody there.

- 3.1.3 The concept of collaboration is keenly supported amongst the service heads and they have identified key enablers to move this beyond an idea, these include the need for a multi-agency governance and programme structure, trust at all levels of the collaborating agencies; the provision of clear and shared vision, a clear understanding of outcomes and benefits and engaging in cross party, agency and public dialogue to obtain buy in and support.
- 3.1.4 On 9 June 2015 Chief Officers and Chief Executives will discuss the results of the scoping document with a view to agreeing the most appropriate approach to move collaboration forward.

3.2 THRIVE

- 3.2.1 The overall picture for THRIVE is that it has continued to see the urgent and priority responses reduce and therefore deployments have reduced. At the present time we appear to have moved about 14% of volume into the routine and non-attendance. The service from the IRT is excellent and they routinely deal with at least 10% of all call volumes providing some really good proactive work particularly around nuisance and persistent callers.
- 3.2.2 There is still more work to be done to achieve the 20% reduction in deployments and a three month interim evaluation will be completed at the end of May. The only area of concern is within the CMB and the increased number of call backs required. We are working through this with our strategic partner to look at options to resolve this.

3.3 Process Evolution – Force Operating Model

- 3.3.1 Process Evolution have recently reported on their first set of findings in relation to our current policing model within local policing and including volume crime. There are four stages to the process involving scoping, diagnostics, modelling and prediction and finally a report with their findings.
- 3.3.2 They have utilised three years' worth of data including crime and incident data, actual levels of resources and shift patterns supplemented by workshops on both East and West area. The findings mirror those obtained through the THRIVE work but through Process Evolution some of the findings have also been benchmarked alongside other forces. Some of the initial findings indicate that there are some specific categories of incident which take a considerable amount of time to deal with e.g. Mental health issues and missing persons.
- 3.3.3 We appear to spend most time on personal safety and welfare type incidents and anti-social behaviour more than anything else and this equates to a third of officers workloads. It has also been able to identify some of the delays in processes and confirms that the average time officers spend dealing with crime is approximately 3-4 hours which again confirms our original FRRED modelling.
- 3.3.4 Whilst we have a low number of "beat" officers, we have been able to achieve high levels of deployment and because we have a single crewing policy performance and attendance at incidents is one of the best in the country, despite our challenging geography.
- 3.3.5 Overall it is likely that we will be able to achieve some incremental change and improvements as opposed to a wholesale remodelling of the service but there is still more work to be done to fully understand the volume crime demand v resources. However what it has shown already is that we have little fat left on the bone to

redistribute to other areas of business and that our current response and neighbourhood model is efficient.

3.4 Serious Case Review / Domestic Homicide Review

- 3.4.1 The serious case review into baby W was published on 8 May 2015. This is the murder of a new born baby by its teenage mother in Bourne in 2013. There are no recommendations for Lincolnshire Police in this case.
- 3.4.2 The domestic homicide review into the death of Margaret Krwacewicz was released on 13 May and the report contains a number of recommendations for the force and other agencies. In total 11 agencies were involved with the victim over a significant period of time.
- 3.4.3 There were issues to be addressed by several organisations as well as some excellent work completed by practitioners. The Head of Adult Services and DCC Roach will handle the media releases on the day of release.

3.5 Strategic Rural Crime

- 3.5.1 On 5 May there was the second of the current wave of Strategic Rural Crime Meetings, chaired by ACC Davies. The meeting was well attended by representatives of the rural community and other relevant agencies. The PCC attended the first part of the meeting.
- 3.5.2 A presentation on the use of drones provoked much interest. The draft rural crime plan for the new year was discussed and well supported with some constructive additional comments. This will be finalised and operationalised before the next meeting, scheduled for July. A key feature of the Plan, reflecting discussions at the previous meeting, is to move away from creating a small team every year, to developing intelligence, partnerships and training so that priority rural crimes can receive an effective response from non-specialist staff. The Operation Galileo brand will however be retained.