



Police and Crime Strategic Board

17 March 2016

Chief Constable's Report

1. National Issues

1.1.1 'A fair deal for the people of Lincolnshire'

1.1.2 Budget Setting

1.1.3 The Budget and precept decisions were signed by the PCC on 25 February; these have been shared with the District Councils for tax setting purposes.

1.1.4 A HMIC staff officer was present at the PEEL Board meeting on 25 February when the Budget update was provided that detailed the assumptions underpinning the Balanced Budget position, utilising reserves and underpinned by the assumptions on Police Innovation Fund Grant and future Funding Formula Review changes.

1.1.5 A meeting with the Policing Minister to discuss the funding position was held on 24 February, the overall financial position in Lincolnshire was explained and the reliance on Police Innovation Fund Grant and future Funding Formula Review changes was emphasised as being a key part of the Medium Term Plan.

1.1.6 Formal announcements on the next steps with regard to the Funding Formula Review are awaited from the Home Office.

2 Regional Issues

2.1 East Midlands Criminal Justice Board - update

2.1.1 A calendar of meetings has been set for the next financial year, with an additional meeting during January 2016, to maintain momentum and full agency representation was achieved.

2.1.2 With the substantial involvement of Community Rehabilitation Companies in tackling offending a representative from the three Community Rehabilitation companies across the region will be sought to participate at future meetings. The invitation was also extended to the regional manager for the Witness Service to join the Board.

2.1.3 The Northamptonshire Criminal Justice Board has disbanded and will now fully engage at a regional level.

2.1.4 Progress has been made in developing the performance management approach with the Board agreeing to a layered structure. Detailed performance analysis will be conducted at a Core Performance Sub Group that reports to the Efficiency and Effectiveness Board, which in turn considers joint recommendations to address performance shortcomings. The risks, exceptions and thematic challenges will then be brought to the attention of EMCJB members with proposed mitigating actions.

- 2.1.5 The Efficiency and Effectiveness Group is developing both a work plan and a benefits tracker with the aim of being able to monitor progress and identify the return on investment for agencies when implementing national initiatives. The benefits and/or dis-benefits for each agency will also be included.
- 2.1.6 The Digital Working Group has not made quite as much progress due to senior manager transitions however impetus is being gained with a mapping exercise of digital and video products across the piece being undertaken, resulting in five priorities that are to be proposed at the next regional board meeting on 31 March.

2.2 Regional Niche Project – update

- 2.2.1 On 8 March Northamptonshire Police successfully went live with Niche RMS. The Niche RMS performance was stable and operating normally for all existing forces on the shared platform. There were some minor technical issues with the web forms (used as a data input tool to Niche) and the CPS interface, but these were quickly resolved. Northamptonshire Police have remained stable on the regional platform since go-live.
- 2.2.2 Northamptonshire Police successfully transferred over 6,000,000 data items (crimes, intelligence, people, vehicles, organisations) into Niche from their legacy crime and intelligence system providing the regional forces with a richer intelligence picture.
- 2.2.3 During the first week of going live Lincolnshire, Leicestershire, Nottinghamshire and Derbyshire supplied staff to support Northamptonshire through this critical period.
- 2.2.4 Between January 2015 and February 2016, EMCHRS have completed 26,166 training days split between Leicestershire, Nottinghamshire and Northamptonshire. The extraction of staff has been very well managed and organised. This is a phenomenal amount of training that has been delivered within a very demanding time frame.
- 2.2.5 Northamptonshire have completed 6379 training days out of a target 6817 in preparation of going live. This is equivalent to 93.57% coverage. Mop-up training will continue post go-live to support all users as necessary.
- 2.2.6 The regional Niche team are to migrate to Derbyshire's Headquarters in preparation for their go live date on 21 June 2016. A 'critical friend' review of the Derbyshire Niche project was completed in January by programme resources. Feedback from the Derbyshire project team was very positive and their plans are progressing well, with phase 1 of the Training Module having commenced in February. .
- 2.2.7 On the 31 March 2016 the regional Niche programme will successfully complete phase one of the business case to deliver the four core Niche modules (crime, case, custody, Intel) and any functionality dependencies such as property and public protection.
- 2.2.8 Phase two implementation of the general incident module is continuing and is due to complete on 31 March 2017. This will include missing person's management, forensic management, the implementation of the protecting vulnerable people module and the move towards custody functionality in NC5.

- 2.2.9 The future management and development of Niche functionality post phase two has not been explored or budgeted for but a proposal outlining a regional Niche management and operating structure has been submitted for consideration.

3 Local issues

3.1 Mobile Data Project – update

- 3.1.1 The supplier have now provided EE Sim cards and the next phase of training has commenced with officers force wide now being issued with mobile devices. The initial feedback is consistent with the earlier officers trained so a number of technical and process advice sheets are being circulated to support users.
- 3.1.2 The installation of Wi-Fi hotspots is being prepared and the first stations to receive these will be Horncastle and Gainsborough. Other sites will be added if required where officers report signal issues within stations. In addition a product for in-car charging and docking has been agreed with the supplier and the project team are working with fleet management to plan the installation in vehicles.
- 3.1.3 The project team are working with the supplier to develop the next set of processes for inclusion on the devices. These have been requested by both officers and business area owners in order to provide additional efficiencies. These include Statement, SOCAP, Mental Health, Restorative Justice and Use of Force forms. The supplier will be attending Lincolnshire Police to start the detailed process development in March.

3.2 Blue Light Collaboration Project – update

- 3.2.1 The project team continue to prepare the updated business case that will include updated figures from EMAS as well as the revised Police Innovation Funding bid of £7.5m. A number of key stakeholder discussions have taken place to support the planning.
- 3.2.2 EMAS have confirmed that their Executive Board has agreed to progress with the Blue Light Campus. They have also agreed to engage in the wider estates element of the programme and initial meetings have been held to discuss EMAS moving into Louth and Sleaford Fire Stations, and the project team are using these as pilots for the wider implementation.
- 3.2.3 The first iteration of the projects Programme Definition document has been circulated to the Steering Board members; this will be discussed at the next meeting on 31 March.
- 3.2.4 Confirmation of whether the PIF Bid was successful is still awaited.

3.3 HMIC PEEL Effectiveness Report

- 3.3.1 The force has been graded as requiring improvement. The assessment relates predominantly to the improvements required in relation to the quality of investigations conducted by the force, as well as backlogs in relation to digital evidence and the effectiveness of the Integrated Offender Management (IOM) programme at the time of inspection.

- 3.3.2 HMIC also found that the force needed to improve the way that it dealt with vulnerable victims of crime, particularly in the areas of domestic abuse, missing children and child sexual exploitation.
- 3.3.3 The force is currently publishing an internal Crime Investigation Manual, which will provide officers with guidance regarding effective investigation of offences. The rollout of the manual will be accompanied by training to supervisory officers in order to provide improved management of investigations; which is expected to achieve significant outcomes in the quality of investigations against a number of areas highlighted by HMIC as requiring improvement.
- 3.3.4 The force is making improvements in the way that digital evidence is gathered during investigations through the use of technology that enables officers to retrieve evidence from mobile phones and CCTV almost immediately without all seized devices being examined through the High Tech Crime Unit (HTCU). Kiosks for mobile phone examination have already been installed in Lincoln, Grantham, Skegness and Spalding. This work is expected to have an immediate effect of the current backlog of devices.
- 3.3.5 The Policing Model Project (PMP) will provide additional resource to new, emerging areas of crime by utilising time savings achieved by other projects. This will increase the number of specialist officers and staff available to deal with a number of areas identified by the HMIC inspection as requiring improvement, particularly those relating to vulnerable victims of crime.
- 3.3.6 The PMP is expected to start realising benefits for the force during the summer of 2016. It is likely that improvements will be made that will result in an improved assessment of the Force when it receives its next Effectiveness Inspection in September/October of 2016.

3.4 HMIC PEEL Leadership Report

- 3.4.1 As part of HMIC's annual all-force inspections they assess how well led forces are at every rank and grade of the organisation and across all areas inspected. The assessment has led to a narrative rather than graded judgment.
- 3.4.2 HMIC found that the Chief Officer Group were good at communicating the core purpose and values of the organisation, the values of PRIDE in particular and engage well with the workforce.
- 3.4.3 There is uncertainty and anxiety amongst the workforce regarding the financial future of the force beyond 2017. This is attributed to the uncertainty of Police Funding in the future.
- 3.4.4 HMIC reported that greater consistency is required in the way that PDRs are used to link individual performance to the force's objectives. The report recognises the value of the PDR system to the force in identifying talent, promoting development and identifying training requirements.

3.5 HMIC PEEL Force Assessment

- 3.5.1 The HMIC Assessment combines the previous Leadership, Efficiency, Effectiveness and Legitimacy Reports. In summary, it states that the force requires improvement in two areas (Efficiency and Effectiveness), and is Good in one area (Legitimacy).

- 3.5.2 The observations of the HMIC were that although Lincolnshire Police are good at responding to vulnerable victims of crime, the right level of specialist expertise or supervision is not always applied. They acknowledge the steps the force is taking improve these areas.
- 3.5.3 The HMI also observes that the force needs to improve the quality of investigations in general, and work better with partners regarding reducing re-offending.
- 3.5.4 The issue of whether funding to support the force's current workforce model is sustainable, identified during the PEEL Efficiency Inspection, is repeated here. During the June 2015 Efficiency Inspection, clarity regarding the changes to the Police Funding Formula had not been announced, and therefore HMIC assessed the picture as unclear and requiring improvement. Since the time of the inspection, the force has been able to present a balanced budget for 2016/17.

3.6 National Policing Vision 2020

- 3.4.1 This vision sets out why and how the police service needs to transform by 2020 by building on the progress made since the publication of the 2011-2016 Vision. By 2020 the Police Service will have transformed the way it delivers its mission with a keen focus on prevention and vulnerability and the effective management of risk.
- 3.4.2 Whilst acquisitive crime continues to reduce the police are now dealing with significant increases in cases of child safeguarding, domestic abuse, human trafficking and cybercrime - whether its fraud, data theft, grooming and exploitation of children or stalking and harassment. These "high harm" crimes are complex in nature, staff intensive and police officers dealing with them are rightly subject to high levels of personal accountability and public scrutiny.
- 3.4.3 The Vision 2020 builds on Reshaping policing for the public by focusing on transformational change relating to Local Policing, Specialist Capabilities, Digital Policing, Workforce, Local Policing and Business Support to deliver the following outcomes:
- Local Policing: Local Policing will be aligned, and where appropriate integrated, with other local public services. This will enable effective demand management, improved safeguarding and a reduction in victimisation
 - Specialist Capabilities: Specialist Capabilities will be standardised and aggregated to maintain capability and resilience across policing. This will ensure greater agility when managing risk.
 - Digital Policing: Policing will have efficient, effective, consistent, accessible and secure capabilities for digital public contact and the capture, exploitation, storage and sharing of digital intelligence and evidence. This will enable improved accessibility and the seamless management of data from creation at initial contact through investigation, prosecution and retention resulting in increased public confidence and engagement.
 - Workforce: Policing will be a profession with a representative workforce that will align the right skills, powers and experience to meet changing police demand.

- Enabling Business Delivery: Policing will be a profession with a representative workforce that will align the right skills, powers and experience to meet changing police demand.

3.4.4 Chief Constable's Council have been asked to consider supporting the Vision and to endorse whether the suggested outcomes above are desirable, realistic and appropriate.

3.4.5 The Chief Officer Group considered the Vision and suggested outcomes during their Away Day in September 2015 and agreed these strands are being developed as part of the work carried out in implementing the new Policing Model.

3.4.6 The National Policing Vision 2020 has now been submitted to the Police and Crime Commissioners for consultation.

3.5 IPCC Police Use of Force Report

3.5.1 On 8 March 2016 the Independent Police Complaints Commission (IPCC) published their Police Use of Force report which was based on evidence from complaints, investigations and public perception.

3.5.2 There is currently no complete picture of how police in England and Wales use force but informed by their findings the IPCC have made a number of recommendations that are designed to improve how force is used and recorded, and how its effectiveness is evaluated, with the overall aim of improving public confidence in its use. All police forces have been invited to respond formally to the recommendations, including details of any action they plan to take in response.

3.5.3 Chief Inspector Pearce (Professional Standards Department) is the force strategic lead for use of force and is developing an action plan based upon the recommendations and the recent HMIC PEEL Legitimacy inspection, which will deliver the following:

- Improvements in the data collection in respect of all use of force, ease of submission and performance information.
- Making intelligent use of the data so that we are able to monitor use of force and understand the effect on the individuals to include what works and what doesn't work.
- Use the data to inform future training and identify and share best practice.
- Recognise the impact upon public confidence and provide information for public scrutiny.

3.5.4 A working group will be set up including key stakeholders to design and implement the action plan.

3.5.5 Chief Inspector Pearce represents the force at the national working group, who report back to the Home Office, so will be able to identify best practice from forces across the country.