



# Police and Crime Strategic Board

15<sup>th</sup> June 2016

## Chief Constable's Report

### 1 National Issues

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

##### 1.1.1 Funding Formula

1.1.2 At the end of April 2016, following the announcement in relation to the Police Innovation Funding bids, I wrote to the Policing Minister to outline the necessity for a revised funding formula to ensure the financial sustainability of Lincolnshire Police. With the likelihood of the new funding formula not being delivered until the 2018/2019 budget year, I outlined to the minister the effect this would have on Lincolnshire's ability to maintain policing services and address risks in relation to child sexual exploitation, cybercrime, modern slavery and other emerging challenges. I also outlined the need for interim financial support from central government if the outlined fear became a reality.

#### 1.2 Budget Setting

1.2.1 The current Medium Term Finance Plan may be summarised as including the following:

	2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Deficit</b>	<b>4,371</b>	<b>5,687</b>	<b>5,893</b>
<b>Funded from Reserves</b>	<b>(1,371)</b>	<b>(1,187)</b>	-
<b>Funded from Funding Formula Review (FFR)</b>	<b>(3,000)</b>	<b>(4,500)</b>	<b>(6,000)</b>
	-	-	<b>(107)</b>

1.2.2 The Budget Flexibility reserve has been established to provide for the element of reserve funding across the MTFP. Since this version of the plan was produced there will be further cost pressures to be added, however based on these assumptions without FFR significant deficits will occur across the period.

1.2.3 It is understood (in the absence of a formal announcement from the Home Office) that the FFR will not occur in 2017/18 and indeed may not occur at all in the period of this MTFP.

1.2.4 In order to plan for the financial years up to 2019/20 and more crucially provide for a balanced budget in 2017/18 a strategic budget preparation timeline is required.

- 1.2.5 The options for achieving a balanced budget in simple terms are either some form of support from the Home Office (either interim or permanent) or a reduction in service levels principally from a reducing level of officers and staff (or a mixture of the two). The management of the approach to the two options through the budget process will be vital.
- 1.2.6 There are dependencies in arriving at this timeline these concern the recruitment of Police Officers and PCSOs, as the 2016/17 year progresses decisions will be required on the approach to the recruitment of:
- 24 student officers in December
  - 16 transferee officers in November/December
  - 24 PCSOs in November (although this will require amendment to training plans)

### **1.3 Priority Based Budget Review**

- 1.3.1 It is important that the force keeps under review all opportunities to reduce costs and operate more efficiently. The Chief officer team has agreed that a Priority Based Budget (PBB) review will scrutinise the cost of delivering services in line with the prioritisation embedded in the Police and Crime Plan and force priorities. DCC Knighton will lead on completing this PBB review. This process will challenge whether specific services need to be provided by the police or whether there are alternatives and define the standards of service that are viable within the constraints of available funding in response to threat, harm and risk. The end date for the product of this evaluation is anticipated to be in October 2016. The emerging findings will be shared with the OPCC along the route, to inform funding discussions.

### **1.4 Assurance for the PCC**

- 1.4.1 To coincide with the arrival of the new PCC there is an opportunity to revisit some of the assurance mechanisms, meetings and reporting practices between the Chief officer team and the OPCC. The Chief officer team want to ensure that there is the correct balance moving forward between accountability and assurance provided by the force and the PCC's needs. It is believed that there could be some streamlining of these aspects.

## **2 Regional Issues**

### **2.1 Regional Niche**

- 2.1.1 Niche is now live in Lincolnshire, Leicestershire, Nottinghamshire and Northamptonshire. All back record conversions for Nottinghamshire have been loaded on the system. On Monday evening, 6 June 2016, the final version of the Niche template was successfully installed. The system will be going live in Derbyshire on 22 June 2016.

### **2.2 Emergency Services Mobile Communications Programme (ESMCP)**

- 2.2.1 Lincolnshire Police will be the lead force for the regional introduction of the ESMCP, which will replace Airwave and is scheduled to be delivered by all three blue light services across the East Midlands in 2018. A force project board has been established and will report into a regional board which will co-ordinate delivery across the five East Midlands forces and interface with the fire and rescue services and

EMAS. The programme offers the potential for significant business change, allied to the Mobile Office Project, subject to a robust cost/benefits analysis.

### **3 Local Issues**

#### **3.1 The Policing Model Project**

3.1.1 The Policing Model Project is aimed at aligning resources to the new and emerging demands on policing, continues to develop. The results from the negotiation for the release of the third tranche of recruited posts from division will be ratified shortly with an anticipated start time in the late summer, early autumn. This will ensure that the moves are aligned with the latest promotion process and transferees entering the force ensuring that all areas of business are catered for moving forward. The new business processes and services of the policing model project teams will be embedded by the autumn.

#### **3.2 Neighbourhood Policing Strategy**

3.2.1 The Neighbourhood Policing Strategy will be ready for consultation with the OPCC in the very near future. The overall vision is to provide a Neighbourhood Policing service to communities in Lincolnshire that:

1. Enables **access** to local policing services through a local point of contact.
2. Encourages **influence** over policing priorities in local areas.
3. Develops opportunities to partner with Lincolnshire Police in **intervention** activity.
4. Provides lasting, sustainable **answers** for issues of anti-social behaviour and crime that matter to our local communities.

3.2.2 Lincolnshire Police is committed to delivering a policing service that is victim focussed, locally accountable and effective at challenging and solving local issues of crime and anti-social behaviour. The Neighbourhood Policing strategy is based upon this strategic direction for Lincolnshire Police. It is important that we understand and align the developing strategy with the PCC's views and developing policies.

#### **3.3 Blue Light Collaboration**

3.3.1 Our focus is now firmly on the later stages of planning and, resourcing our programme with the right capability and finance. Superintendent Lee Pache and the project team continue to engage with the nominated individuals and teams in each organisation so that we can refine their work packages. Resourcing the next stage of the programme is critical – and we are in regular discussions with PCC, LCC, EMAS and Fire and Rescue to ensure priority is given to gathering the confirmed organisational requirements for each of the programme objectives (Bluelight Campus, Joint HQ etc). There was a key decision milestone of 7<sup>th</sup> June 2016 for the County Council when the elected members gave formal agreement for the go ahead of the Bluelight Programme for Fire and Rescue.

3.3.2 We are awaiting the confirmation of the innovation fund (PIF) grant criteria that will allow us to draw down the funding.

### **3.4 Mobile Data Project**

- 3.4.1 The mobile data project keeps moving from strength to strength. The current situation sees approximately 400 officers live on the project. The frontline feedback remains positive and additional support is being provided to those officers requiring it following training.
- 3.4.2 Two new processes have been introduced: SOCAP, which is a Seizure Notice for vehicles, and MG15 - record of interview form - which went live at the end of May. The next two processes are now being developed for release in July.
- 3.4.3 The first two WIFI installation sites identified are Gainsborough and Horncastle which will also be installed by July.
- 3.4.4 An in-car dock and charger has been ordered following agreement with fleet workshops. This will be installed in vehicles as they return for routine services over a six month period. This will allow officers even further functionality such as satellite navigation when attending incidents. In the future the project will focus on the benefits realisation aspect of the project.

### **3.5 Thoughtful Policing – Think Victim**

- 3.5.1 The DCC has instigated a working group which will deliver an internal victim and witness campaign. The ethos of which will centre on the concept of thoughtful policing throughout the entirety of the journey a victim must take through the whole criminal justice system. With the support of partners the aim is to ensure that victims and witnesses receive the best possible service from their first point of contact through to the resolution of their case at court. Satisfaction and confidence will improve as a natural consequence of this. The campaign will focus on engagement with officers and staff and tie together a number of strands which support the victims journey including, THRIVE, signposting, on-line crime reporting and Track My Crime, scheduled appointments, risk based allocation of crime enquiries, quality of investigations, file quality standards (including Special Measures, Victim Personal Statements, compensation and restraint), Prosecution Team Performance Management, Home Office crime outcomes framework, Transforming Summary Justice, Better Case Management and Victims Right to Review. The campaign will be developed for delivery through the first and second line supervisor development days which, commence in September 2016

### **3.6 The Talent Management Strategy**

- 3.6.1 The force has set out how it will develop its officers, staff and volunteers to ensure a high-performing, productive and engaged workforce. In recognising that we need to ensure that we have the right people in the right place with the right skills to deliver the highest level of service possible from the resources we have, the talent management program will launch in Sept 2016. The aim is to achieve an organisation where every officer, staff member and volunteer has the opportunity to evolve, develop and grow throughout their career, enabling them to excel as resilient, visionary, agile and high performing individuals. The aim is to achieve the following five aspirations:

1. An engaged, motivated and high performing workforce

2. A continuous learning organisation
3. Clear career pathways
4. A culture of resilient and flexible leadership
5. A diverse management team.

3.6.2 The key objectives set out are:

1. Core Training – we want our staff to be fully trained in the essential tasks they are required to undertake
2. Lateral Development – we want to provide opportunities for staff to gain broad experience by working across different aspects of the organisation.
3. EDGE Talent Programme – we want to provide our most talented staff with opportunities to realise their aspirations.
4. Recruitment – We want to recruit the best candidates and ensure their induction and development helps them to reach their potential.
5. Officer Promotion – we want to promote the best candidates and ensure they feel supported through the process.
6. Leadership Development – we want our leaders to be equipped to manage and lead our staff.
7. Coaching and Mentoring – we want to offer all staff and volunteers access to services that support them in self-development.