



Police and Crime Strategic Board

21st October 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 The Policing Minister Brandon Lewis has committed to a review of the Police Core Grant Distribution Formula. As part of this there will be a detailed engagement of policing partners and experts lead by Director General for Crime, Policing and Fire, Paul Lincoln. This will be split into three strands.

- I. Mr Lincoln will chair a Senior Sector Group (SSG) that will set direction, provide strategic oversight and consider policy issues.
- II. A technical reference group which will advise on technical aspects and data sources and weighting techniques.
- III. An open door policy for PCCs and forces to discuss the formula subject to diary availability.

1.1.3 It is disappointing to learn that there will be no representation of any East Midlands forces on the SSG. It is proposed that the regional Chief Constables will make representations to the Chair to secure a voice for chronically underfunded forces. It is essential for the confidence of all that the consultation into a new funding formula is conducted in an open, transparent and inclusive way.

1.1.4 It is further proposed to invite the Policing Minister to the region to present to him the way in which we are working collaboratively, and for each individual force to make specific representations.

2 Regional Issues

2.1 East Midlands Criminal Justice Board

2.1.1 The Performance Priorities Report as part of the Efficiency and Effectiveness Board (EEB) work looks at the Transforming Summary Justice (TSJ) dashboard data set for Q1 2016/17. The results show an improvement in the overall national position of three of the four regional forces, with Lincolnshire improving from 41st to 36th nationally.

- 2.1.2 Although there is cause for optimism against the most weighted measures in the data where there has been a performance uplift, this is not sufficient in many areas to raise this above the national averages.
- 2.1.3 The main driver of improvement going forward is the Criminal Justice Action Plan which covers the key areas of governance, communications and staff engagement, file quality and timeliness and effectiveness of cases. The plan is a true cross agency strategy where all partners are committed to improving the service for victims, witnesses and offenders and improving the efficiency of the Criminal Justice Service. The work being done in these areas is the catalyst for the green shoots of improvement. The positive direction of travel is expected to be maintained through to Q2, 3 and 4 as the action plan methodology gathers pace.
- 2.1.4 To further supplement this effort, locally we have instigated a local Prosecution Team Performance Management (PTPM) process due to go live in November. This multi-agency body chaired by the Head of Crime will directly address the issues raised as part of the action plan. This will address the whole force approach to file quality and the way we work collectively with the CPS to build cases.

3 Local Issues

3.1 Senior Management Team Restructure

- 3.1.1 Following the completion of Superintendent and Chief Superintendent promotion boards the force has undergone a restructure of senior officers. The aim is to provide long term stability within senior management and create new opportunities to ensure we focus on performance in all areas of the force. The last of the changes comes into effect as of 17th October. A full table is shown below:

Name	From	To	Effective From Date
Supt Mayo	PPU	T/C/Supt West	24 th Sept 2016
Supt Housley	LCC	Supt West	17 th Oct 2016
Supt Timmins	T/Supt East	Supt East	24 th Sept 2016
D/Supt Davison	Crime	T/D/C/Supt Crime	17 th Oct 2016
D/Supt Collings	No change	DOI	-----
D/Supt Hatton	No change	PPU	-----
Supt Wood	PSD	D/Supt/Ops	17 th Oct 2016
Supt English	NICHE	Ops/FCR	17 th Oct 2016
Supt Taylor	HMIC	Supt Head of PSD	17 th Oct 2016
C/Insp Pearce	PSD	T/Supt/LCC	17 th Oct 2016
T/Supt Pache	No change	Bluelight	-----
C/Insp Garthwaite	FCR	EMOpSS	17 th Oct 2016
C/Insp Vickers	EMOpSS	HQ Exec Development	17 th Oct 2016

- 3.1.2 Following on from the Superintendents boards, the force has initiated a promotion process to the rank of Chief Inspector. This will conclude with interview boards in November this year.

3.2 Agile Working Project

- 3.2.1 The mobile data project have made excellent links and developed an outstanding working relationship with their counterparts in Derbyshire. An agreement in principle has been made to directly collaborate in developing a common data solution. Body worn video has entered phase three and roll out will commence to PCSOs from existing stock.
- 3.2.3 A new phase of the Agile Working Project will look to invest money from the productivity fund in providing officers of Inspecting rank with an integrated solution to improve operational performance and efficiency.

3.3 1st and 2nd Line Manager Seminars

- 3.2.1 The six seminars are now completed and a detailed feedback report is being prepared. Initial findings are overwhelmingly positive for the sessions and workshops. The topics explored included a refresh of child sexual exploitation and the Policing Model Project with a promotion of Thoughtful Policing. Mental health and staff wellbeing was a strong focus. Special mention was made by delegates attending the first event for the inclusion of the PCC, which was found to be very encouraging and constructive.

3.4 HMIC Inspection Findings

- 3.4.1 HMIC has provided the force with pre-publication versions of its findings following the inspection on leadership and legitimacy.
- 3.4.2 Legitimacy
The force was graded overall as good. We have been praised for having a clear and well established vision and values and they found many positive examples of how we are engaging with our communities to seek feedback and challenge. In addition the force engages with our staff through a variety of channels and has an open culture to promote trust and confidence. Areas for improvement concentrate on the capacity and capability of the anti-corruption unit (ACU) and improving the way the force demonstrates to the public we have acted on their feedback. Work to address these areas is already underway.
- 3.4.3 Leadership
HMIC found that Lincolnshire Police engages effectively with its workforce to create clearly defined leadership expectations. We were found to be very effective at challenging itself to seek out new ideas, and staff feel that their workplace is innovative. The force has a clear and well-structured approach to leadership development. The force demonstrates a good understanding of diversity and is broadly representative of the community it serves.
- 3.4.4 Best use of stop and search
Best use of stop and search (BUSS) is a Home Office scheme that had the primary principle of achieving greater transparency and community involvement in the use of stop and search powers. In February 2016 Lincolnshire Police was suspended from the scheme due to non-compliance, but following an HMIC revisit Lincolnshire has been reinstated as of September 2016. This is as a result of progress made to remedy the identified areas for improvement.
- 3.4.5 Effectiveness 2016
The force is in the advanced stages of preparation for the forthcoming effectiveness inspection. This begins in on 7th November 2016 with the strategic briefing to the inspection team.

3.5 Priority Bases Budgeting (PBB)

- 3.5.1 The phase 1, 2nd stage challenge meeting has taken place with the DCC and T/FCFO. Savings have been identified at the reduced service level. Support departments have now been tasked with developing a centralised business support function, incorporating commercial and project management along with analysis and performance functions. This is with the aim of generating greater flexibility at a lower cost. This proposal will be presented to the Chief Constable and PCC in order to better inform the budget setting process.
- 3.5.2 ACC Davies will have oversight of phase two of PBB which report at the end of November 2016.

3.6 Thoughtful Policing

- 3.6.1 Following on from the discussion between the DCC and OPCC Chief Executive, the DCC will Chair the Thoughtful Policing Board which will progress the previous work of the Victims and Citizens Channel Group. The overarching strategy is to understand and reduce demand, enhance digital public contact and promote a “Think Victim” approach. This is to ensure that the victim gets the best possible service from initial point of contact through to final outcome. The Board will meet on 16th November where priority work streams will be commissioned.
- 3.6.2 Work has already commenced through the Strategic Development Department to reengineer the force website to answer common questions and channel shift enquiries to partner agencies where appropriate primacy rests.