



**LINCOLNSHIRE POLICE AUTHORITY
FINANCE AND PERFORMANCE COMMITTEE
28 APRIL 2010
12.30PM – 3.07PM**

PRESENT:

Members: Mr R Must (Chairman), Mr J Atter, Mr G Dark, Mr C Underwood-Frost,

Apologies: Mr K Smith (Vice-Chairman), Mr J Walker, Mr B Young

Secretariat: Mr H Hunt (Deputy Chief Executive), Mr J King (Committee and Administration Officer), Miss V Mason (Research and Performance Officer)

Force Officers: Mr K Smy (Assistant Chief Constable), Mr S Croft (A/Performance Manager)

48/09 DECLARATIONS OF PERSONAL AND/OR PREJUDICIAL INTERESTS

None

49/09 MINUTES – 9 FEBRUARY 2010

Resolved	Responsible Officer
<p>1. That the Minutes of the Finance and Performance Committee meeting held on 9 February 2010 be taken as read and signed by the Chairman as a correct record subject to the following amendment:</p> <p><u>Minute 42/09:</u> The following sentence to be deleted:</p> <p><i>“....noted that a new Chairman had been appointed to the Road Safety Partnership and...”</i></p>	-

50/09 ACTION SUMMARY

Resolved	Responsible Officer
<p>1. That progress with the Action Summary be noted.</p>	-

51/09. FORCE RISK REGISTER/COMMITTEE CHAIRMAN

The Chairman advised that copies of the Force Risk Register were circulated to Committee Chairmen so that they could review risks pertinent to their Committees. However, he expressed some discomfort with the fact that copies were not made available to ordinary members of the Committee and that any debate on risks was tempered by the Register's "Restricted" classification. He also referred to the last meeting of Strategic Planning Committee where concerns had been raised about the tactical nature of the Register. The Chairman of Audit, Risk and Governance Committee had agreed raise the matter with the Deputy Chief Constable and he suggested that the Committee defer any debate until the outcome of those discussions was known.

Resolved	Responsible Officer
1. That the oral report be noted.	-

52/09. POLICING PLAN 2009/10 – ANNUAL PERFORMANCE REVIEW

The Chairman welcomed the Acting Performance Manager (A/PM) to his first meeting of the Committee. It was explained that the Authority's planning process required the Committee to carry out a review of the Force's final performance position against the previous year's Policing Plan.

The Acting Performance Manger presented the Force's Service Delivery Pack before the Assistant Chief Constable responded to individual questions, as follows:

Lincolnshire's Most Similar Force's group is a high performing group: Is there anything that can be learned from the good performance in 'Most Serious Violence' and 'Serious Sexual Offences' that can be applied to the other areas?

There were opportunities for officers to look at the way others were operating and to bring those working practices back to Lincolnshire. However, good performance in these areas was related to available resources and the Force was looking at the potential for establishing dedicated teams such as the recently established Major Incident Support Team (MIST) to target specific areas of crime.

National Policing Improvement Agency's Capability Support Team Review: Broadly, what did the Review say and how are the recommendations being implemented? What is the latest position?

The National Policing Improvement Agency (NPIA) review had been broadly positive and there were a number of recommendations that the Force needed to consider, for example, ensuring that police officers and staff had a clearer understanding of Operation Fusion (targeting serious acquisitive crime) which the Force accepted had been hastily rolled out to meet an urgent operational need. It was acknowledged that communications and engagement around the

operation could have been handled better and that lessons had been learnt for the subsequent launch of Operation NOVA (No to Violence and Abuse - tackling violent crime, anti social behaviour and abuse).

The Force had been commended for abstracting good practice nationally for use in tool kits in areas such as Forensics, but the review had also recommended that the tool kits be simplified to prevent officers from becoming “overwhelmed”. The Force believed that a better approach would be to provide extra support to officers through briefing notes, mentoring and training for example.

There was a particular focus on forensic practices specifically related to thefts from/of motor vehicles using best practice and expertise from the National Police Improvement Agency (NPIA) for example to increase the capability of less experienced officers in undertaking initial scene assessment.

The NPIA’s Capability Support Team would be invited back to Lincolnshire at a future date to consider improvements made by the Force.

What strategy is being employed to address the sanction detections performance issue?

It was important to view sanction detections in the context of cultural and organisational change over the last couple of years, in which the Force had moved away from quantitative performance to improving the quality of service to the public, which did not necessarily result in sanction detections. The challenge was to bring some balance and move forward on both fronts. National best practice was central to the Force’s approach to tackling volume crime as was revitalising initiatives such as Operations Clean Slate and Rapid; professionalising the investigatory process using “Pol tube”, tool kits and other initiatives to raise awareness and improve access to learning; and through the “Solving Crime Challenge” which required BCU Commanders to develop comprehensive action plans to tackle local crime

When does the Force expect the data integrity issues to be resolved?

It was accepted that some data integrity issues could be directly attributable to the roll out of Niche. It was explained that a constrained timetable had resulted in training being delivered during the early part of the programme leading to diminishing knowledge prior to Niche “going live”. A number of additions to the system made during the project life cycle had also required additional training and re-education in terms of new operating practices. It would take time for operators to fully embed with the new system and understand new ways of working.

Class ‘A’ Drugs Trafficking: How does the Force plan to monitor performance in this area and focus on and address exceptional performance when necessary?

The Force was moving away from Home Office dictat and taking a mature look at the linkages between drug offending and certain kinds of criminality, particularly serious and acquisitive crime. There was a strong emphasis on drug treatment and education, working closely with Drug and Alcohol Action Teams (DAATs) and other treatment services to

reduce the amount of drug taking and drug related harm to individuals and communities. Enforcement was picked up as part of a regional collaborative approach to protective services including the seizure of drug related assets used to facilitate drug trafficking or derived from drug trafficking. A way of understanding drug performance data in a meaningful context needed to be found to assist both the Force and the Authority in assessing performance.

Detection Rates of Violent Crime: How does the Force plan to tackle under performance? Does Operation NOVA include strategies to improve sanction detections in this area?

The primary focus was on improving detection rates through, for example, professionalising the investigatory process, improving interview techniques, forensic practices and so on.

Have the initiatives highlighted at the Performance Task and Finish Group (9 December 2009) such as the issuing of 'fixed penalty tickets' or 'direction to leave' tickets early in an evening helped to reduce the number of violent crimes occurring later on at night?

Through Operation Nova the Force was able to make a positive impact over the Christmas and New Year period in reducing the number of violent crimes through a variety of early interventions such as targeting licensed premises and issuing fixed penalty tickets. A partnership based approach had been taken to policing the night time economy and this would continue for the World Cup celebrations in the summer, which traditionally saw spikes in alcohol related public disorder.

Is there a specific strategy that the Force intends to implement with regard to improving the detection rates of sexual offences, or does it link in to the general plan to address sanction detection rates?

A relatively low number of sexual offences had presented the Force with an opportunity to look at how each case was dealt with and to see whether any lessons could be learnt. A number of Forces had dedicated Rape Investigation teams which delivered higher detection rates but the Force did not have the resources to replicate such teams in Lincolnshire. The focus was on improving the investigatory process and using assets such as the Sexual Assault Referral Centre (SARC) to help support rape and sexual assault victims.

The Committee noted the response provided by the Lincolnshire Road Safety Partnership (provided at Appendix 6 to the report).

The Chief Constable noted the oral informal feedback from the recent re-inspection of Serious and Organised Crime was positive. What is the latest position on this?

Whilst the outcome of the re-inspection had not yet been formally communicated to the Force, it had been confirmed verbally that the Force was meeting the required standard in terms of Serious and Organised Crime, which would be reflected in the next Police Report Card.

Incident Attendance: What levels of performance does the Force realistically aim to achieve, and how?

The Force was achieving a relatively good level of performance considering the rurality of Lincolnshire and the road network. Whilst the Force needed to look at the linkages between resource and demand, resources were always in place during peak times of the day. The Force was also exploring the use of high tech solutions such as “geo positioning” to direct resources to incidents.

Public Confidence: How does the survey data generated by the Neighbourhood Matters questionnaire and the British Crime survey drive improvement in this area?

Data from both surveys were considered by the Force Service Improvement Board as part of its strategic assessment of public feedback. The Force had recently achieved a 46% approval rating in terms of public trust and confidence with a range of media and marketing tools being used to maintain the Force’s upward trajectory.

The Research and Performance Officer updated Members on efforts by the Force and by officers of the Authority (led by the Treasurer) to link financial allocations with performance outcomes. A way forward had been developed which would be presented to the next meeting of the Committee.

The APM stated that quantifying outputs was a complex and challenging exercise but not insurmountable. If done properly he was confident that the organisation could make substantial savings.

Referring to the Local Area Agreement performance data provided for the period April to December 2009, the Chairman questioned why the Lincolnshire Assembly had been unable to supply more up to date information.

Resolved	Responsible Officer
That 1. Force performance be noted; 2. media releases be prepared by the Authority to share results of the performance review with public and partners.	- RPO/MMO

41/09. COMMITTEE WORKPLAN

Resolved	Responsible Officer
1. That the item be deferred for consideration at the next meeting.	-

Chairman