



Police and Crime Strategic Board

16 February 2017

Chief Constable's Report

1 National

1.1 Emergency Services Network (ESN) and Force ICT Upgrades

- 1.1.1 ACO (Resources) Nancie Shackleton has formulated a phased implementation programme that will enable the force to meet the needs and time frames of the national ESN implementation strategy while improving the forces operational ICT systems. This incorporates a number of work streams within the on-going capital programmes to upgrade ICT systems and infrastructure such as force telephony and command and control. Whilst the delivery of ESN is not dependent upon replacing these systems, the force needs to upgrade this infrastructure to improve service delivery to the public.
- 1.1.2 The slippage in the national ESN timetable presents a financial risk and a benefits realisation risk to the programme, however, Lincolnshire Police has laid down indicative dates to ensure we are able to meet the overall regional implementation plan for ESN. Agreement has been reached at Chief Constables Council that the service will not transition to ESN if there is any doubt as to public, officer or staff safety and that the service will adopt a collective stance on implementation timescales to mitigate the financial risk to the service.
- 1.1.3 The East Midlands Region is adopting a two stage approach to the implementation of ESN, an initial 'voice critical' communications stage, followed by a second stage that will look at opportunities to exploit ESN further through optimisation, linking with force mobile data strategies.
- 1.1.2 Phase one of the overall programme is the upgrade of the telephony system. A business case is being built which will be completed by the end of February 2017 for a proposed implementation by August 2017. £1m has been allocated for this upgrade which will provide a functionality rich, 999 environment proof and scalable system.
- 1.1.3 In February 2017 Lincolnshire ordered an upgraded Distributed Networked Services Platform (DNSP) data cable. This is required to support ESN go live and in order to be future proof the largest capacity available has been ordered. The hardware is to be installed by Vodafone via national procurement through the Home Office at a cost of £40k. The delivery date is yet to be confirmed.
- 1.1.4 Running in parallel to the requirement for the DNSP is the need to upgrade the Integrated Communication Control System (ICCS). £600k has been earmarked for this work stream with scoping due in May 2017 and implementation by the end of this year. Both DNSP and ICCS

will provide the infrastructure to ESN. A proportion of the costs of upgrading the ICCS can be off-set by Home Office funding allocated for this purpose.

- 1.1.5 £1m has been earmarked for the upgrade to the force command and control system in 2018. This is a significant undertaking and will require substantial technical and business change planning to ensure that the operational benefits presented by the latest generation of command and control systems are maximised to shape how the force manages demand.

2 Regional

- 2.1 With the retirement of Chief Constable Neil Rhodes, Regional Chiefs are meeting to discuss lead officer for East Midlands Criminal Justice Board (EMCJB) and EMOpSS to provide stability going forward.

3 Local

3.1 Thoughtful Policing

- 3.1.1 At the last Thoughtful Policing Board demonstrations were given of the force approach to Online Crime Recording (OCR) and Track My Crime (TMC). A Memorandum of Understanding has now been agreed in the region and it is anticipated that OCR will take three to four weeks to launch in Lincolnshire.
- 3.1.2 TMC is currently live in three of the five regional forces. In Derbyshire and Northamptonshire there had been little uptake, however Lincolnshire has developed a two way interface that gives the additional benefit of allowing victims to interact with investigators. This functionality is unique to the region. The aim of the Board is to launch OCR and TMC by April 2017.

4 Organisational development

4.1 Policing Model 2

- 4.1.1 Following the Priority Based Budgeting (PBB) review led by DCC Gary Knighton, a number of opportunities for change were identified to invest in Intelligence, the Professional Standards Department (PSD) and the Force Control Room (FCR). These areas for investment support the recommendations of HMIC Legitimacy and Effectiveness Inspections, and recognise that there is also a need for a greater analytical capability, crime reduction and project management support to allow Officers to complete proactive, preventative work.
- 4.1.2 A number of the Student Officers in the January 2017 intake had previously been PCSOs. Whilst this shows the positive development of our staff it has inevitably impacted upon the make-up of our Neighbourhood Policing Teams. Work is on-going to align future PCSO recruitment and deployment on the basis of evidence of Threat, Harm and Risk. This work will be coordinated with a review of the PCSO shift pattern to address wellbeing concerns raised by PCSOs. Formal consultation will begin before the end of February 2017 and an implementation timescale will be established based on the result of the consultation.

4.1.3 Following the roll-out of Mobile Data Terminals to front-line officers, the Agile Working Board is now establishing the agile working needs of other officers and staff including the Inspector to Chief Superintendent ranks as well as staff in investigative roles. It is expected that the requirements will be understood by mid-March 2017, following which consultation will take place with ICT to discuss potential options and the costs of providing suitable solutions to improve productivity.

4.2 Continuous Professional Development

4.2.1 The force is investing in staff development at all levels. On 25 January the Senior Leadership Seminar was held during which Victor Marshall OBE presented to officers and staff on how to better manage attendance, performance and misconduct matters. Mr Marshall is one of the foremost experts on misconduct matters and he will give further presentations to 1st and 2nd supervisor events beginning 6 March 2017.

4.3 Promotion Process

4.3.1 PC to sergeant interview boards were concluded on 7 February 2017 and candidates have been informed of their results. There were 16 successful applicants; 14 of which were internal and two transferees from Nottinghamshire. Taking into account the expected turnover of officers this will sustain the required establishment for the next 12 months. Inspector preferencing has been completed and postings have begun. This will enable to the organisation to flex to emerging demand and provide resilience and stability across all business areas.

4.4 Wellbeing

4.4.1 The wellbeing theme in January was physical exercise and officers and staff successfully managed to cycle a total of 1,615 miles on exercise bikes around the County in aid of the Lives Charity. The theme for February is healthy eating with a range of information staff can access on the force intranet to make informed choices about their diet.

4.4.2 The mental health of our staff is a critical absence risk for the force. 41.11% of all working days lost are attributed to psychological disorder in the 2016/17 financial year. This equates 3340.7 days and is double the next most common cause of absence. The Chief Constable has reaffirmed his commitment to the mental wellbeing of staff.

4.4.3 In response to the Wellbeing Strategy Delivery plan work streams it has been proposed that mental health first aid (MHFA) training be provided to staff. This would involve training and accrediting a cadre of internal instructors capable of delivering MHFA and MHFA lite training on a rolling programme. This would enable trained personnel to recognise the signs and symptoms of common mental health issues and provide initial intervention and signposting towards appropriate support mechanisms. Further research is being conducted to enable the WWB to make a decision. An update will be presented at the next meeting on 22 March 2017.

4.5 PEEL Board Replacement

4.5.1 Previously, change has been managed via the PEEL Board, which aimed to bring together several different meetings into one forum to assess performance against the Operational Policing Plan, discuss progress against HMIC recommendations, report progress, issues and

interdependencies in relation to formal projects and look forward and discuss the Force's future change requirements and commission new pieces of work. The last PEEL Board was held in October 2016.

- 4.5.2 As previously reported to PCSB, the Force is consolidating its existing portfolio of change projects and activities to provide a greater focus on overall outcomes and benefits, and to better manage issues, risks and interdependencies. The governance of the Force Change Programme and other activities, previously conducted by the PEEL Board will be conducted via the Change Board in the future.
- 4.5.3 The Board will also receive a horizon scanning report to ensure that there is a forward looking element to future programme design, and will commission all new formal change projects and other activities. There will be an emphasis on sound evidence for change, to support decision making. The Board will also be able to commission pilot projects where evidence does not exist, or proof of concept is required. The Change Board will meet quarterly, with the first Board to take place 31 March 2017.
- 4.5.4 The Senior Management Board will act as the primary decision making body for Lincolnshire Police, responsible for monitoring and managing organisational performance, discussing and directing action to address key force issues and considering proposals for change.
- 4.5.5 Activities include determining the vision, strategic aims and priorities of the Force, approving change activities recommended by the Change Board, reviewing performance against the Operational Policing Plan and delivery of the G4S Supporting Strategy. The Board will also consider and determine the Force response to reports, guidance and recommendations emanating from central government, internal audit and HMIC.
- 4.5.6 The board met for the first time on 6 February 2017 during which the Terms of Reference were agreed and that the force would move to use the terminology of harm reduction instead of crime prevention. This would give a clear direction to prioritise resources and activity around vulnerability rather than a simplistic crime occurrence methodology. Operational performance was discussed along with key project updates including Agile Working, ESN and Blue Light Collaboration. The Strategic Development Department provided an update around organisational development and the Change Programme, producing visual infographic outlining the key milestones moving forwards to 2020 (Attached).
- 4.5.7 In order to build momentum and establish where the knowledge gaps are in the group it was agreed that a more frequent meeting timetable should be scheduled for the first quarter.