

# Police and Crime Strategic Board

Date: 20<sup>th</sup> December 2018



## Chief Constable's Report



### 1. Public

#### 1.1 Cohort 22 – Student Officers

1.1.1 The latest cohort (Cohort 22) of 30 Student Officers completed the initial phase of their training in November, and all have now joined their Tutor Constables for the 'accompanied' stage of their training within Response and Patrol. Their arrival at what is a busy time of year is a welcome boost to staffing across the force area.

1.1.2 We also have 11 new PCSOs who started their initial training on 19th November, and will move to their Neighbourhood teams in early February 2019, another welcome addition to Lincolnshire Police.

## **1.2 Demand Programme**

- 1.2.1** The Demand Programme has completed its review of Response and Neighbourhood Policing Activity on Friday 23<sup>rd</sup> November. This piece of work seeks to better understand our demand and allow better decision making on resource allocation.
- 1.2.2** This has been done by having Demand Programme resources working with Response officers in the Force Control Room from 07:00am to 22:00hrs. The final report is now complete and has been published.
- 1.2.3** The Demand Programme has also published its second report, comparing resources against volume demand. This report confirms professional intuition, in that we can better organise our resource to meet the demand. Some examples would be;
- We have more staff working on the coast in April than we do in the summer months.
  - Across the force, we have excess staff working in December and again, not enough in the summer months.
  - On a weekly basis we have too many staff working Sunday, Monday, Tuesday and Wednesday and not enough Friday and Saturday.
- 1.2.4** The Demand Programme still faces the challenge of understanding the complexity of demand and work continues to focus on key demand areas, including shop theft, concerns for welfare, transport issues and how we manage repeat callers and victims. This work will help us better understand the capability we need within the organisation to deliver now and in the future.

## **1.3 Crime Prevention Engagement**

- 1.3.1** During this period the engagement team have attended and assisted with the various communities Christmas Markets happening around the County. These key community events offer the chance to give out crime prevention messages and enable people to find out more about how Lincolnshire is policed. The events are extremely popular with the public and offer a unique opportunity for engagement right at the heart of communities.
- 1.3.2** The biggest of the Christmas markets – The Lincoln Christmas Market, has just concluded having welcomed approximately a quarter of a million visitors. In addition to the high visibility operation presence we had a large engagement stand offering amongst other things, crime prevention advice and promotion of Mini Police.



## **1.4 Operation Blackwater & Operation Tutelage**

**1.4.1** As we approach Christmas Officers and PCSO's from the force are concentrating on keeping our roads safe focusing on Operation Blackwater which targets Drink and Drug Drivers as well as the fatal four.

**1.4.2** Since the end of October Lincolnshire police have been trialling Operation Tutelage which targets uninsured drivers. To date 421 letters have been sent out to vehicles shown as uninsured on the Motor Insurance Database (MID). Of those;

- 284 vehicles now have insurance.
- 18 vehicles have been seized for no insurance
- 5 vehicles have been scrapped
- 4 owners have been in touch to say they have sold the vehicle but DVLA had not been updated (these records now show previous keeper details).

**1.4.3** That is 311 vehicles in total that are now legal or have been taken off the road, of a percentage of the letters sent out 78% have complied.

## **2. Private**

### **2.1 Public Protection Unit**

**2.1.1** Work is continuing to ensure the changes within the Public Protection Unit, as we transition to a Protecting Vulnerable Persons Unit, are all on track for the "go live" date of 7<sup>th</sup> January 2019. This will see the dedicated staff within the Public Protection Unit move to a hub model, with omni competent teams working from Skegness, Boston, Lincoln and Grantham. The availability of these staff will move to working seven days a week between the hours of 0800 and 2100, ensuring we have the right resource in the right place at the right time to support and protect those deemed most vulnerable across Lincolnshire. The front line officers working on response will still continue to perform the vital emergency service outside of the hours of the Protecting Vulnerable Persons Unit.

**2.1.2** To ensure the continued working and engagement with our partner agencies, focused on protecting the most vulnerable, the current structure within Force managing our referrals is also to change on 7<sup>th</sup> January. This will see our current Central Referral Unit evolve to become the Police Safeguarding Hub. This will see functions that sit outside of the current team all brought under one team; managing referrals and engagement for Domestic Abuse, Child Abuse, Adult Abuse and Missing Persons. The dedicated staff in the unit will be joined by specialist staff coordinating Domestic Abuse and Missing Persons, ensuring the unit manages the totality of safeguarding concerns and ensuring we continue to be joined up with our partners in supporting those who most need it.

### **2.2 Domestic Abuse**

**2.2.1** This month has seen Lincolnshire Police join the national 16 day campaign for ending Domestic Abuse. There has been a significant social media and communications piece regarding this, alongside surveys into hard to reach areas such as the rural community. In addition to this there has been the publication of a Domestic Homicide Review (DHR) into the unlawful killings of Claire and Charlotte Hart in Spalding on 19 July 2016. This is a tragic case, with it being of paramount importance that there is learning for all agencies to understand what can be done in the future to try and prevent such instances occurring. As a service we have had significant support from Luke and Ryan Hart, who are both survivors of

these tragic circumstances, which has enabled an inside view of the impact our service can have on individuals.

- 2.2.2 Monday 26<sup>th</sup> November saw a Countywide Domestic Abuse conference, bringing professionals from across the partnership together in order to develop our understanding and response to Domestic Abuse. This was an informative event with maximum numbers having attended and adding real value across Lincolnshire.

### **2.3 Multi Agency Risk Assessment Conference**

- 2.3.1 Multi Agency Risk Assessment Conferences remain the partner agency forum to discuss those cases of Domestic Abuse where victims are deemed at highest risk of harm or controlling behaviour. Changes to the Force structure as we transition to the Protecting Vulnerable Persons Unit will see streamlined processes, early engagement with support services for victims from the Independent Domestic Violence (IDVA) service, Ending Domestic Abuse Now (EDAN) and consistency of those informing the process to ensure we continue to make the right decisions, supporting victims to break the Domestic Abuse cycle. As a service we remain committed to the partnership across Lincolnshire, all dedicated to tackling Domestic Abuse, and ensuring we have the best possible processes and response.

### **2.4 Safeguarding Children's Board**

- 2.4.1 Working closely with the Lincolnshire Safeguarding Children's Board, we have been developing our response to Child Exploitation, how we spot the signs and how we work together to support vulnerable children away from circumstances that could see them exploited for either sexual and/or criminal gain. This work will see proposals for a revised Multi-Agency Child Exploitation process presented to the Strategic Management Group of this partnership. If agreed it is anticipated this will develop a far more responsive and informed process in our fight to tackle Child Exploitation, protect the most vulnerable and bring to justice those who are preying on such victims.

## **3. Democratic**

### **3.1 Blue Light Collaboration update**

- 3.1.1 Work continues on the new build at South Park, which constitutes the first major Tri-Service Station in the country and the first with a working custody suite. We are working collaboratively with partners to ensure that the site works for all our staff, officers and visitors who may come to the station.
- 3.1.2 There has been a strong focus on Equality and Diversity as well as the Green Agenda. We continue to develop a strong understanding and working relationships with our key partners across other emergency services and within the County Council.
- 3.1.3 The building is now 6 months away from completion and 10 months away from full police occupation and so our decant planning from West Parade has now commenced.
- 3.1.4 Away from South Park we are continuing to look for synergies across all our partners with a number of key ideas being explored which will have a positive impact for our organisational understanding, for our staff and for the public

## **3.2 Management of Bail and Released Under Investigation (RUI)**

- 3.2.1 National and Regional Guidance is being prepared in relation to the management of people Released Under Investigation and those released on bail. Locally our processes in Lincolnshire have assisted in shaping regional discussion and guidance, with these being agreed in line with national guidance. Final consultation is being completed with the policing areas and PVP (Protecting Vulnerable Persons) managers.
- 3.2.2 The regional working group has agreed and signed off the guidance and risk assessment documents that will be adopted in force. The group met on 4<sup>th</sup> December 2018 for further discussions and options in relation to mobile biometric capture. This work is ongoing and remains a challenge as there is currently no additional Home Office funding to support any trials.

## **4. Digital**

### **4.1 Cyber Crime**

- 4.1.1 Over the weekend of 1<sup>st</sup> – 2<sup>nd</sup> December 2018, The PCC, Lincolnshire Police and G4S, in conjunction with CSCV, hosted 'Hack the Police 3', the first 'Hack the Police' event to be held outside of the Metropolitan Police.
- 4.1.2 This is a 'hackathon' for IT specialists, software developers and other technical enthusiasts to attend and create digital solutions to improve policing. They were set 4 high level categories to compete within, namely Improving Officer / Staff Efficiency, Crime Prevention in Cyber Crime, Best Use of a Web App and Best Use of a Mobile App.
- 4.1.3 The event was a success with 7 teams entering and interest from other forces around the Country. Some very promising solutions were developed within the 2 days, including an automated 101 crime reporting / recording system, a community ANPR system and effective use of a mapping system for intelligence gathering and tasking officers.
- 4.1.4 All products, whilst only proof of concept, were designed open source and therefore are free for Lincolnshire Police / CSCV to develop into a finished article, with many of the creators wanting to become volunteers and support us with this.
- 4.1.5 All attendees have expressed an interest to repeat the event and this will be progressed in the near future.

### **4.2 Review, Retention and Disposal (RRD)**

- 4.2.1 Lincolnshire's Review, Retention and Disposal team, based in the Information Management Unit review all Nominal records for the six collaborating East Midlands and City of London forces, having with the aid of technology some of the best and most cost efficient processes in the country.
- 4.2.2 Completing this role in collaboration with other forces is hugely cost effective for Lincolnshire as each force contributes towards the team, making considerable savings for everyone. Since the Regional RRD process began in July 2017, the team have reviewed over a hundred thousand full Nominal records of persons coming in contact with the Police.

4.2.3 As a result of the reviews, 375,570 individual records in the regional Crime/Intelligence system have been marked for deletion where it has been assessed using national Management of Police Information guidelines that there is no longer a Policing purpose to retain them.

4.2.4 These records where appropriate, are now deleted on a daily basis from the regional crime and intelligence system. This process ensures that operational officers and staff have the best available information with which to assess risk and ensure the safety of the public.

#### **4.3 Data Quality**

4.3.1 Lincolnshire's Data Quality team resolve data quality issues in the core regional crime/intelligence system for the six collaborating East Midlands and City of London forces. Again, completing this role in collaboration with other forces is hugely cost effective for Lincolnshire as each force contributes towards the team, making considerable savings for everyone.

4.3.2 Since June 2015 when the regional team started, 1,683,440 records have been de-duplicated across the six force collaboration and 82,733 records have had data quality issues resolved with the aim of making the system the cleanest it can be.

4.3.3 The team continue to drive improvement in the quality of the data in the core regional crime and intelligence system using fifty four search scripts to find potential duplicate records and data quality errors, dealing with these on a priority basis. Feedback is given to individual staff where appropriate and solutions are continually sought to prevent reoccurrences.

#### **4.4 Information management Unit**

4.4.1 In October 2018 we provided information on 794 occasions to a variety of Partner Agencies for the protection of Children and Vulnerable Adults, this not only assisting partnership working but ensuring the most vulnerable in society are protected.

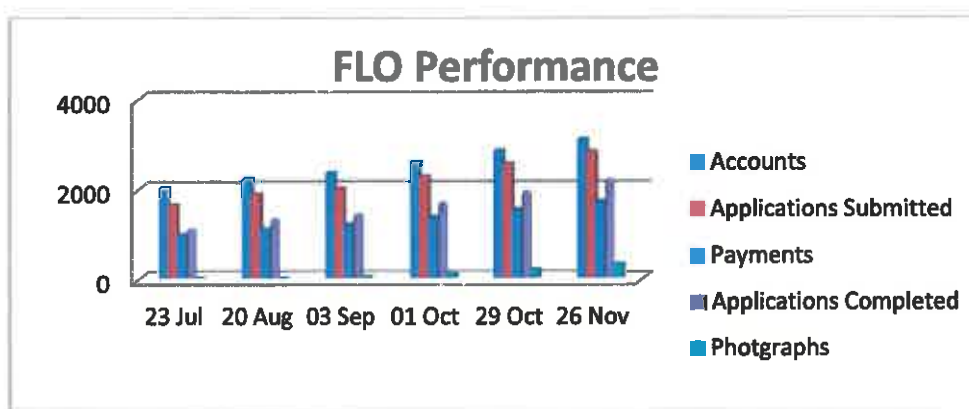
4.4.2 In November 2018 we 7 made disclosures under the Common Law Police Disclosure process. This was to a variety of Governing Bodies and Employers to allow them to consider any risks posed by an employee or volunteer who was working in a particular role in relation to safeguarding concerns that needed to be mitigated.

4.4.3 In October 2018 under the Freedom of Information Act 2000, we received 1,360 FOI requests from a total of 129 requestors.

#### **4.5 Firearms Licensing Online**

4.5.1 Further enhancements to the Firearms Licensing Online (FLO) system continue to be made, with recent adjustments to ensure applicants have all the necessary documentation (including payment, photograph and GP report) prior to submission to prevent any delay in processing applications, providing a more efficient service.

4.5.2 Current levels of uptake on the FLO system are increasing (as of 26<sup>th</sup> November 2018):



- Accounts created 3090 (Up 8% on the previous month)
- Applications Submitted 2826 (Up 10% on the previous month)
- Electronic payments made 1712 (Up 12% on the previous month)
- Photographs uploaded 320 (Up a huge 65% on the previous month)

#### 4.6 Technology futures

- 4.6.1 Technology Futures projects and main areas of activity through to April are – East Midlands Operational Support Services (EMOpSS) Mobile Data Terminal (MDT), Mobile Biometrics, Corporate Telephony, Agile Laptop, Unify Telephony enhancement, Local Digital Investigation and Intelligence (DII) requirements, Dash Cams, File Sharing with partners, TecSOS mobile for vulnerable people, Telematics, property barcoding and management, Overseas Visitor Registration, Niche and Pronto development and video conferencing.
- 4.6.2 These projects and activities are contributing towards programme outcomes aligned to the vision within Distinctively Lincolnshire, the Community Safety, Policing and Criminal Justice plan 2017-2021 and the national Policing 2025 strategy.
- 4.6.3 Already in place this year is direct access infrastructure to support agile workers, the first phase of agile lap top users, new contracts with Vodafone to support corporate mobile roll out and decommissioning of all unused connections, a digital vehicle check process, Tri Force Pronto platform and award of the command and control contract.
- 4.6.4 The Understanding and Safeguarding Emerging Communities (USEC) team have been the first to deploy mobile biometrics with immediate benefit in confirming identities at the scene and there is ongoing recognition for the advanced mobile data solution in the county and six force Niche platform regionally.
- 4.6.5 The programme team have hosted a number of forces, attended meetings, supported departments with their own technical deployments, represented Lincolnshire Technology Futures at a number of conferences linked to programme content and visited Motorola in the US to review the command and control future capabilities.
- 4.6.6 The Technology Futures SME team are supporting the Command and Control programme and the Digital Evidence Management System (DEMS) pilot with regular interaction on design workshops and supplier meetings

4.6.7 The financial profile for 2019/20 has been submitted which centres focus on the local development required to take part in national programme initiatives such as National Enabling Programme (NEP), Law Enforcement Database (LEDS), Emergency Services Mobile Communications Programme (ESMCP(ESN)) and Digital Forensics. Senior Management Teams have been briefed on the progress and plans within the Technology Futures programme and wider communications added to the Intranet.

#### **4.7 Crime Data Integrity**

4.7.1 A risk based audit is in place to focus on areas of crime recording which the HMIC Crime Data Integrity (CDI) audit of data between Jun-Nov 2017 highlighted as areas of concern. This follows increased activity around training and supervision, as well as system and process reviews in these areas. The audits are showing improvements in the recording of crimes, in particular those associated with Domestic Abuse. The results of audit are used to immediately feedback to staff, and inform training and advice which has helped to improve compliance. A trial of heightened supervision of risk area incidents within the control room has so far also proved to be very successful in ensuring crime is recorded when necessary.

4.7.2 Other forces have developed a proxy measure to determine whether there have been changes in their compliance since the HMICFRS data sample was looked at. This methodology has been trialled in Lincolnshire and is showing that there was a marked change in the numbers of crimes recorded per incident since April of this year. This corresponds both with the CDI action plan starting and also some changes in crime recording rules, but does indicate a sharp and sustained change in the recording of crime, and a subsequent increase in the overall compliance with CDI. Work continues to develop this.

#### **4.7.1 Crime Management Bureau (CMB)**

4.8.1 Overall, there has been a general increase in crimes being reported (2016/17 saw a 12.5% increase) and following a recent HMICFRS inspection it was identified that the force's crime recording would be escalating. This has had the impact of increasing the demand on the resources within the CMB.

4.8.2 This increase in demand is being monitored as it is estimated that the force will be recording 9400 more crimes based on 100% compliance. Crime volumes have been monitored between July-September and this has shown the average number of incoming crime tasks has increased from 179-216 per 24 hours.

4.8.3 The CMB is focussing on all aspects of their work with the recording and allocation of crime taking precedent. Various process changes and a new reduced Performance Framework have also been introduced to assist with the resilience of the department. The upcoming Continuous Improvement Unit (CIU) and Recording Review is due to report its findings with recommendations that will assist with the impact of CMB workloads and resilience.

## **5. Our people**

### **5.1 Wellbeing Co-ordinator**

5.1.1 Karen Gardner is leaving us on 19th December to take up a new role with Fire and Rescue. Karen has been instrumental in setting up the Wellbeing programme, in particular gaining a Wellbeing Champion cohort of over 50 officers, staff and volunteers across the county and providing a channel through which officers and staff can express their concerns and promote



their ideas around Wellbeing. It is very likely that the Wellbeing Co-ordinator role will change as a result of the developing Wellbeing Support Programme and for that reason (as well as contributing to in-year savings requirements) Karen will not be replaced before April 2019.

## **5.2 Employee Assistance Programme (EAP)**

5.2.1 New Year's Day marks the end of our current EAP contract (with CIC). There will be a significant amount of communication over the next few weeks regarding access to Wellbeing services from 1st January, briefings for Senior Management Teams and inputs at team meetings. Between January and March the force will be developing the longer-term plan around Wellbeing screening and intervention and hope to receive further Police Transformation funding to support this in 2019/20.

## **5.3 Book on Book off**

5.4.1 The roll-out of the Book On Book Off system has continued with Local Policing East and West along with Crime Department now all using the system. All officers and staff will be required to 'book on' when they start their tour of duty and 'book off' when it ends. The final stage of roll-out commenced on 26<sup>th</sup> November and will be complete by the end of the calendar year.

# **6. Our Technology**

## **6.1 Motorola and G4S partnership**

6.1.1 The force is embarking on a cloud-focused technology refresh of its control room environment with Motorola Solutions, having signed a 10-year deal with the firm. This partnership with Motorola and G4S builds on the successful implementation of mobile data in Lincolnshire. Our initial conservative estimate of mobile data already saves 1 hour per officer per shift which equates to £1.8m of officer's time that has been saved.

6.1.2 Through the command and control contract we will be the first force in the country ready to take on the new Emergency Services Network but also allow the continuation of our mobile data application.

6.1.3 This partnership has already started to develop in new areas as Motorola are the largest emergency services technology provider in the world and they have started to enhance the development based upon our successful work using drones for public safety purposes.



## **7.1 Rural Crime**

- 7.1.1 The focus on Prevention for Operation Galileo Hare Coursing Offences has continued, with reductions in the number of incidents reported to the force and close liaison with the farming and rural communities.
- 7.1.2 In previous years Boxing Day, 30<sup>th</sup> December and New Year's Eve have seen a spike in offending – we will have targeted enforcement on these dates and throughout the late December – early January period.
- 7.1.3 Work to develop the use of Civil Injunctions and Anti-Social Behaviour legislation to tackle rural offending continues. Working with Cambridgeshire Police, injunctions have been secured against 5 offenders and we see these as being the forerunner to another effective tactic we will use more widely.
- 7.1.4 On 7<sup>th</sup> November Police and academic partners came together at DeMontfort University to develop collaboration under EMPAC (East Midlands Policing Academic Collaboration) to develop effective tactics that keep rural communities safe - <http://www.empac.org.uk/dmu-host-rural-crime-roundtable/>
- 7.1.5 We also have ongoing work to develop the Dog Fostering Scheme which will see community volunteers taking in dogs seized whilst investigations are being completed.
- 7.1.6 Local and National partners came together on 19<sup>th</sup> November in a meeting organised by the OPCC to coordinate activity related to metal theft in Lincolnshire and specifically theft of lead from churches and other Heritage Sites.
- 7.1.7 Surrounding forces have seen a rise in the number of metal-theft related offences, including theft of batteries from remote locations, and other opportunist offences being committed when it is likely theft of metal was the prime objective.