

Police and Crime Strategic Board



Date: 19th December 2019

Chief Constable's Report

1. Performance by exception

1.1 Recorded Crime

- 1.1.1 At the recent Public Assurance Meeting, the force outlined some of its activities to address the increase in recorded crime.
- 1.1.2 Current activities in line with our overall performance improvement plans are managed through the current force governance structure, of particular note – Distinctively Lincolnshire, Wellbeing and Quality of Service boards.

1.2 Crime Management Bureau

- 1.2.1 Following a rise in demand and changes in crime recording processes the Crime Management Bureau experienced a backlog of crimes where the investigation had been concluded and now needed to be finalised, this backlog had risen to 8,000 by August 2019.
- 1.2.2 The Force, G4S and the OPCC invested in additional staff to tackle the backlog and following excellent work by the CMB staff, the backlog has been reduced to its current level of just over 100 crimes for finalisation.
- 1.2.3 Ensuring that the numbers of crimes waiting finalisation are kept at a manageable level will enable the Force to have a clearer, up-to-date, understanding of the type and levels of crimes in Lincolnshire, which will assist the Force in operational and strategic deployment of resources.

1.3.1 Operation Raptor

- 1.3.2 More than 100 arrests have now been made as part of Operation Raptor, our ongoing campaign to tackle weapons offences.
- 1.3.3 We have also recovered 122 weapons, with 77 seized and a further 45 handed in at our four main police stations, as part of weapons surrender. This followed on from a press release earlier last month, encouraging members of the public to surrender any unlicensed or unwanted weapons.
- 1.3.4 Eight warrants have been executed so far, officers have tested for weapons at bars and nightclubs in the west of the county and education work has taken place in a number of schools.

2. Distinctively Lincolnshire and Corporate Planning

2.1 Force Control Room

- 2.1.2 Considerable public interest has been seen in terms of the time taken to answer the 101 system. A great deal of analysis has taken place which shows that we answer 60% of 101 calls within 4 minutes on average.
- 2.1.3 Work is underway to devise a new performance matrix around 101 call answering which when adopted will form part of a new Key Performance Indicator for G4S within the FCR.
- 2.1.4 Concern for Welfare – the new policy has been in place for 2 months now. We have seen an initial reduction in deployments to these incidents, saving (on average) 11 hours of officer time per day.
- 2.1.5 The enhanced questioning of callers carried out by call-takers has seen an improvement in incident classification regarding what should be missing persons or crimes, thus improving the customer journey.
- 2.1.6 Missing persons – the new policy adopted in March, which incorporates the amended definition provided by the College of Policing, continues to have an impact on FCR workload. Baseline comparators on Compact (missing person database) show a significant increase in Compact Logs raised compared to last year.
- 2.1.7 October 2019 saw 268 Compacts raised compared to 107 in October 2018. A similar comparison for September saw an increase from 86 to 254. The increase in demand on FCR and district is being monitored closely to ensure no loss of service to others in need.
- 2.1.8 Shoplifting Response – we are now 1 month into the new process for dealing with shoplifting offences. As a result, approx. 49% of shop-lifting crimes are investigated centrally by the IRT, resulting in significant reductions in the time taken to finalise offences and a reduction of approx. 81 hours of front line officer deployment time per week.
- 2.1.9 Overall, the combined impact of the new processes adopted within the FCR which are linked to the Contact Management Transformation Programme are already showing combined savings of officer time in the region of 158 hours per week, equating to almost 4 additional officers in terms of time saved.

2.3 Blue-light Tri-Service Base

- 2.3.1 The Blue-light Tri-Service base, South Park – Police moved in over an agreed period of 3 weeks during November. This also included the re-location of staff from Bracebridge Heath.
- 2.3.2 It has been agreed with the PCC for BBH to be disposed of via the open market and a 'for sale' board is now in place. Further dialogue is to take place in December with Investors in Lincoln (a local consortium of businesses) regarding the possible future uses for West Parade police station. Following this a decision will be made by the PCC re the future of this site.

2.4 **Corporate Planning**

- 2.4.1 In response to the Force's identified need to improve the approach to Corporate Planning coordination and input, a new Corporate Planning Cycle has been identified and put into place immediately.
- 2.4.2 The cycle represents recognised good practice in organisational planning; and will enable the force to be able to continuously improve its planning processes, and to ensure that operational plans take account of the need to consider current priorities, what works, and the current operating constraints such as changes in demand and budget
- 2.4.3 The evaluation of plan delivery will feed the annual objective-setting exercises, removing those that have been completed and updating others to reflect current operational and service needs. The cycle will also improve the force's ability to identify gaps in capability that can be incorporated into the Change Portfolio.



- 2.4.4 The cycle will be facilitated by the MTFP and FMS documents, and four corporate planning days throughout the year to bring together key stakeholders to discuss and prioritise activities, and support effective planning:
- 24 February 2020 – Forecast Demand and Resources, including budget (utilising the MTFP and FMS)
 - 1 May 2020 – Set/Review Strategic Objectives

- 9 July 2020 – Priority setting exercise
- 16 October 2020 – Review Plan delivery

2.4.5 This pattern of corporate planning days will be set on an annual basis to support the new 'rhythm' of corporate planning; and will be supplemented by more detailed information for key decision makers to understand the corporate planning cycle activities on a month by month basis.

2.5 Neighbourhood Policing

2.5.1 The Neighbourhood Delivery Plan has focused on improvements to the way that our Neighbourhood Policing Teams engage and listen to our communities. The following work is underway:

2.5.2 Workshops will be delivered to all Neighbourhood Teams in January and February 2020 to enhance the way that they engage. Teams will start to tailor their engagement methods to the needs of their communities using a wide range of methods and not just the traditional methods of engagement.

2.5.3 South Kesteven has trialled methods of digital engagement including online surgeries and social media surveys to capture the views of members of the community that we might not otherwise hear from.

2.5.4 There will be a quarterly priority structure for each Neighbourhood Policing Area; priorities will reflect concerns and needs of each community.

2.5.5 We are developing ways to ensure that analysis of *Multiple Indices of Deprivation* and other demographic data is available for NPA Inspectors. Inspectors will use this data to inform Area Engagement Strategies to direct the engagement conducted by teams.

2.5.6 In the other areas (including the recommendations from our Self- Assessment based on the College of Policing self-assessment framework)

2.5.7 We continue to redress the culture of PCSOs being used to backfill response policing to allow them to carry out their core role and are developing a specific deployment policy to guide all supervisors and the Force Control Room. Furthermore the crime allocation policy is being revisited to ensure that NPT officers are allocated investigations which harmonise with the ethos of Neighbourhood Policing.

3. National and Regional Issues

3.1 EU Exit

3.1.1 With the Conservatives winning an overall majority, it is anticipated they will want to achieve a leave date of 31st January 2020.

3.1.2 In anticipation of this target date, national and regional Police meetings are scheduled for later this month.

3.2 General Election

- 3.2.1 The result of last week's General Election is now known. It is too early to comment on how this will affect Lincolnshire Police, in terms of future funding and officer uplift.
- 3.2.2 Together with the PCC, we will approach the government and continue to present our case for fairer funding.

4. Good news and Other Points of Interest

4.1 Operation Galileo

- 4.1.2 The National Farmers Union (NFU), Country Land & Business Owners Association (CLA) and Countryside Alliance (CA) all have Hare Coursing Action Plans – In each case these specifically seek that forces work together to tackle Offending – All are represented on the force Rural Crime Strategic Group.
- 4.1.3 Operation Galileo started as a Lincolnshire operation, and now brings together the top 12 Hare Coursing forces from across the country, under Lincolnshire leadership.
- 4.1.4 The operation is taking a Problem Solving approach to tackle offending, having scanned national demand the National Wildlife Crime Unit (NWCU) were able to complete a piece of analytical work that identified the offenders who cause greatest harm – we are now working to develop tactics that are effective in preventing their offending.
- 4.1.5 NFU, CLA and CA are all lobbying for changes to Court Sentencing Powers and we are integrated in that work.
- 4.1.6 At the national Wildlife Crime Enforcers Conference this month, other forces are seeking to join Operation Galileo as they see the value in a wider, coordinated approach.

4.2 Lincoln Christmas Market

- 4.2.1 This month saw the 37th year of Lincoln's Christmas Market, with around 250,000 visitors over the 4 day period.
- 4.2.2 There has been some excellent feed-back on social media platforms in terms of the engagement by Lincolnshire Police officers and staff with members of the public, particularly in light of the previous week's London Bridge attacks.

4.3 International Restorative Justice Week

- 4.3.1 Restorative Justice (RJ) is a service provided for victims of crime and is commissioned by the Police and Crime Commissioner. It is a victim centred process which supports a victim to communicate safely with the person who has caused them harm.
- 4.3.2 'Communicate safely' can mean face to face, by letter or through questions asked via a facilitator. All our restorative justice processes are risk assessed, prepared for and managed by independent trained facilitators.

- 4.3.3 It helps victims to deal with the questions, the emotions and the stress caused by that harm and the person who has caused it. This enables victims to move on with their lives.
- 4.3.4 Importantly, there is no time limit on accessing Restorative Justice. It is centred entirely on the victim and when they feel ready to engage or receive information.
- 4.3.5 International Restorative Justice Week (IRJW) is an annual event and this year was between 17th to the 23rd of November.
- 4.3.6 Over the week, various engagement activities took place to raise awareness of the RJ process. This included social media videos, press releases and mainstream media interviews.
- 4.3.7 Over social media platforms, the videos were watched by nearly 17,500 viewers.

4.4 Howard League for Penal Reform

- 4.4.1 Figures released by the Howard League for Penal Reform revealed that arrests of children (those aged 17 and under) have fallen by 61% over the last 7 years.
- 4.4.2 Research by the charity has found the force made 745 arrests last year, compared with 1911 in 2011.
- 4.4.3 In 2017, the Local Authority and Police launched a joint protocol aimed at reducing criminalisation of children.
- 4.4.4 The Joint Diversionary Panel ensures that all children who come into contact with the criminal justice system are dealt with proportionately and where possible, are diverted away from formal criminal justice sanctions.

4.5 Police Safeguarding Hub

- 4.5.1 This month has seen the next phase of developments within the Police Safeguarding Hub. Having now settled into the new open plan office space, designed to ensure all staff and partners working from the same location are co-located and can hold routine discussions about those issues of concern relating to vulnerable people, further investment has been made in the recruitment of 3 Information Support Officers.
- 4.5.2 December saw the Paedophile On Line Investigation Team (POLIT) move from Grantham Police Station to Lincolnshire Police Headquarters.
- 4.5.3 The team are now part of a purpose built Cyber Crime Unit, co-located with our Digital Forensic Unit offering improved access to specialist staff and equipment, to improve our effectiveness in tackling on line related child abuse.

5. Forward Look

5.1 Consent Campaign

- 5.1.1 This is an ongoing campaign which aims to remind people of what consent means and their obligation to get it. At the same time we want to encourage reporting and highlight the support available for victims of sexual assault.
- 5.1.2 This follows our targeting of fresher's week in September where our messages were shared with students in partnership with the University of Lincoln.
- 5.1.3 Press releases and social media engagement will promote the messages around consent, what it means and as the night time economy gets busier the importance and understanding around consent.
- 5.1.4 The campaign also encourages reporting and highlights the support available for victims of sexual assault.