



# Police and Crime Strategic Board

21<sup>st</sup> December 2017

**OPEN**

## Chief Constable's Report

### **1 National**

### **2 Regional**

#### **2.1 East Midlands Police Academic Collaboration (EMPAC)**

The force's Head of Strategic Development took part in the EMPAC review on the 22<sup>nd</sup> November and representatives from the Force have met with the University of Lincoln, Bishop Grosseteste University and Lincoln College to explore future collaboration. DCC Naylor has been appointed as the new chair of EMPAC to take this work forward and help shape the future structure of the collaboration.

### **3 Local**

#### **3.1 Continuous Improvement**

3.1.1 The Continuous Improvement Unit (CIU) in Strategic Development have responded to the need to both understand the opportunities for change, and deliver major transformational projects and programmes, including upcoming improvements in technology such as Command and Control; by reorganising their structure to deliver a Technology Futures and Continuous Improvement programme of work. Most project staff within CIU have moved into the new Technology Futures delivery structure, which is led by Superintendent Parker, retaining a small project management resource in CIU for non-technology projects such as Thoughtful Policing. Both Technology Futures and Continuous Improvement Programmes of work will report through the existing Change Board Structure. Work is being undertaken to identify the future scope of the respective programmes, the interdependencies, benefits and processes of the two delivery structures, and how they align to the Distinctively Lincolnshire strategy.

#### **3.2 Force Management Statements (FMS)**

3.2.1 Completion of the FMS is mandatory for all forces by the end of May 2018. This will form part of the 2018 Integrated Peel Assessment; HMICFRS's new risk-based approach to inspection. DCC Naylor chaired a meeting of the Leads for each area within the FMS to set

responsibilities and discuss the process to be used to compile it. The completion of the FMS will be the responsibility of the Continuous Improvement Unit (CIU), supported by colleagues within the Performance and Analysis Unit (PAU), using a hub and spoke model with Leads assigned from each business area concerned. There is currently a consultation on the FMS Template, which the force has responded to through the Performance Management Co-ordination committee (PMCC), and will also be submitting a Force level response. As well as compliance with the Her Majesty's Inspectorate for Constabulary, Fire and Rescue Service (HMICFRS) inspection requirements, the FMS represents an opportunity for the Force to establish a baseline of its understanding of both patent and latent demand for the developing Continuous Improvement and Demand programme of work. The Force has met with HMICFRS Inspection staff on 8th December to discuss the development of the FMS to ensure best practice, and understand current developments within HMICFRS to improve the template.

### **3.3 Distinctively Lincolnshire**

3.3.1 Work has commenced on the development of delivery plans to support Distinctively Lincolnshire. Phase one is a discovery phase which will collect information on all current and planned change (not just formal projects) to map against the stated intentions in the plan. This phase will be completed by February and will reveal any gaps to inform future planning. A document describing the process is in draft and will be shared with OPCC in due course.

#### **3.4.1 Adult and Paediatric Sexual Assault Referral Centres (SARCs)**

3.4.1 The procurement process for the Adult SARC, Lincoln has now been completed. The current providers, Lincolnshire Partnership NHS Foundation Trust, were successful and a contract will be awarded for the continued service provision from 1<sup>st</sup> April 2018. The contract will be for three years, with the option to extend for a further two years.

### **3.5 Street to Suite**

3.5.1 The 'Street to Suite' service operates during the night time economy at weekends, allowing for arrested persons to be transferred to custody quickly without having to remove officers from patrol duties. Following a request from East Senior Management Team, the Force has considered the options put forward by G4S regarding the change to the Street-to-Suite days and times. Having considered the financial and operational merits of the options it has been decided the this service will change from Thursday , Friday , Saturday to Friday, Saturday, and Sunday. As this requires consultation with staff, the van will start its new operating duties on the 19<sup>th</sup> January 2018.

### **3.6 Evidence Based Policing (EBP)**

3.6.1 The force is taking part in a number of pieces of research. At the EBP Steering Group on 20th December one of the research bodies is presenting its findings on research into staff engagement in innovation (using the Mobile Data project as the research basis). Also on the agenda is news of the successful bid by University of Lincoln School of Exercise and Sports Science to fund research on a mental health risk map for Lincolnshire Police officers and staff. There will also be a request for Lincolnshire Police to participate in research on police dogs by Coventry and Cardiff Universities.

### **3.7 Wellbeing**

- 3.7.1 The force advertisement for Fitness Mentors was well received. There were twenty two applications in total with fifteen of those to be interviewed in December. The five successful candidates will become Fitness Mentors and will be required to complete a Level 3 qualification in Personal Training as part of their preparation for this role. This is expected to commence in January 2018.
- 3.7.2 After work exercise sessions and dance classes are being offered at Headquarters for officers and staff. There have been two circuit training sessions held with positive feedback received from participants. A loyalty scheme has been introduced to encourage participation rewarding attendance at six classes with a free drink and piece of fruit from the canteen.
- 3.7.3 The Wellbeing team are commissioning some research with the University of Lincoln to produce a 'heat map' of mental health issues and risk across the organisation. It is hopeful that this will be joint funded through a research grant from the School of Exercise and Sports Science.

### **3.8 Recruitment**

- 3.8.1 The position for a permanent head of Learning and Development remains vacant. Since the recruitment process failed to identify a suitable candidate, G4S along with the Commercial Partnership Team (CPT) have reviewed the current operating model and service requirements. The post will now be re-advertised on the 18<sup>th</sup> of December through a wider and better targeted campaign.
- 3.8.2 With a view to increasing the pace of progress within the Driver Training department, the position of a Senior Driving Instructor has been advertised and attracted some strong candidates for the position. Further assessment will take place to identify a suitable candidate.
- 3.8.3 A cohort of 60 new police officers is planned for early next year. The intake will fall into the regular training cycle by completing the Initial Police Learning and Development Programme (IPLDP) before becoming independent and completing their two year probationary period. It is anticipated that a section of the intake will be able to fill the skills gap in terms of languages spoken that has developed in some parts the county. This will allow the Force to be able to offer communities a better service whilst at the same time utilising resources more effectively.
- 3.8.4 The current cohort of 30 student officers have begun their interview training and are performing at the expected level for this stage of their development programme. There is also a cohort of detective constables on their initial training course which finishes in December. The feedback from both groups has been positive in terms of the training and different aspects of their courses.

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

- 3.9.1 The current backlog of work continues to be closely monitored and short term solutions are being progressed. A workshop was held 31st Oct with internal key stakeholders and G4S and an update report has been submitted to the Deputy Chief Constable regarding short, medium and long term solutions for consideration. The CMB team have continued to work to resolve the current backlog of occurrences during November. There has been an improvement in performance which has occasionally seen the total number of occurrences

in the 4-5 days old pot, down to zero. This is for the first time since April of this year. All call-backs continue to be initially diverted away from CMB to the Incident Resolution Team (IRT) in the Force Control Room (FCR). Additional resources have been identified (both Force and G4S) to undertake a review of all processes linked to how the incoming demand to the Force is handled. The scoping for this work is due by 18th December when the review work will begin.

### **3.10 Bluelight Collaboration Programme**

3.10.1 The contractual sign off for South Park will be happening in due course so the main work and build can start on the site. The heads of terms and collaboration agreements have been developed between all three services and work continues on the detailed planning for the site as well as other areas of the Blue Light Programme including wider Interoperability between different partner agencies. Policies and procedures continue to be developed for the new ways of working that will be developed through the South Park build

### **3.11 Firearms Licensing**

3.11.1 Risk in the department continues to be closely monitored and effectively managed. The additional staffing in the department is only funded until the 31<sup>st</sup> March 2018. Discussions are being planned to assess the on-going requirement for the staffing of the Firearms Licensing Department to ensure the improvements in performance is maintained. The development of the new policy regarding reports from general Practitioners is also being progressed with the completion date expected to be early in the New Year.

3.11.2 The new on-line Firearms system, 'Firearms On-Line' went live on the 15<sup>th</sup> November. The system is now up and running and as of the 11<sup>th</sup> of December there have one hundred people register with fifty applications currently being processed. Although it is early days there are no known problems.

### **3.12 Modern Slavery**

3.12.1 The trial judge hailed Lincolnshire Police's Operation Pottery as the longest and most complex trial of its kind ever conducted in the country. With a view to identifying best practice and maximising any lessons learnt, Lincolnshire Police are supporting a Safeguarding Adult Review and a structured debrief has been agreed with the chairman of the Board, Barry Earnshaw. This will assist in capturing any valuable lessons learnt and help to deal effectively with on-going and future cases of modern slavery.

### **3.13 Quick Wins**

3.13.1 The Quick Wins project comprises a group of officers and staff from across the force, examining ways to relieve officers from the burden of incidents and issues that are unnecessarily wasting their time. In a climate of increasing demand on officers' time, DCC Naylor invited suggestions from officers and staff of incidents they felt should be dealt with in other ways, or by other agencies. These suggestions are then considered by the Quick Wins group and tasked to working groups with a view to modifying or completely stopping our response to some of the issues raised. The intention is to swiftly resolve some of these matters, hence the group name "Quick Wins." Ultimately this will result in the provision of a better service to the public of Lincolnshire through a smarter use of our resources.

3.13.2 Two Quick Wins project group meetings have now been held and several work streams identified, which have been tasked to groups for further investigation. Areas covered so far

include Road Traffic Collisions (RTCs), social media harassment, concerns for safety and bilking offences.

3.13.3 A pilot is being run in the Stamford sector starting in January, looking to change our response to bilkings. This will see us record a crime where necessary, but avoid the police being used as a mechanism to recover civil debts from people who have genuinely forgotten to pay. This takes the form of giving prevention advice to businesses, reminding them of their right to obtain registered keeper details from DVLA and pursue the debt civilly via their trade body. Repeat offenders will be flagged and dealt with by officers as normal.

3.13.4 There will also be a Quick Wins pilot within FCR commencing in January, reviewing the response to reports of “harassment” on social media. A snapshot review found that officers were being unnecessarily deployed to these incidents in a third of cases where other interventions were available. Greater account will be taken of risk and vulnerability factors by call-takers, through the THRIVE process, with callers being signposted accordingly.

### **3.14 Understanding Demand**

3.14.1 Work has been on-going to better understand demand and look at how we could better utilise our resources locally. The re-structure of diary system is being progressed with a view to moving diary appointments to police stations across the nine relevant areas. A proposal is being prepared (for approval by DCC Naylor) with Standard Operating Procedures having been drafted. A key number of business areas will be considered from a strategic perspective to consider how the demand is growing. These include mental health, missing persons, and online digital crime. This will be done in conjunction with the Quick Wins project to ensure demand and supply are being considered.

### **3.15 Force Control Room (FCR)**

3.15.1 FCR continues to experience a high level of call volume, particularly the 999s; The performance level required for 999s is being maintained as a priority but this has an impact on the resource available to manage the 101s. This continues to be closely monitored and resources are under constant review.

3.15.2 The UNIFY Telephony system went live on the morning of 12<sup>th</sup> December. The new system provides a better customer experience in so much as it tells the caller they’re in a queue and what number they are in that queue. It also provides Interactive Voice Response (IVR) when initially dialling 101 which directs the caller to a specific department or the website. This IVR works from the perspective that it diverts demand to the most appropriate place. Once this system is landed and any teething problems ironed out, other functionality such as a call back facility for example, can be added.