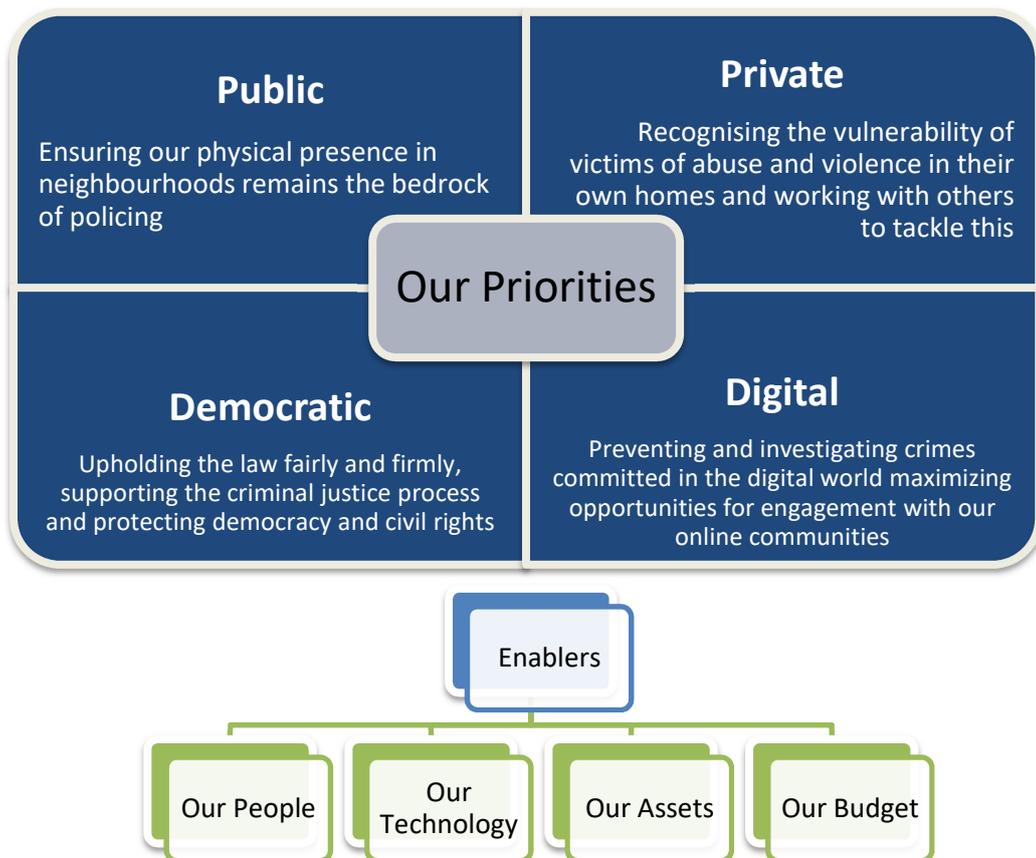


Police and Crime Strategic Board

Date: 24th April 2019



Chief Constable's Report



1. Public

1.1 Make Yourself Heard

- 1.1.1 A national campaign to raise awareness of a system to help people alert police when in imminent danger but unable to speak was launched by the Independent Office for Police Conduct (IOPC) on the 8th April 2019.
- 1.1.2 The 'Make Yourself Heard' campaign was launched during the National Stalking Awareness Week (8th-12th April), with the support from the family of murder victim Kerry Power, Women's Aid and Welsh Women's Aid, and the National Police Chiefs Council.

- 1.1.3 The Silent Solution system enables a 999 mobile caller who is too scared or unable to make a noise, or speak, to press 55 when prompted – to inform police they are in a genuine emergency.
- 1.1.4 The system is well established in the UK but is only effective if the public know and understand how it works. It could save a life.
- 1.1.5 Around 20,000 silent 999 calls (where no response is obtained to questions) are made a day. Of those, around 5,000 are transferred to the Silent Solution system. The 55 instruction is detected around 50 times a day – 1% of all silent calls put through to the system.
- 1.1.6 The Force Control Room ensured all their operators were aware of this campaign which has also been shared internally. There was also some animation produced by Lincolnshire Police shown on their social media page highlighting the campaign with instructions about the ‘Silent Solutions’.

1.2 Channel 5 Documentary

- 1.2.1 Following agreement from the Chief Constable and the PCC, Channel 5 will be filming a 4 part documentary about the challenges of policing in the face of severe financial cut backs. A number of crew and cameras will be filming during May with planned transmission dates over 4 weeks in July.
- 1.2.2 The series will show incidents from multiple angles and perspectives as the different department of police respond with very limited resources. This is policing as it happens from inside the station and out on the street.
- 1.2.3 Chief Constable Bill Skelly, said about the series: “I have agreed to this documentary as I believe it is an excellent opportunity for us to show the very best of Lincolnshire Police while we consider the tough decisions we make every day. The programme will show how we continue to keep people safe in Lincolnshire, despite our ongoing financial constraints. The Chief Officer Team supports this filming, and we are keen for it to reflect the reality of policing, showing the pressures and decisions that officers and staff make every shift.”

1.3 Rural Crime

- 1.3.1 As of 3rd April there have been 7 offences in the past month where significant quantities of lead have been stolen from Church roofs around the County. Repair costs in the range £50k to £80k at each location are expected.
- 1.3.2 These are believed to be a new series, and likely to be linked to a much higher number of incidents in Cambridgeshire and other neighbouring forces.
- 1.3.3 Steps are being taken to prevent further offences and progress is being made investigating those that have already been reported (forensic opportunities,

intelligence, Single Points of Contact in East & West CID, media coverage on BBC TV & Radio, social media and other enquiries).

1.3.4 The Hare Coursing Season draws to a close at the end of March, and we have seen significant progress in the work completed;

2016-2017		2017-2018		2018-2019	
September	154	September	191	September	67
October	315	October	193	October	81
November	334	November	306	November	229
December	413	December	291	December	220
January	363	January	194	January	107
February	267	February	113	February	105
March	119	March	77	March	64
Grand Total	1965	Grand Total	1365	Grand Total	873

1.3.5 A 36% reduction on last season (itself a 31% reduction on the year before). We are in the process of reviewing which tactics worked most effectively and working with neighbouring forces to reduce the displacement of offending between forces.

1.3.6 The first meeting of the “Top 4” forces with the highest volume of Hare Coursing (Lincs, Cambs, N Yorks and Lancs) to progress a common national approach takes place in May. This will be followed by a meeting of the “Top 11” forces later in the month. We anticipate efforts may take 2 years to be fully effective, but early indications are positive and we have the support of the National Wildlife Crime Unit.

1.4 Crime Branding

1.4.1 The Crime Department for the force has launched nine new logos that are intended to support all persons, internally and externally, to understand the large variety of specialist skills provided by the various specialists all within the crime investigation family.



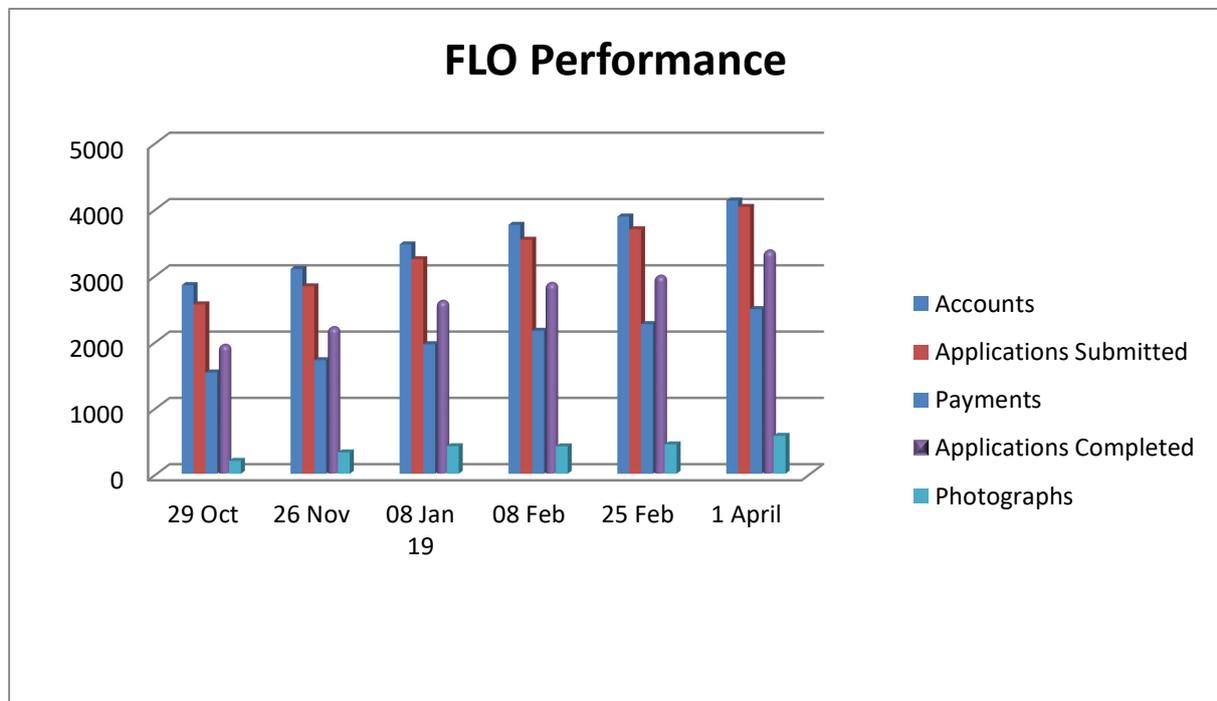
1.5 Blue Light Programme

1.5.1 The consultation with the local schools around the South Park build has now taken place. This has led to the design of a painted mural which will be placed on the wall in the entrance to the new building.

- 1.5.2 Engagement continues with departments around the move and whilst also considering wellbeing aspects for all officers and staff and our requirements under equality and diversity within the build.
- 1.5.3 Decant planning has begun with all departments, capturing all requirements and ordering furniture to ensure that each department operates effectively on moving into the building.
- 1.5.4 With the opportunities associated with the Tech Refresh we are working closely with ICT on the layout and equipment to be installed in the new build. We are also looking at our communications strategy, which also includes a video of the building to show all the layout and also familiarisation visits with staff.
- 1.5.5 The building is already receiving positive feedback in terms of the additional areas and builds that meet future accreditations and a forward looking shared station. We are working closely with all partners to ensure that any cultural challenges are addressed prior to occupation.

1.6 Firearms Licensing Online (FLO)

- 1.6.1 The system continues to be used effectively. In March the Firearms Licensing Team processed 66 Grants, 128 Renewals, 33 Variations and 633 Notice of Sales.



1.7 Training

- 1.7.1 This month has seen the conclusion of a recruitment campaign for existing PCSO staff to become Police Officers. The campaign will see a maximum of 20 candidates for a reduced IPLDP course starting in June 2019.

1.8 Force Control Room (FCR)

- 1.8.1 Following the introduction of some service and process improvements there has been a reduction in service for 101 call handling. During March, improved Threat, Harm, Risk, investigation, Vulnerability, Engagement (THRIVE) and missing person (MISPER) reporting was introduced.
- 1.8.2 The combination of these changes has increased the average length of calls and also increased the amount of reporting input. Both of these changes deliver service improvements through better assessment of threat, harm and risk at the first point of contact.
- 1.8.3 The MISPER changes are providing a stronger information base for area officers to undertake their work in locating missing persons as well as providing a full information base to be used to prompt actions for safeguarding agencies.
- 1.8.4 These changes have impacted on 101 call handling which has dropped to around 25%-50% of 101 calls being answered within the target of 30 seconds. The average answering times for 101 calls has increased to between 2 to 4 minutes on individual days. We expect that this situation will improve as familiarity with systems improves.
- 1.8.5 The force is currently preparing a change control request for a temporary suspension of the 999 Super Key Performance Indicators (SKPI) financial penalty target. The purpose of this request will be to allow us and G4S to trial some different models of shared staffing between 999 and 101 call handling.

1.9 FCR – Total Operating Model

- 1.9.1 The Force and G4S are working together looking at the current operating models across the FCR, and other area of business which are closely aligned, to identify efficiencies in processes and practices which will enhance service delivery to both the public and internal colleagues.
- 1.9.2 This new work, and the forthcoming introduction of the new Command and Control system, provides us with exciting opportunities going forward. The aim of the new operating model work is *“To empower our staff and officers to own each contact with the public, doing as much as they can to find the resolution to that incident or crime. Through delivering a contact service which resolves crime and incidents as efficiently as possible, we will ensure our officers are available when and where they are needed most”*.

1.10 Fleet Management

- 1.10.1 The final phase of electric vehicle familiarisation by Fleet Management staff is underway prior to the imminent roll out of alternatively fuelled vehicles to end users. Vehicle familiarisation will be provided to end users at time of roll out.
- 1.10.2 A business case for the provision of telematics and incident data recorders in all police vehicles has been agreed in principal by the Chief Officer Group. A decision paper is being prepared for the PCC's approval and then the procurement process will commence.
- 1.10.3 An alternative solution is being pursued to reduce the reliance on long term hire vehicles and therefore ensuring the spending is efficient.



2. Private

2.1 Protecting Vulnerable Persons (PVP)

- 2.1.1 This month has seen a significant amount of work with our inspectors from Her Majesty's Inspectorate of Constabularies and Fire Rescue Service (HMICFRS). Our Force HMICFRS liaison officer spent time with staff across the new PVP Unit and the FCR, getting to know structures and being able to provide some valuable insights from their observations. This was a positive visit, with clear recognition of the hard work taking place to provide the best service possible and areas we should continue to focus on.
- 2.1.2 Work has been taking place to provide an update on the PVP Unit for the impending Force Management Statement, which is a follow up from that published in 2018. This has involved a significant amount of work from a number of our teams and departments to really understand our demand and the projected demand for these areas of Protecting Vulnerable Persons over the coming 4 years.

2.1.3 This has identified a number of challenges for our service including anticipated rises in demand, however has also enabled us to plan how we propose to meet this demand and test the current changes that have been made in this area already. This information will be included in the Force Management Statement whilst we continue to manage, demonstrate and test these plans to ensure we continue to provide the best service possible.

2.2 PVP Unit Review

2.2.1 With the Protecting Vulnerable Persons Unit fast approaching 3 months since it went live, plans have been established to begin a full review of the model and ensure it is delivering what was expected for the staff, Lincolnshire Police and those deemed the most vulnerable across Lincolnshire.

2.2.2 This review is to commence on the 7th April 2019 and will take place throughout the month of April to ensure we have the right processes and structure to deliver a high level of service for those deemed at highest risk of coming to harm.

2.3 Police Safeguarding Hub

2.3.1 The Police Safeguarding Hub has been undergoing further development throughout this month. This is the Police gateway to our partner agencies, ensuring sharing of information and a holistic overview of all safeguarding needs.

2.3.2 The development of this Hub is to be progressed with a purpose built location, meaning the whole team will be co-located with plans for some partner agencies to join the team.

3. Democratic

3.1 Crime Operations

3.1 Crossing over both democratic and digital areas of this report the Force Management Statement 2 "Investigation" section has been completed and includes contributions from Custody & Prosecution , Digital and On line crime (provided by Digital Forensic Unit) and Crime Scene Investigation.

3.2 Information sharing discussions with partners

3.2.1 Meetings have been continuing to ensure we are sharing the right information with our key partners across Lincolnshire to understand the risks faced by those who are victims or perpetrators of Domestic Abuse.

3.2.2 Making sure we continue to do the right thing as a partnership to support victims and tackle those who are perpetrators of Domestic Abuse, committed managers from a number of different agencies have been meeting to identify

how improvements can be made to our existing Multi-Agency arrangements. This has been a really positive process and will ultimately mean more people are safeguarded.

3.3 Multi-Agency Child Exploitation (MACE) Process

- 3.3.1 Having launched the new MACE process in February 2019, this month has seen the first strategic meeting that has oversight of our weekly tactical meeting. This has enabled detailed analytical products to review the last 6 months of information and activity, leading to an informed picture of where concerns are highlighted regarding vulnerable children and young persons, locations of note and those who may be committing offences.
- 3.3.2 This has allowed oversight for wider considerations and demonstrated strengths with the new process and successes already achieved. The information picture will build over the coming weeks and months, ensuring we are able to protect those being targeted and bring to justice those committing offences.

3.4 Intelligence

- 3.4.1 The HMICFRS Force Management Statement (FMS2) for the Intelligence department is well underway. It includes details of force plans and structure regarding Modern Slavery, Human Trafficking, Organised Immigration Crime as well as Serious & Organised crime.
- 3.4.2 The Director of Intelligence for the Force has now commenced the 'Intelligence Review' for the force. This review has been commissioned to scrutinise various aspects on intelligence management for the force from an operational perspective. It is supported by the Continuous Improvement Unit and will take approximately six weeks to complete.

4. Digital

4.1 Information Management Unit - IMU

- 4.1.1 In February 2019 under the Freedom of Information (FOI) Act 2000, the force received 1,471 FOI requests from a total of 113 requestors. In February 2019 information was provided on 788 occasions to a variety of Partner Agencies for the protection of Children and Vulnerable Adults, this not only assisting partnership working but ensured the most vulnerable in society are protected.
- 4.1.2 In March 2019 7 disclosures under the Common Law Police Disclosure process were made. 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.

4.2 Review, Retention and Disposal (RRD)

- 4.2.1 Lincolnshire's Review, Retention and Disposal team, based in the IMU, review all Nominal records for the six collaborating East Midlands and City of London forces. Using the Lincolnshire developed Genie RRD system along with a data matching tool, Lincolnshire have one of the best and most cost efficient processes in the country.
- 4.2.2 Completing this role as collaboration with other forces has many benefits as an administrative role and is hugely cost effective, as each force makes a proportionate contribution towards the team, making considerable savings for everyone.
- 4.2.3 In March 2019 the team reviewed 6,638 full Nominal records of persons coming in to contact with the Police. As a result of the reviews, 2,578 individual records in the regional Crime/Intelligence system were marked for deletion where it was assessed using national Management of Police Information guidelines and retention periods that there was no longer a Policing purpose to retain them.
- 4.2.4 These records, where appropriate, are 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 I.T. Equipment

- 4.3.1 The force has successfully procured vital IT equipment and software to enable digital crimes to be investigated in a more effective and timely manner, not only does this assist the departments in question it also provides a better service to the victim of digital crime.

4.4 Data Quality

- 4.4.1 Lincolnshire's Data Quality team based in the IMU, 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 as a collaboration with other forces is hugely cost effective for Lincolnshire as each force makes a proportionate contribution towards the team, making considerable savings for everyone.
- 4.4.2 In March 2019, 26,867 potential matched records were assessed and de-duplicated across the six force collaboration, with a further 103 records having data quality issues resolved with the aim of making the system the cleanest it can be.
- 4.4.3 The team continue to drive improvement in the quality of the data in the core regional crime and intelligence system using fifty seven search scripts to find

potential duplicate records and data quality issues, dealing with these on a priority basis. Feedback is given to individual staff where appropriate and solutions are continually sought to prevent reoccurrences.

4.5 Corporate Mobile Phones

- 4.5.1 Since January 2019 the Tech Futures team have been working with IT and Vodafone to roll out 500 corporate mobile telephones to staff. This has been done whilst replacing kit that is not fit for purpose, with the Samsung XCover 4 smartphone. This will complement the Estate Refresh as the smart phone capability enables staff to tether and use mobile data in a secure way.
- 4.5.2 The phones have been received well, with known reported faults to ICT Service as low as 12 since January. IT and the Tech Futures team will continue to ensure that the best use is made of the smartphone capability by capturing the need for applications on the handset that can support the business needs.
- 4.5.3 The next phase will be to understand the further requirements across the rest of the force roles. We will seek to issue phones where required for the role or issue staff with SIM enabled laptops, should there be no requirement for a corporate phone to be issued, but a need to work in an agile way.
- 4.5.4 It is hoped that this approach will reduce the need for purchasing handsets purely for use as a Wi-Fi hotspot, and ensure that staff for example who have an MDT which can be used for phone calls etc. or who have no requirement for a corporate mobile phone receive the correct level of kit.

4.6 Airwave

- 4.6.1 Work is progressing on the development of both Airwave Contact Management software and the Guardian Command and Dispatch. The programme is offering the opportunity to review current business processes and find, where appropriate new and more streamlined solutions.



- 4.6.2 This is evidenced in the agreed approach to call-sign management, that has seen the issuing of individual call-signs be removed and will complement the book on book off functionality that will be integrated from Crown DMS.
- 4.6.3. Another example is the introduction of the use of Niche RMS flags on persons and locations to highlight threat, harm and risk associated with those entities. The result of this change is that this critical data will be visible to all users of Guardian CAD, Contact Management, Pronto and Niche.
- 4.6.4 It will replace the current process of the adding a Critical Register Marker to locations on the NSPIS Command and Control, which does not pass this information into Niche RMS through the interface. There has been keen interest by several neighbouring Niche forces to monitor our progress in this area.
- 4.6.5 The force has to date received two releases of software for both the Airwave CRS ICCS and 3tC Guardian Command and Dispatch. The programme team are working through the testing of these releases, along with other technical developments such as Single Sign on.

4.7 Digital Intelligence and Investigation - Digital Assessment Toolkit (DAT)

- 4.7.1 Progress is being made with meeting the national timescales for delivery of the Force Level DAT assessment by the 31st May 2019. Our lead assessors, PS 1093 Richardson and PC 1361 Guillatt have identified business leads from the relevant departments across the force and they are currently working with them to ensure that the department level assessments are completed and submitted through the online portal.
- 4.7.2 Work has recommenced with Hitachi Vintara to stand up a pilot version of their software within force by summer 2019. IT and Tech Futures are working together to identify the scope of the pilot.
- 4.7.3 The aim of the pilot is to provide 60 staff from CID and PVP across the force with access to the Hitachi Digital Evidence Management Solution (HDEMS) in order that they can make use of the technology to support the supply of digital evidence to the CPS for digital pre-charge cases.
- 4.7.4 Hitachi will also provide the ability for trusted partners to supply material during the pilot and will be supporting test scenarios to see how the system works with BWV footage.
- 4.7.5 This pilot will allow the force to make informed decisions on both the practical use and business requirements of a DEMS solution for the force, whilst also meeting with other vendors such as EvidenceWorks and Motorola to find the best DEMS solution for the force.

4.8 Drones

- 4.8.1 Work continues with our partner G4S in obtaining the best solution for our Drone requirements. The force is looking at possibilities around live streaming as well as remote streaming; this will further assist in cases such as missing persons and hare coursing alongside offering assistance to neighbouring forces.



5. Our people

5.1 Wellbeing programme

- 5.1.1 The transfer of responsibility for the Wellbeing programme from the Chief of Staff to Human Resources is progressing.

5.2 Police Community Support Officer (PCSO) – PC Recruitment Activity

- 5.2.1 Due to the financial uncertainty facing the Force, priority consideration has been given for our PCSO workforce to become police officers, through a recruitment and selection process which has been underway over the last quarter. This was with the purpose of protecting the employment of our PCSOs, and 20 have been successful in the selection processes thus far.



5.2.2 In support of this process and continued dedication to providing maximum operational capacity to the public, the People Development Department have created a bespoke PCSO to PC conversion course that will deliver these additional officers to the front line by end of September.

5.3 Internal training

5.3.1 Resource Management Unit (RMU) staff are working with Senior Management Teams (SMT) across areas to ensure that attendance on training courses, especially driver training courses, is prioritised to those Officers, locations and shifts where it is most needed.

5.3.2 The RMU team have also assisted in the implementation of the new shift pattern for the East Lindsey area which has been delivered within the required timescales.

5.3.3 The training plan for 2019-20 has been produced and agreed. The plan seeks to deliver sufficient capacity in courses to fulfil the requirements made by the force, particularly for the mandatory and priority courses; Personal Safety Training, First Aid and Taser.

5.3.4 A new National Crime Recording Standards National Centre Applied Learning Technologies (NCALT) e-learning package has been produced for the training of staff across the force. This has now gone live (April 2019) and will be mandatory for front line staff. Details of the package have been shared with other forces and several are keen to purchase the package for use in their own forces.

5.3.5 The content and structure for the reduced Initial Police Development Learning Programme (IPLDP) course for the PCSO to PC conversion course scheduled for June has been agreed. A full review of the IPLDP course has also been undertaken to ensure all sessions are current and fit for purpose.

5.3.6 A schedule of driver training courses through to April 2020 has been agreed and dates published to RMU and SMT. The schedule delivers a number of Standard and Advanced Driver Courses which will significantly raise the levels of training across the force, enabling better response to calls to service from the public.

5.3.7 Work has been completed to refresh the core mandatory training matrix for every role in the Force. This builds a key skills matrix which enables explicit training planning each year to enact mandatory skills refresh and support career development.

5.4 Force People Development Strategic Focus

5.4.1 Four key strands have been identified that will form the basis of the People Development's strategic direction for 19/20, these are:

- **Focus on Leadership and Management.**
We are engaging in the development of a Leadership and Management Framework to challenge and develop the Force's leadership skills and capabilities to operate resiliently within a VUCA (Volatile, Uncertain, Challenging and Ambiguous) landscape.
- **Focus of Police Skills.**
We are working with the members of the Tactical Training Group to identify and design a policing skills programme to support the Force's Front Line Officers and Staff to remain current and competent throughout their career lifecycle.
- **Victim Focused Policing.**
We are updating our materials and programme inputs to reinforce a victim focused police service.
- **Focus on Problem Solving.**
We are reviewing and developing training and tools to support problem solving across the force, from Line Management through to front line officers and staff.

5.5 Crime Department - Continued Professional Development (CPD)

5.5.1 On the 5th April 2019 The Detective Academy under the Crime Department hosted a CPD event for the forces "On Call" Detective Inspector's (DI)/Detective Chief Inspector's (DCI) and Duty PACE Superintendents to support and or refresh skills and knowledge in relation to our initial response to unexplained, child and work related deaths.

5.5.2 With inputs from both internal and external guest speakers, this was the first in what is intended to be a series of such events, which will become part of daily business with ranks and areas of investigations being identified for bespoke CPD.

5.5.3 Other examples being a Family Liaison Officer (FLO)/Family Liaison Coordinator (FLC) CPD conference planned for the 27th September 2019 and an inaugural Regional Disclosure Champions network event on the 23rd May 2019.

5.5.4 The review of Professional Investigation Portfolio (PIP) 2 training and evidence accreditation is ongoing with the academy having undertaken a deep dive audit of the accreditation of PIP2 detectives. This has seen the

development of a post ICIDP course pathway with timelines set for accreditation.



5.5.5 The drive and focus on this work has resulted in an increase of PIP2 accredited officers (Constable Rank) across the investigative teams of East/West CID and PVP increasing from 26% when the crime review was published to 37% as at 1/4/19, work is ongoing in this area to continue this positive progress.

5.6 LED Lighting

5.6.1 The LED lighting replacement project is on target for completion by the 29th March 2019. The project is being funded by SALIX finance, a not for profit Government-backed organisation which allows public sector bodies to apply for an interest free loan to finance energy saving projects such as this.

5.6.2 Repayments don't commence until six months after completion of the project so Lincolnshire Police will effectively pay back the loan from the cash savings achieved by the installation of the energy saving lighting.

Before

After



- 5.6.3 Outdated fluorescent lighting in large office buildings can account for up to 40% of the onsite electricity consumption (*including wastage due to lighting being left on when room is unoccupied*).
- 5.6.4 The savings made by installing new energy efficient LED lighting is typically the single biggest cut in electricity consumption achievable and with a typical payback period of 36 months is undoubtedly a very sound investment.
- 5.6.5 There are also other indirect financial benefits such as reduced lighting maintenance costs, better productivity due to improved working conditions and the avoidance of future financial penalties in the event of the likely introduction of new Governmental environmental and carbon reduction incentive schemes.

5.7 Force Gyms

- 5.7.1 The force wide gyms have picked up some pace over the last month with Skegness building works being completed on the 1st of March and the gym equipment followed on the 14th March.



- 5.7.2 Grantham building works were completed by the 4th April followed by Boston gym signed off around the 15th April. The gym equipment will be commissioned during the same week with the fully operational week commencing 22nd April.
- 5.7.3 More Gyms will be commissioned in the new financial year at Gainsborough, Sleaford and Spalding. Asset and Facilities Management are already in the planning phase and will 'hit the ground running' in the New Year (excuse the pun).



6. Our Technology

6.1 Agile Equipment Rollout

- 6.1.1 The IT Estate Refresh project kicked off at Grantham Police Station on 1 April. The IT infrastructure team begin to replace the Virtual Desktop Infrastructure (VDI) equipment in departments such as the Divisional Intelligence Unit (DIU) and Criminal Investigation Department (CID) and Operational Inspectors with personal issue laptops. This is a significant step forward in improving the force's use of technology and ensuring that our staff have access to kit that is fit for purpose.
- 6.1.2 Through maximising the use of the Pronto application on the laptop, detectives can now capture the statements and other data from victims and witnesses at the scene, including the signature and when synced is linked directly to the Niche occurrence.
- 6.1.3 All of this can be achieved whilst at the scene along with providing access to critical systems, such as Command & Control, Niche, Genie and PNC amongst others, enabling you to maximise your time with the victim and reduce the time spent by staff 'double keying' data upon return to the station.
- 6.1.4 The next step in the project plan is to roll out laptops to those members of staff who carry out the critical 'On Call' roles for the force.
- 6.1.5 The project will be running over the next 6 months and also includes the replacement of VDI terminals with standalone hard drives in parade rooms and departments that work in fixed roles. At the date of PCSB Skegness will be the first station in the force that will have all eligible staff provided with laptops and all VDI/thin clients replaced with desktop computers. This change will provide a better user experience when using all force systems.

6.2 Agile Working

- 6.2.1 This month has seen the last hub of the PVP Unit receive their laptops and mobile phones, as part of the force agile working programme. This continues to be a significant investment in ensuring our staff have the right tools to provide the best service possible and means they can be more responsive when responding to incidents and completing investigations outside of the station.
- 6.2.2 Between January and the end of March 2019, Tech Futures and IT have been working towards with larger Estate refresh plan. This has seen departments such as PVP all receive their laptops and WYSE terminals have been replaced with docking ports in all hubs.
- 6.2.3 The 1st to the 3rd of April was the launch of the wider Estate Refresh project at Grantham Police Station. IT, supported by Tech Futures staff worked with

departments such as Paedophile Online Investigation Team (POLIT), Criminal Investigation Department (CID) and Divisional Intelligence Unit (DIU) to issue personal laptops to over 80 members of staff, whilst also replacing WYSE terminals with the docking ports.

- 6.2.4 Feedback has been extremely positive and the change has been well received by departments in particular to mention is Grantham CID, where the Detective Inspector has proactively managed the business change for his department and is embracing the approach to agile working.
- 6.2.5 The rest of April will see roll out of laptops to staff in the critical On Call roles and also Skegness Police station will have WYSE terminals removed and laptops issued or standalone hard drives installed in their place. The project will run until October 2019 across the force.
- 6.2.6 The addition of laptops to assist officers has seen some positive feedback *“I attended a Burglary on the 5th April 2019 and using my new laptop, the crime report, statements, CCTV stills, contact with ISO's took place which meant that we could achieve golden hour enquiries much quicker and no paperwork to be seen. But importantly I think the victim felt that we were giving them a platinum service which I believe is our aim when we attend these incidents”*

7. Our Budget

7.1 Savings Plan

- 7.1.1 There is an organisational change programme underway, throughout which we will see a reduction in police staff posts across the Force in order to balance the budget for 2019/20. The HR Department have supported the force through formal processes to make the reductions, and arranged external support to assist those affected by the changes.
- 7.1.2 We will continue to provide support to this programme over the coming weeks which will see the close of formal consultation processes and the departure of some people from the organisation, who have been unable to secure alternative employment.