

# Police and Crime Strategic Board



Date: 28<sup>th</sup> September 2020

## Chief Constable's Report

### 1. Performance by exception

#### 1.1 Op Talla – Response to COVID-19

1.1.1 On Monday 14<sup>th</sup> September the new restrictions and legislation came into force restricting gatherings of over 6 unless certain exemptions apply. This was brought in by the Government due to increasing infection rates of COVID-19 across the country. The Police will follow the 4 E's approach around this legislation and we will Engage, Explain, Encourage and only Enforce as a last resort. This is the same strategy that has been used throughout the pandemic.

1.1.2 We continue to work closely with all our partners in the Lincolnshire Resilience Forum in our response to the pandemic and are a very active participant in supporting this partnership. Our message is very much that the public need to abide by this legislation taking personal responsibility to prevent infections and the need for more severe restrictions.

#### 1.2 Violence

1.2.1 Our response to Violence in Lincolnshire is led through a regular Gold Group meeting chaired by ACC Wilson and comprises of key thematic leads taking a holistic long-term approach to tackling an issue that rightly concerns the public and police alike. It is important to stress that Lincolnshire is a safe place and this is evident when comparing Lincolnshire to other forces in England & Wales.

1.2.2 Last year there were rightly real concerns regarding the recorded levels of violent crime within Lincolnshire, though changes to recording and crime categorisation had much to do with this, rather than a significant increase in the number of our citizens and visitors to our County becoming victims.

1.2.3 Clearly the COVID-19 Lockdown has had an impact on crime and the number of incidents and as we came out of Lockdown we have focused on our 'Operation Unlocked' plans. These have identified reasonable assumptions regarding crime and demand and corresponding responses to the incremental easing of restrictions. A key area of focus had been the restarting of the Night-Time Economy (NTE) which had been identified as a high threat.

1.2.4 A new Night-Time Economy profile has been produced which provides detail around our top geographical locations. East Division launched their Coastal NTE plan ahead of the summer season and Lincoln has bolstered resources to provide increased visibility on foot in hot spot locations.

1.2.5 Operation Raptor has been very successful in taking weapons and offenders off our streets, with over 200 arrests and weapons seized, as well as working with Schools to educate

children and young adults with our partners. A review has been conducted and consequently Operation Raptor will be launched all across the County in October, which will take a longer-term problem-solving approach, as well as maximizing opportunities to enforce the law. We will also take part in the National Operation Sceptre campaign in November.

- 1.2.6 Lincolnshire Police has joined the Violence Reduction Information Network (VRIN) Steering Group, its purpose is to develop a network for knowledge exchange and dissemination of good practice in order to influence policy and practice.

### **1.3 Investigatory Powers Commissioners Office (IPCO) Inspection**

- 1.3.1 The force was subject to an IPCO (Investigatory Powers Commissioner's Office) Inspection in early September, concentrating upon the Force's compliance with legislation and its management and execution of powers with regards to covert authorities, surveillance and source management. The previous inspection in 2019 saw the force criticised for a variety of practices and procedures resulting in 5 recommendations. At this year's inspection the force performed well, and these recommendations were discharged, with only minor observations and a single recommendation resulting from the review relating to our policy on record keeping and weeding. The inspection acknowledged the hard work the force had made to improve the position. There is a further inspection regarding the management of communications data that will take place 20<sup>th</sup> – 23<sup>rd</sup> October.

## **2. Distinctively Lincolnshire**

### **2.1 Quality of Service Board**

- 2.1.1 The Quality of Service Board took place on 9<sup>th</sup> September, which assesses our service provision and whether it meets the expectations of our communities. The Quality of Service Performance Dashboard and Performance Improvement Plan focusses on the steps and timescales to improve elements of performance in exception
- 2.1.2 Due to the reduction in demand during the lockdown phase of the response to COVID-19, it was noted that a number of areas improved in terms of service delivery, including our ability to get to more urgent incidents in a timely manner, as well as our increased proactivity in areas such as stop and search and intelligence submissions. However, as levels of demand return to 'normal', these areas have started to show signs of decline. This evidences our call to Government for fairer funding and that our resource profile does not meet the demands of the County.
- 2.1.3 Improving User Satisfaction, particularly keeping victims informed, continues to be an area of focus. The 'Putting Victims First' campaign has focused on officer awareness of keeping victims informed and compliance with the Victims Code of Practice (VCOP) as well as signposting victims to the right support. It is also the main theme of the forthcoming first & second line managers seminars.

### **2.2 Wellbeing Board**

- 2.2.1 The Wellbeing Board took place on 28<sup>th</sup> July, which assesses our commitment to having a happy, healthy, value and engaged workforce.

- 2.2.1 An update was provided on the short, medium and long term plans for the Wellbeing Structure. The most pressing issue was in relation to referrals being made to counsellors, particularly for those working in high risk areas.
- 2.2.3 Wellbeing remains a key priority and work is being undertaken to get the relevant services in place, at the right quality. The wellbeing strategy is currently being refreshed.

### **3. National & Regional**

#### **3.1 Criminal Justice**

- 3.1.1 As a result of COVID-19 and the closure or reduced capacity of our courts we have experienced a significant backlog of trials awaiting hearing, at both Crown and Magistrate Courts. This reflects the national position. We have created a criminal justice recovery plan consisting of a number of elements with the focus being on delivering effective and timely justice keeping victims and witnesses at the center of our plans. With our criminal justice partners we are ensuring we become more efficient in submitting prosecution files. This removes duplication and reduces the time taken to deliver justice. We are reviewing and prioritising existing investigations to ensure that those that have the most impact upon our communities are prioritized and expedited to trial and identifying those that can be dealt with in a more appropriate way using out of court disposals.
- 3.1.2 As part of the East Midlands Criminal Justice Service (EMCJS) we have served notice of our decision to withdraw from utilising the Virtual Remand Hearing (VRH) process in Lincolnshire and to revert back to taking all detainees to court. Any detainees with COVID symptoms will not be taken to court and will be heard via VRH.
- 3.1.3 Nationally however there remains a drive to continue with VRH with National Police Chiefs Council (NPCC) trying to secure funding and changes in legislation to support VRH and reduce the impact and increased risk it presents to the police.

### **4. Good news and Other Points of Interest**

#### **4.1 Operation Industry**

- 4.1.1 Operation Industry was an intelligence development operation which resulted in close liaison with the Spanish authorities to disrupt a multi-national Organised Crime Group (OCG). Enforcement upon a farm premises in Skendleby, near Skegness, uncovered four underground bunkers comprised of 14 shipping containers buried 20ft under farm buildings. The containers contained £580,000 of cannabis plants. The site was also used in the illegal disposal and land fill of waste with 300 tonnes of bailed waste and illegal landfills uncovered and those offences are being dealt with by the Environment Agency. This activity is common amongst OCGs as a means of money laundering. 22 horses and a Llama were also removed due to their condition and neglect. Three persons have been arrested for these offences. This success demonstrates the new operating model between Neighbourhood Policing, Intelligence and Serious & Organised Crime.

## **4.2 Operation Donate**

- 4.2.1 The Cyber Crime Unit enforced upon an investigation that stemmed from intelligence development work surrounding 'Hacker's' forums. This led to uncover a complex on-line fraud by two individuals within the Spalding area. Arrests have been made and the team seized Bitcoin cryptocurrency of approximately £500,000, which is the largest Bitcoin seizure within the UK to date.

## **4.3 Football Banning Order Success**

- 4.3.1 22 men have been banned from attending football matches for a total of 84 years and one has been jailed following a disorder in Lincoln. The men were involved in a fight outside of the Anchor pub in Lincoln's High Street on 26th October 2019. On this day Lincoln City FC's fixture with Bolton Wanderers had been postponed. Several pub windows were damaged and those involved were later identified by the football spotting units at Lincolnshire Police and Greater Manchester Police.
- 4.3.2 The men appeared before Lincoln Magistrates between July 2019 and 1st September this year with all pleading guilty to their charges. One man received a 14-week custodial sentence while others were handed suspended sentences in addition to the bans.

## **4.4 Offender Management Unit (OMU)**

- 4.4.1 Monday 21<sup>st</sup> September saw the commencement of the new Offender Management Unit (OMU) whose purpose will be to maintain a centralised, holistic oversight of all the existing orders in the force and provide support to officers applying for new orders.
- 4.4.2 Following a review it was identified that there were in the region of 1500 ancillary orders across the Force, such as Football Banning Orders, Serious Crime Prevention Orders and Anti-Social Behaviour Orders, to name a few. The unit will ensure that orders are being proactively enforced to help prevent the commission of further offences and keep our community safer. There was no National best practice regarding ancillary order management and Lincolnshire Police are pioneering a way forward.

## **4.5 Mutual Gain**

- 4.5.1 Mutual Gain have now been commissioned to deliver a version of Place Based Intervention. The model seeks to build 'social capital' across the community, helping communities come together to address local problems supported by partners. The model has four phases:
- Phase 1 - We engage and recruit partners to become involved (we are in phase 1 now);
  - Phase 2 - We train our people, partners and community in the methodology;
  - Phase 3 - We hold a 'World Café' to which we encourage the widest community representation to come into one meeting (COVID compliant) to talk, discuss, and debate current issues and priorities;
  - Phase 4 - The community groups bid for funds to tackle the issues raised by the world cafe. The Community decide what to fund. Mutual Gain will then review performance against established benchmarks.
- 4.5.2 The Pilot areas are: Sleaford Town; South West Ward Gainsborough, Skegness Town Centre and The Suttons in South Holland.

- 4.5.3 Mutual Gain have a rich history of success across some challenging areas across the UK. The initiative will challenge our traditional thinking in respect of problem solving and community development.

#### **4.6 Roads Policing**

- 4.6.1 The recent increase in fatal road traffic collisions is concerning. Work continues, with the Lincolnshire Road Safety Partnership (LRSP) to investigate these tragic incidents but the most common causation factor is poor decision-making by the driver involved. We will continue to promote driver safety and educate road users through a variety of media.
- 4.6.2 Operation Tramline was conducted at the beginning of August, utilising an unmarked HGV to target large goods vehicles. 46 offences were detected in a three day period, including no seatbelts, mobile phone use, no insurance and driving without due care. Officers from our Specialist Operations Unit will continue to use the unmarked lorry at various times throughout the year to ensure motorists who commit offences are identified and dealt with appropriately.
- 4.6.3 We have seen several instances in the last few weeks of police vehicles being deliberately rammed by offenders, resulting in minor injuries to officers. We are investing in new plain vehicles and specialist training to bring incidents like these to a safe conclusion before pursuits or overt challenges are made. Our Roads Policing plan aims to make our roads a hostile environment for criminals.

#### **4.7 Rural Community Safety**

- 4.7.1 The last two seasons (2018/19) and (2019/20) have both been longer than previous years, due to relatively early harvests in Lincolnshire, however they have also been the years with the lowest number of Hare Coursing incidents reported. We have continued our campaign to encourage reporting, supported by partners in the National Farmers Union (NFU) and Country Land & Business Association (CLA), and shown the value of technology in Rural Crime by use of the What3Words App to ensure accurate location information.
- 4.7.2 For 2019/20 Lincolnshire developed Operation Galileo into a national approach, bringing together the top 12 Hare Coursing Forces across the country, and for the 2020/21 season that will further expand to a total of 21 forces, sharing intelligence, investigations and working together to prevent Hare Coursing wherever possible.
- 4.7.3 We have supported a partnership approach to changing the powers available to courts when dealing with Hare Coursers, albeit with the General Election, Brexit and then COVID-19 slowing progress, we have met with DEFRA (Department for Environment, Food & Rural Affairs) this month to maintain momentum.
- 4.7.4 The Rural Community Safety Strategy is under review, with Fly Tipping a significant emerging issue for rural communities and businesses in Lincolnshire. The force works with the Environment Agency to tackle large scale depositions, supporting enforcement action such as in April at Long Bennington, with the County Council as part of the SCRAP initiative, and with the District Councils to conduct proactive enforcement of Waste Carriers under Operation Clean Sweep.
- 4.7.5 We also work closely with Lincolnshire County Council Historic Places Manager as well as Historic England to protect our local heritage. As a result of the Operation History

investigation into the theft of lead from Churches across Lincolnshire and other counties, the defendants have entered guilty pleas and we anticipate sentencing in October.

## **5. Forward Look**

### **5.1 Call Handling**

- 5.1.1 Over the next 12 months we have two significant projects that we will look to deliver into the Force Control Room (FCR); the Contact Management Transformation Programme (CMTP), and the introduction of our new Command and Control front end systems.
- 5.1.2 The vision for CMTP embraces changes in the way officers are allocated to incidents ensuring they are targeted to where they are needed most and can add the most value; increasing the capacity for remote investigations; and improving the caller journey when dialling 101 for non-emergency reports of crime.
- 5.1.3 It is anticipated that non-emergency call lengths in the FCR will be impacted by CMTP. Whilst the options in relation to this are still being worked through and tested by the project team, the intention is to increase the amount of data that is collected from a caller so that, where reasonable, the need for officer attendance can be removed. The likely impact on this is that average call times will increase. How this will impact on 101 call handling times and abandonment rate is yet to be determined, as the impact will be based on the preferred routing method for calls where it is identified we can complete remote investigations.
- 5.1.4 Response officers will benefit as this new way of working will alleviate demand with more incidents been dealt with within the FCR. Officers will only be sent to incidents which require physical attendance which ultimately means they will have more opportunity to be proactive in their respective areas.
- 5.1.5 In addition to CMTP, we are currently going through a significant technology change with the introduction of our Command and Control front end systems. The functionality of this is far greater than the current system and longer term should enable improved data capture and therefore improve the quality of service we deliver. In its initial stages, as we roll out the technology through Q4 in 2020 and then as it beds in through Q1 2021 we are likely to see an initial increase in call handling times as the team adjust to using the new system.
- 5.1.6 Overall performance is likely to be changeable over the next 12 months as these two important projects are implemented we will continue to monitor the impact as part of the project governance.

### **5.2 Horizons Programme - Officer Uplift**

- 5.2.1 The next police officer recruitment campaign will commence on 12 October 2020, and positive action initiatives are currently being designed as part of this in order to specifically target key groups which include those who speak a second language, individuals living within the east of the County and also those from BAME communities. This is also when we will publicly launch the Detective Constable FastTrack Scheme. A range of recruitment events and promotion activities are in the pipeline to help raise the profile of both areas of work.
- 5.2.2 During September 2020, the police officer Online Assessment Centre process was implemented in Lincolnshire, which was designed by the College of Policing to replace the

SEARCH assessment centre in response to the Coronavirus Pandemic. This is part of the selection process for candidates which will continue over the coming months, in order to select candidates who will join the Force during 2021 to meet the police officer recruitment requirements.

- 5.2.3 The operating model project within the Horizons programme is currently working with Commanders and their teams to identify their requirements for future delivery in terms of both the growth of resources to deliver core functions as well as opportunities for innovation and ambition. This will inform an evidence base for the integration of new student officers. An internal event is planned for November with Chief Officers and Command teams to assess and agree options.
- 5.2.4 Lincolnshire Police has also welcomed 12 transferee officers in September, one of whom has taken up the position of Chief Superintendent Head of Crime. We are delighted the officers have transferred to join us in delivering a dedicated service to the public of Lincolnshire. We continue to plan for further transferee officers in the future in both operational and specialist roles.