

Police and Crime Strategic Board

Date: 24th May 2021

Chief Constable's Report



1. Performance by exception

1.1 Op Talla – Response to COVID-19

1.1.1 Lincolnshire police remain in a strong position in relation to the COVID pandemic, with virtually all of our staff having been vaccinated at least once, and forcewide access to lateral flow testing. The flow testing means we can be proactive in preventing infections within the workplace, and the vaccine helps to block some transmission as well as preventing serious illness.

1.1.2 The next stage in the unlock plan occurs on 17th May 2021, when indoor venues will open, meaning that pubs, clubs and restaurants can all have customers inside as well as out. The guidance for this has not yet been received but it is anticipated that the rule of 6 will still apply indoors, and customers will need to book and remain at a table for service. Each policing area has their own 'unlock' plans ensuring resourcing is in place to cope with any anticipated upsurge in demand, as a result of these changes. We have also finalised our summer planning, recognising the force commitment to support national events, including mutual aid to the G7 summit (11-13 June), and the European Football Championships (Op Novella).

1.1.3 Currently we have very low abstraction rates through COVID (single figures), and there has also been a significant drop in calls for service relating to breaches of the legislation, although demand is spiking at weekends, and there has been an increase in calls for service relating particularly for concern for safety, violence and drunken/inconsiderate behaviour.

1.1.4 We have undertaken a survey with all staff who have contracted COVID, and early results are suggesting that significant numbers of those impacted by the virus are still suffering fatigue, breathlessness, and in some cases 'brain fog' for significant periods of time (6 months+). We are establishing a support group and will look at what additional interventions can be put in place for those still suffering.

1.2 Violence

1.2.1 Lincolnshire has continued to see significant reductions in violence across all core areas, despite society returning to some semblance of normality from April 12th. For the 12 months to end of April 2021, overall Violence Against the Person offences have reduced by 9% (compared to the previous 12 months). When broken down, violence without injury offences have reduced by 17% and violence with injury offences have reduced by 13%. We have seen business robbery reduce by 46% and personal robbery reduce by 17% and lastly, possession of weapons has reduced by 10%.

- 1.2.2 The focus is very much upon Operation Unlocked, with a significant uplift in resources for week commencing 21st June where we will see the loss of all restrictions and re-opening of the Night-Time Economy. Operation Unlocked will see dedicated resources across our City and Town Centres, stopping crime happen, protecting vulnerable people and helping those in need.
- 1.2.3 A significant piece of work has been carried out regarding a proposal for the introduction of a Violence Reduction Unit for Lincolnshire, with a recommendation to work closely with our partners across health and our Local Councils and Authorities to develop the concept that would see a team of professionals from across all sectors taking a long term and whole system approach to target and tackle the causes of serious violence.
- 1.2.4 The force has also completed a refresh of the Violent Crime Strategic Assessment which has identified key information pertaining to the profile of crimes, their location and when they happen, as well as analysis of crime and incident information to deduce more information about victims, offenders and key drivers that lead to the commission of violence offences. This information will be used to identify how the force and partners can best work together to develop and implement strategies to prevent crime, reduce harm and tackle offenders, especially prolific and high harm offenders.

1.3 Crime Investigation Standards

- 1.3.1 We have launched the Lincolnshire Crime Standards Board with a dedicated Crime Standards Team who are working through a variety of force-wide projects.
- 1.3.2 The Board, chaired by the Head of Crime, will review policy and process, complete horizon scanning to identify best practice and shape professional development to ensure Lincolnshire Police maximise their capacity and capability to improve performance in crime investigations and criminal justice to achieve the force objective of *working together to make Lincolnshire the safest place to live, work and visit*.

2. Strategic Delivery

2.1 Strategy Development

- 2.1.1 Chief Constable Haward's vision & strategy commenced on 1st April to ensure we '*Work together to make Lincolnshire the safest place to live, work and visit*' with 3 clear goals to '*Stop Crime and ASB*', '*Protect from harm*' and '*Help those in need*'. These are supported by five stands: People, Partners, Communities, Culture and Capability.
- 2.1.2 Work continues to ensure the right governance and performance framework is in place, with six new Boards created to ensure delivery of the strategy is progressed and monitored. The strategy has also been mapped to the PCC Police & Crime Plan to ensure connectivity.
- 2.1.3 A corporate planning day on 7th May with Senior Leaders across the organisation started to discuss the expected values and behaviours that are required from those that work within it to deliver the strategy, This follows work across the organisation to assess the current and desired culture.

3. National & Regional

3.1 Criminal Justice

- 3.1.1 The magistrates courts continue to gradually increase their listings to support the County and Family courts.
- 3.1.2 All Lincolnshire courts have remained open albeit on a reduced capacity to accommodate the extra safety measures required to keep people safe. The listing of new cases continues to move close to business as usual within agreed timescales but trial listing is still six months.

3.2 Attorney General & Director General Guidelines on Disclosure

- 3.2.1 The Attorney General's revised Guidelines on Disclosure came into force on 31 December 2020 to improve the disclosure elements within the criminal justice process that is essential to delivering fair justice. It remains one of the most important and complex elements within the criminal justice service.
- 3.2.2 The additional work and impact upon front line officers and investigators as a result of the implementation of the guidelines, such as additional redaction, is becoming better understood. An internal survey will be launched to capture the specific amount of time officers are engaged with such activities. The results of which will support a business case to uplift Criminal Justice resources. This additional resource will remove a significant amount of administrative burden on officers.

4. Good news and Other Points of Interest

4.1 Operation California

- 4.1.1 Operation California has been launched in Skegness as part of our force's aim to prevent violence, anti-social behaviour and to tackle drugs.
- 4.1.2 The multiagency operation saw officers and staff from other agencies such as East Lindsey District Council carrying out searches at more than 20 bars and pubs in Skegness, Ingoldmells and Chapel St Leonards on April 30th. The operation was supported by a drugs detection dog from the RAF Police which led to the arrest of a man after cannabis was located in a car. He has been released under investigation.
- 4.1.3 Several youths were escalated through the anti-social behaviour process by our colleagues from East Lindsey District Council who will be served unsatisfactory behaviour warning letters to make them aware that their conduct could lead to criminal charges if they continue.

4.2 Operation Farrier

- 4.2.1 A number of warrants were carried out at properties in Lincoln on 12th May as part of a pre-planned operation, conducted by East Midlands Special Operations Unit (EMSOU), into a conspiracy involving the importation and exportation of Class A controlled drugs – specifically methamphetamine and cocaine.

- 4.2.2 10 people have been arrested, with 8 remanded into custody and two released on bail. While conducting the search warrants, a police officer was assaulted, resulting in a male also being charged with assaulting an emergency worker and has been bailed to attend Lincoln Magistrates Court.

4.3 Firearms Licensing

- 4.3.1 The latest assessment from BASC (British Association for Shooting & Conservation) on national Firearms Licensing Performance shows that Lincolnshire remains as one of the top performing forces in the country.
- 4.3.2 The data assesses the average number of days a police force takes to process different types of applications and the results can be found here <https://basc.org.uk/firearms/firearms-licensing-league-table/>
- 4.3.3 Despite reduced staffing and covid restrictions we have continued to provide an excellent service to the shooting communities of Lincolnshire. We have approximately 18,000 current shotgun/firearm certificate holders which cover 60,000 legally held firearms. It is the responsibility of the Firearms Licensing Department to ensure that every certificate holder is fit and proper to possess any certificate and firearms and as importantly any firearms are stored and kept securely.

4.4 Assaults on Police Officers & Staff

- 4.4.1 We have launched a new policy which focuses on Crimes against Staff and Officers, ensuring we provide the right level of support and investigation. We have highlighted the current levels of physical assaults with a media piece to Calendar News, with interviews with PC Jason Thomas and Insp Barry Steele.
- 4.4.2 We have just completed the 6 month review into the data which has provided a number of recommendations for consideration including training, focus on officer safety and working with external partners, staff associations and policing departments in providing a wider understanding and sharing our practice and policy on a National level.

4.5 Road Safety – Award for Leadership in Road Safety

- 4.5.1 On 29th April, our Head of Crime, Detective Chief Supt Andy Cox won a well-deserved award for Outstanding Leadership in Road Safety, hosted by UKROEd, to recognise his tireless efforts, during a very difficult year, to promote road safety.
- 4.5.2 Andy continues his tenacious approach to ensure vital messages are shared with road users via his 11.6K twitter followers, and his numerous appearances on local and national radio and TV, including a recent broadcast on BBC Crimewatch.
- 4.5.3 Andy has led the way on intelligence led roads policing, with trailblazing work on the use of technology including Automatic Number Plate Recognition (ANPR), dash cams, head cams and drones. This work continues in Lincolnshire with the launch of Operation Snap in February which allows drivers to submit footage via a portal, allowing swift and efficient investigation of alleged driving offences.
- 4.5.4 When working for the Metropolitan Police, Andy introduced the nation's first Independent Advisory Group (IAG) specifically for road safety, an initiative which is to be replicated in

Lincolnshire in order to bring key stakeholders together, increase accountability and improve the services delivered.

4.6 Road Safety – Operation Snap

4.6.1 On 1st February, together with the Lincolnshire Road Safety Partnership, we launched an online portal where people can upload dash cam footage of suspected driving offences which we believe will result in a safer driving environment for all our road users.

4.6.2 Since its launch we have received 86 submissions (to the end of April) which has resulted in 36 offences being processed. Whilst no cases have yet reached court, a number have resulted in a caution, fixed penalty notice or driver awareness course.

4.7 Rural Crime

Hare coursing

4.7.1 The 2020/21 Hare Coursing season (Sept-March) saw 1879 incidents in Lincolnshire, which is 79% increase compared to 1048 incidents the previous year. The majority of the increase occurred between September and December and may have been driven by a change by Norfolk Police to adopt the (recommended) Policy of seizing and retaining dogs at every opportunity. Their dedicated team took this tactic on, and by the end of 2020 had more than 50 dogs in kennels – resulting in significant displacement to Lincs where we still have the Policy to seize, but not the dedicated resources.

4.7.2 The solution to Hare Coursing requires a National Approach and we continue to lead work with partners such as National Farmers Union (NFU), Country Land & Business Association (CLA) and Department for Environment, Food & Rural Affairs DEFRA to secure appropriate legislation, including Court Powers.

4.7.3 Operation Galileo now encompasses 20 forces and we are refreshing the national analysis (completed by the National Wildlife Crime Unit on our behalf), with a particular focus on identifying the top offenders across the country, and looking at their wider criminality, particularly their links to Organised Crime Groups (OCG).

Rural Community Safety Plan

4.7.4 The force Rural Community Safety Plan has been agreed by Partners and signed-off by Chief Officers and we are now drawing together delivery plans against each of the objectives. We will measure success through:

Stop Crime and Criminals

- Target Offenders causing greatest harm to our Rural Communities – Reduce Op Galileo incidents
- Reduced Theft of plant and farm equipment
- Reduced Arson offences

Protect our Heritage, Wildlife and Environment

- Reduced Heritage Crime and specifically theft of metal
- Reduced Wildlife Crime
- Reduced Fly Tipping

Help those in Need

- Reduced repeat victims of Domestic Abuse and increase perpetrators brought to justice

A copy of the plan can be found here [rural-community-safety-plan-2021-23.pdf \(lincs.police.uk\)](https://lincs.police.uk/rural-community-safety-plan-2021-23.pdf)

4.8 Force Control Room Staff Shortlisted for Award

- 4.8.1 Two force control room staff members were shortlisted for prestigious national awards. Deputy Head of Force Control Room Allan Steele and Call-Taker Caitlin Brumby – two G4S staff – were put forward for the annual APD Control Room Awards due to their tireless efforts and hard work over the last year.
- 4.8.2 The awards aim to recognise the great work that goes on inside control rooms across the UK and those individuals that make that happen. The Force Control Room team are often the first point of call for the general public when in extreme crisis and the nature of the incidents really tests the skills and professionalism of those that work in there.
- 4.8.3 The award ceremony was held virtually on 14th May and Caitlin was the winner in her award category. Almost 500 nominations were received over 12 categories which the judging panel, made up of professionals from the emergency services, then whittled down to three finalists per category.

4.9 Disclosure & Barring Service awarded as Outstanding

- 4.9.1 Disclosure and Barring Service (DBS) is a government department which produces certificates for individuals to work with children and/or vulnerable adults. Members of the Public submit applications which are then sent to DBS Teams within Police Forces to research and consider any relevant information for either discarding or disclosure on certificates. The DBS have very high standards and compliance requirements for this process. Lincolnshire Police DBS team are audited each year to check standards of performance and compliance and then given an appropriate grade for their work by DBS.
- 4.9.2 This years' audit has taken place and the Lincolnshire Police DBS team have been graded as good by DBS, which is the highest outcome. As we have maintained this standard of performance for over three years, DBS have awarded the Lincolnshire Police DBS team as outstanding.

5. Forward Look

5.1 Horizons Programme - Officer Uplift

- 5.1.1 Recruitment continues in order to increase our officer numbers as part of the National uplift programme. There are currently 248 candidates in the pipeline at various stages from shortlisting to awaiting final pre-employment checks, including 48 candidates for the DC Fast track scheme.
- 5.1.2 We are beginning to see improvements in terms of gender disparity, with 45% of those currently in the recruitment pipeline being female, compared to our current workforce mix which is only 31% female and 3% of the candidates are from BAME backgrounds.

5.1.3 The next recruitment window is due to open on 27th May 2021.

5.2 Horizons Programme – Operating Model

5.2.1 The force has agreed where it will prioritise the additional posts achieved from the national uplift, there will be an increase to our frontline Response teams which will be phased over the next 12 to 18 months providing additional support to local policing, creating capability for more pro-active policing and provide greater resilience to support our existing frontline officers.

5.2.2 Additional growth will be seen in local Neighbourhood policing teams and we will be increasing our capability to protect our communities with the creation of a Rural Crime Action team, a new multi-disciplinary team to providing problem solving, proactive capability and investigative support to tackle and reduce community and rural crime. The team will be linked to and support our existing Neighbourhood Teams and provide a greater and more flexible capability to support local problems, with capacity to investigate the wider criminality of travelling criminals as well as providing reassurance and confidence to our rural communities.

5.2.3 We will re-establish a dedicated Roads Policing Team who will provide pro-active capacity to help reduce fatal/seriously injured incidents, deter criminal use of the roads and support local policing response. With over 50 deaths and 360 serious injuries on our roads each year this is an area of priority.

5.2.4 In addition we will be increasing officer numbers to tackle Digital and On-line crime, with more officers joining our Digital Forensic Unit where we have seen an inexorable rise in the demand placed upon policing by the advance in digital technology and finally, growth in the team who dedicate themselves to the investigation of offences occurring online which involve the abuse of children which is an ever increasing high risk area of policing.

5.3 Future Services Programme

5.3.1 The Future Services Programme was initiated following the decision in 2020 not to extend the Service Delivery Agreement with G4S. The key outcome for the Programme is *“to ensure a positive and smooth transition from the Strategic Partnership with G4S to a new, sustainable operating model for Lincolnshire Police”*

5.3.2 The Programme board have recognised the opportunity presented by the completion of the Service Delivery Agreement, and therefore the scope of the programme extends beyond the transfer of services currently operated by G4S and the vision for the programme is to achieve the following:

- Creation of a unified 'one family' culture within the organisation, partners and community, supported by improvements to morale and performance for all aspects of wellbeing.
- Improved performance against performance requirements, achieving 'outstanding' quality of service, within the provision of the Medium Term Financial Plan.
- The support of improved operational capability, capacity and outcomes
- The capability to anticipate and effectively respond to dynamic policing challenges and mandated requirements.

5.3.3 The programme scope includes a total of sixteen service areas that are currently provided by G4S. Decisions in principle have been made to insource these service areas apart from some

that require further exploration for options for delivery e.g. insourcing, collaboration or outsourcing.

- 5.3.4 The Programme will ensure that options are developed for each service area, and that this is aligned to an overarching plan for future organisation design & development. The initial activity for the programme will focus on the most time critical activity that is aligned to the termination of the Service Delivery Agreement.
- 5.3.5 The welfare and wellbeing of all staff will be carefully managed throughout this period of change and the programme team are working closely with G4S and Unison in this area.

5.4 Safer Streets Funding Bid

- 5.4.1 Earlier this year the government announced that it would be adding a further £25m in a third round of Safer Streets funding, following the murder of Sarah Everard and was to have a focus around making sure women and girls felt safe. Our Crime Prevention team, as part of the Safer Lincolnshire Partnership, are working with colleagues in the Office of the Police & Crime Commissioner (OPCC) and other partners across the County to prepare the relevant information required to make a bid for Lincolnshire.