

# Force Management Statement 2020

December 2020



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## Executive Summary

This is the third Force Management Statement (FMS) that Lincolnshire Police have produced. The document and its format are mandated by Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS). It represents the largest annual piece of work that the force undertakes to comprehensively understand the demand that it is likely to face, and its ability to meet that demand, both in terms of the resources required to do so, but also their condition and capability.

The completed FMS is a critical document to both HMICFRS and the Force. For HMICFRS, it forms part of their evidence of Lincolnshire Police's understanding of demand as part of the Police Effectiveness Efficiency and Legitimacy (PEEL) assessment. For the force, it is an essential document in corporate planning; providing important information that the force needs to incorporate into its future delivery plans and change programme.

This FMS was created in 2020 and uses data from 2019. HMICFRS did not require police forces to create an FMS in 2020, in recognition of the additional pressures because of the global coronavirus pandemic. Lincolnshire Police chose to continue creating our FMS in recognition of its importance to us in planning for the future.

In this document, you will see predictions relating to demand, which include the variations between current predictions, and those from FMS 2, which was submitted in May 2019. Where variations exist between current and previous predictions, this is because we now have the actual data, which has adjusted the future prediction. The narrative of each section gives a view of why demand is changing.

## Global Coronavirus Pandemic

The pandemic has had an effect on policing, whether it is a change in demand as a result of new legislation, the changes to types of crime as a result of lockdowns and other restrictions, or changes in ways of working within the force that have brought efficiencies and improvements.

The format of the FMS is that the force reviews data from the previous year to make projections for the following four years. Therefore, the change in demand will be fully examined in the force's 2021 FMS, allowing us to draw evidenced conclusions about the long-term impact of the pandemic on demand.

This FMS does contain some narrative relating to the pandemic, as in some cases, impact has been immediately known or responded to; but there will be a more significant analysis the next future Force Management Statements.

## Finance and Budget

FMS2 provided further evidence following on from FMS 1 that Lincolnshire Police were experiencing rising demand for services, whilst facing budgetary pressures. At that time, the Force had implemented a comprehensive savings plan to save £6.7m per annum and address the underlying deficit. This involved reducing numbers of police officers, police staff and PCSO's, which we predicted would have an impact on our ability to meet both current and future demand. However, the national Police Uplift Programme (PUP) announced in Autumn of 2019 changed this situation and started to reverse the reduction in workforce numbers.

As a result of the savings delivered in 2019/20 plus further savings of £3.4M during the year to balance £3.2M of demand led and inflationary cost pressures, it was possible to set a balanced budget for 2020/21. The budget also included use of £1.236M of special grant funding which was received at the end of 2019/20 to support a range of non-recurrent projects and investments. The budget included the first tranche of the Police Uplift Programme which was an additional 50 police officers for Lincolnshire.

The first tranche, which was to be achieved by the end of 20/21, brought the revised establishment to 1070 FTE. Tranches 2 and 3 together have been estimated to add a further 120 FTE based on the allocation method employed for the first tranche, and the provisional settlement for 21/22 allocated 49 officers (out of a total of 6,000) to Lincolnshire Police for tranche 2. This will bring the total to 1,119 FTE, which is just above the establishment of 1,100 FTE which was in place for several years before the implementation of the savings plan reductions in 2019/20.

The Force has implemented the Horizons Programme to design a new operating structure which deploys the additional officers against service priorities, and to identify where investment in police staff, assets and technology would be required to support the additional activity. Funding was set aside for this purpose in the approved budget to be released as the requirements were agreed.

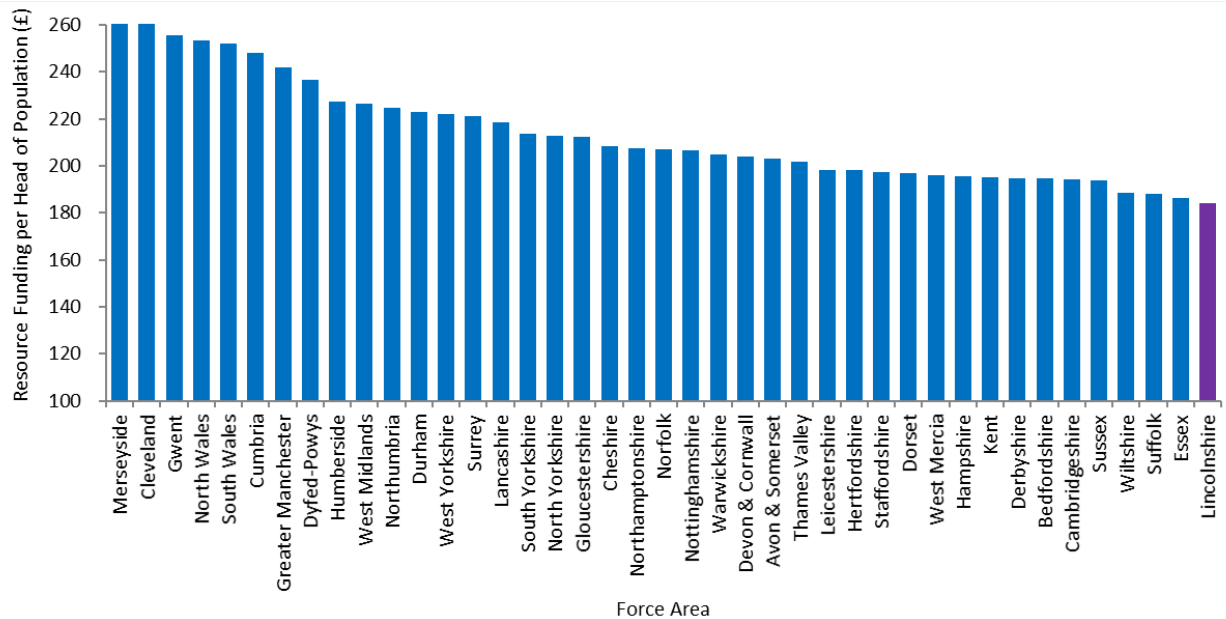
As part of the development of the savings programme in 2019/20, a substantial amount of work was done to understand existing demand and forecast future demand, but this was primarily focussed on identifying risk and compensating accordingly with the reduced workforce. It did not inform resourcing levels as these were determined by the financial envelope within which the force had to operate. Going forward, the force will need a more sophisticated understanding of its demand and how this drives resourcing levels and cost. The aim is to link demand and corporate priorities with resource allocation. In order to achieve this, the force has identified investing in a business intelligence system as a key priority in 20/21.

Lincolnshire Police took the decision in 2012 to outsource a significant proportion of the central policing support functions and back-office departments to address a structural funding deficit. With the expiry of the original 10-year contract period due on 31<sup>st</sup> March 2022, the force and OPCC jointly carried out a project to evaluate whether an extension of the contract would provide the best solution for service delivery for the next 5 years. The outcome of this project concluded that this outsourcing arrangement no longer provided the best value solution. The next step is to consider the best service solution for each of the 18 currently outsourced functions with the objective of obtaining best value, whilst maintaining flexibility for future service delivery.

This focus on cost control and best value remains a high priority for the force. Lincolnshire Police continues to face budgetary challenges in that we remain one of the lowest funded forces in the country, as is demonstrated in figure 1 below.

Figure 1

2021/22 Resource Funding per Head of Population (£)



Source: PACCTS settlement tables. Total resource funding consists of core grant funding, National and International Capital City (NICC) grants, Legacy Council Tax grants, Precept grant, Pensions grant, ringfenced grant for the officer uplift and police precept. Precept figures use actual precept figures for 2020/21, assume that PCC's in England and Wales increase their precept Band D level by £15, and Office of Budget Responsibility forecast tax base increases. Note: excludes Metropolitan Police Service and City of London Police.

### What does FMS 2020 tell us?

Lincolnshire Police continues to advance its understanding of demand, and its ability to deal with challenging conditions across a rural county in meeting the needs of its communities.

A decision to invest in a Business Intelligence (BI) system will modernise the force’s ability to understand information relating to demand, and this is anticipated to have an impact across the force in gaining insight into demand by crime type, socio-economic groups or geography.

The force continues to be ambitious in its drive to implement new technologies, including a new cutting-edge Command and Control system in the Force Control Room (FCR). The programme is expected to deliver significant benefits to the forces ability to handle information across systems to enhance the assessment of threat, harm and risk; but will also reduce the demand on other functions by creating efficiencies and reducing duplication.

There will be significant work that the force needs to do in moving from a reactive approach to policing brought about as a result of budgetary constraints, to a more proactive way of interacting with its communities. The forces Horizons Programme oversees the design of a new operating model for the force and the management of recruitment as the force benefits from the national Police Uplift Programme, which will provide the force with an increased establishment of police officers. Whilst initially the increase in number of officers going through their initial training will provide short term

challenges for the force; the deployment of those officers into the new operating model will have a significant influence on crime and communities.

The force has learned to change and adapt to previous financial and operational challenges; and the uplift of officers will not negate the need to both continuously improve internal processes and seek alternative delivery of services. FMS 2020 describes in significant detail the continuing work across the different operational units of the force to provide proactive services as well as responding to the greatest threat harm and risk; while also dealing with a changing landscape of crime and criminality such as County Lines, an increasing understanding of factors involving vulnerability and the increasing complexity of investigations requiring digital capability. It is likely that there will be an increasing level of collaboration with other public sector bodies to provide effective and joined up services in the future.

Alongside the delivery of services, the force has changed its focus regarding its most valuable assets, people, during the previous two Force Management Statements. Wellbeing and associated issues including training and development, leadership, mental health, work-life balance and agile working are now a key part of the way the force thinks about its workforce and the imperative to keep them happy, healthy, valued and engaged. The force is starting to understand the impact that wellbeing has on its ability to deliver services effectively, and to meet demand, and wellbeing will be a key enabler to its strategic aims in the future.

2021 is likely to continue to provide the force with internal and external challenges that will require a corresponding advancement in its ability to understand, analyse and service demand. In a complex and changing social and political environment, the need to predict and plan effectively will be a critical tool to support Lincolnshire Police in meeting its mission in stopping crime and criminals, protecting communities and individuals from harm and helping those in need.

## Section 1 Finance

A balanced budget was set for 2020/21 by achieving £3.4M of savings during the year to balance £3.2M of demand led and inflationary cost pressures. The budget also included use of £1.236M of special grant funding which was received at the end of 2019/20 to support a range of non-recurrent projects and investments. The budget included the first tranche of the Police Uplift Programme which was an additional 50 police officers for Lincolnshire.

The savings plan implemented in 2019/20 was designed to reduce the Police Officer establishment to 1,020 FTE in order to achieve a savings target of £6.7M for 20/21 and close the structural deficit that the force had run with for some years. However, this situation was changed by the announcement of the national Police Uplift Programme (PUP) in Autumn of 2019, which aimed to increase police officer numbers across the UK by 20,000. The first tranche, which was to be achieved by the end of 20/21, meant an additional 50 officers for Lincolnshire, bringing the revised establishment to 1070 FTE. Tranches 2 and 3 together have been estimated to add a further 120 FTE based on the allocation method employed for the first tranche, and the provisional settlement for 21/22 allocated 49 officers (out of a total of 6,000) to Lincolnshire Police for tranche 2. This will bring the total to 1,119 FTE, which is just above the establishment of 1,100FTE which was in place for several years before the implementation of the savings plan. The funding provided for the first tranche included an initial uplift for infrastructure costs to support the increased officer numbers.

The Force has introduced the Horizon programme to design a new operating structure for the force incorporating the additional officers and to identify where investment in police staff, assets and technology would be required to support the additional activity. Funding was set aside for this purpose in the approved budget to be released as the requirements were agreed.

The savings plan in 2019/20 also included reducing Police Community Support Officers (PCSO's) from the previous establishment of 118 FTE to 85 FTE by 31<sup>st</sup> March 2021, in order to contribute £1.1M recurrently towards the savings target in future years. The reduction in numbers has been achieved in 2020/21 and reflects the new operating model for neighbourhood policing. However, the PCSO workforce may be reconsidered in the light of the uplift programme.

Police Staff reductions of £0.8M were implemented in the 19/20 savings programme to achieve the balanced budget for 20/21. However, the uplift in officer numbers will require increased police staff support in some areas and this is being evaluated as part of the new operating model programme. Some time-limited investment in police staff has already taken place using non-recurrent funding from the successful special grant claims and has provided the opportunity to evaluate new ways of working which, if successful, may be incorporated into the new operating model on a recurrent basis.

As part of the development of the savings programme in 2019/20, a substantial amount of work was done to understand existing demand and forecast future demand, but this was primarily focussed on identifying risk and compensating accordingly with the reduced workforce. It did not inform resourcing levels as these were determined by the financial envelope within which the force had to operate. Going forward, the force will need a more sophisticated understanding of its demand and how this drives resourcing levels and cost. The aim is to link demand and corporate priorities with resource allocation by completing a detailed priority-based budgeting exercise. In order to achieve this, the force has identified investing in a business intelligence system as a key priority in 20/21.

Lincolnshire Police have faced a structural deficit for many years and took the decision in 2012 to outsource a significant proportion of the central policing support functions and most of the back-office departments. This enabled the force to continue to operate safely and maintain police officer numbers

at an acceptable level. The 10-year contract with the strategic partner allowed for an extension of a further 5 years through negotiation between the parties. With the expiry of the original 10-year contract period due on 31<sup>st</sup> March 2022, the force and OPCC jointly carried out a project to negotiate a possible extension and evaluate whether this would provide the best value solution for service delivery for the next 5 years. The outcome of this project in November 2020 concluded that this outsourcing arrangement no longer provided the best value solution and the contract will therefore expire on 31<sup>st</sup> March 2022. The next step is to consider the best solution for service delivery for each of the 18 currently outsourced functions. It is anticipated that the final solution will not be the same for every service area, but will include a combination of commercial outsourcing, shared service arrangements and in-housing. The objective will be to obtain the best value solution for each service area whilst maintaining flexibility for future service delivery.

The Medium Term Financial Plan (MTFP) for 2020/21 is included in Appendix A.

## Service area specific issues

The following section sets out the potential financial risks for individual service areas. If a particular service area is not covered, it is because the existing and planned capacity is expected to be sufficient to manage the forecast demand over the next four years.

### 1. Responding to the public

Force Control Room – the Medium Term Financial Plan (MTFP) includes significant investment in respect of a new Command & Control system, telephony and a revised Target Operating Model in order to respond to the projected rising demand. No further financial risks are anticipated at present other than if demand should exceed the forecast levels which have informed the investment planning.

### 2. Prevention & Deterrence

This is largely addressed by Neighbourhood Policing and the demand on neighbourhood policing (NHP) is affected by backfilling for other functions. ASB is reducing which suggests that the NHP teams are meeting demand and providing an effective service. Whilst officer numbers are lower than is deemed desirable for policing the night-time economy, the uplift programme should address this over the next 2 years. Another method of addressing prevention and deterrence is through early intervention programmes and initiatives in partnership with other relevant agencies. As a result, the demand for early intervention programmes is expected to increase and hence the cost to the force. It is not yet possible to quantify the level of investment needed so this remains a financial risk.

### 3. Investigations

One area for which financial risk has been identified is online & digital crime. A significant increase in demand is expected over the next four years which if realised, will give rise to resourcing issues which have not yet been addressed in the MTFP.

The Digital Forensics Unit is experiencing an increasing demand in relation to examination of mobile phones, laptops and other devices. Urgent cases continue to be dealt with the same day if possible, but this causes backlogs and increases in turnaround times for less high priority work. Increasing encryption on mobile phones will add to the demand and the need to invest in new technology to overcome this.

#### 4. Performance & Analysis

Demand is expected to increase in this area as the force seeks to improve its understanding of service demands and performance. However, the ambition is to meet the rising demand by investment in technological advances in data analytics, which will make analysis a less resource intensive task. The force has agreed a business case to implement a Business Intelligence system which will maximise the use and presentation of data provided from force systems such as Command & Control, Niche and Pronto.

#### 5. Roads Policing

Lincolnshire has one of the highest rates of KSI's (Killed and Seriously Injured) in the country and the rate are steadily increasing. There is currently a limited roads policing capability since the break-up of the East Midlands Special Operations collaboration (EMOpSS). The resource requirements are being identified through the Horizons Programme.

#### 6. Specialist Operations

The force is experiencing an increase in demand in firearms deployments whilst being under-resourced in Authorised Firearms Officers (AFO's). This has been a double impact in that the force has not only been understrength in trained and accredited AFO's against the existing establishment, but the establishment is not sufficient to meet rising demand. Recent recruitment drives have started to address the vacancies and an uplift in AFO numbers is being considered as part of the additional officer numbers through the police uplift programme. However, this remains a risk for the force until the additional investment is agreed.

#### 7. ICT

The demand in ICT is an upward trend but is largely determined by the ambition of the force to implement the newest technology. Thus, should demand outstrip available resources, this can be managed to some extent by reprioritising projects.

## Section 2: Wellbeing

On setting out his strategic vision in 2017, the Chief Constable stated that he had two broad goals for Lincolnshire Police:

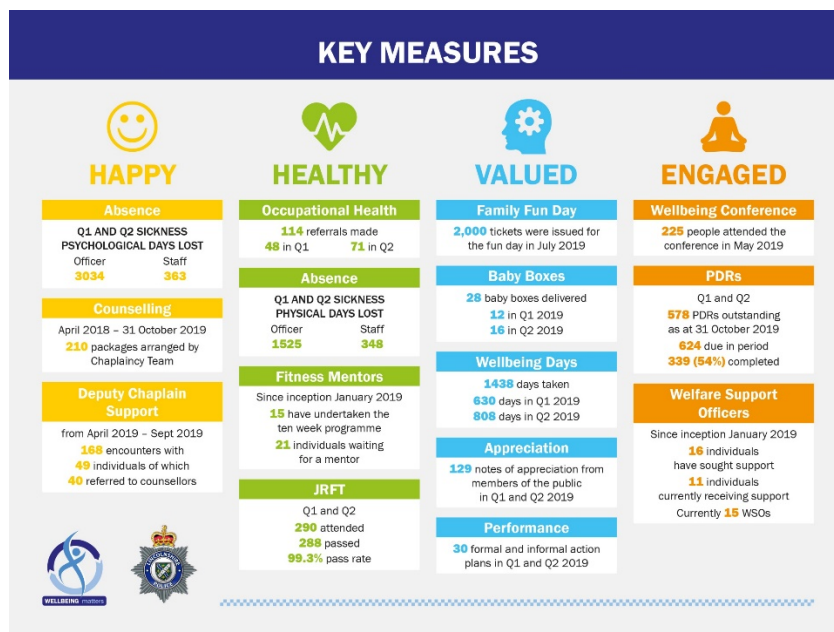
- to provide a service that meets the expectations of our communities
- to support our staff to feel healthy and valued

Our understanding of wellbeing continues to mature as we monitor and analyse how it manifests itself across the force. We have introduced several building blocks as part of our wellbeing programme and have implemented culture change to encourage recognition of the importance of physical and mental health.

Given the nature of policing, it is to be expected that officers and support staff will often have to deal with difficult and stressful situations. As a force we want to do all we can to improve wellbeing and therefore better equip our staff, both mentally and physically, to deal with the challenges they face. We recognise the importance of helping our workforce to cope with the complexity, change and demands associated with modern-day policing.

In order to develop greater resilience to workplace stress, we have prioritised the provision of mental health support and initiatives to promote healthy lifestyle choices. In particular, the promotion of physical activity and its importance to overall resilience has been central to our campaign. This is underpinned by a philosophy of self-help and individual responsibility within a corporate framework. In the long-term, we recognise that there is more to be done to tackle some of the underlying causes of workplace stress. This would include a stronger focus on prevention and early intervention.

The Wellbeing Board, held quarterly and chaired by the Chief Constable, tracks progress in this area and is closely aligned with a number of other governance boards such as the Distinctively Lincolnshire Board and the Strategic People Board. A Wellbeing Dashboard has been developed to monitor progress across each of the four strands of the programme, providing a range of metrics which act as a barometer of success.



We have already seen a significant shift in terms of the narrative around wellbeing, the interdependency between personal and professional wellbeing, and the impact on service provision to the public. The leadership have shown their commitment through a range of very tangible initiatives which are accessible to all. Take up by staff has been very encouraging and we believe we are seeing the early signs that our employees are taking ownership of their own wellbeing. Similarly, staff are keen to support the force in creating a culture that ensures wellbeing considerations are integral to how we operate.

The Wellbeing Dashboard uses a range of metrics to determine our progress on the four strands of our programme: Healthy, Happy, Valued and Engaged. This provides a very valuable yardstick to help us monitor some of the key indicators of wellbeing. However, we appreciate that a deeper understanding will take time to develop and require a more nuanced approach.

The force anticipates that there will be a time lag between implementation of strategy and its' subsequent impact on wellbeing. Our expectation is that metrics such as absence from work will rise in the short term, as employees seek to address their own wellbeing issues. This will start to improve in the medium to long term, as awareness grows and early intervention and support become more widely available.

We are all too aware that issues such as heavy workloads, cancelled rest days and rejected requests for leave are a regular source of frustration and stress for officers. We are seeking to reduce demand on several fronts and have an ambitious recruitment campaign in place to induct more officers over the next three years. Ultimately, an improvement in funding would enable us to improve resourcing in areas of most need, resulting in the greatest impact on wellbeing.

Staff Absence	2017/18	2018/19	2019/20
<b>Working days lost – Police Officers</b>	10 197	11 742	11 377
<b>Absence Police Officers – days per officer</b>	9.35	10.5	10.4
<b>Proportion of working days lost Police Officers</b>			
<b>% Absence due to physical ill health</b>	24.44	24.09	19.08
<b>% Absence due to mental ill health</b>	42.91	40.95	42.10
<b>Working days lost – Police Staff</b>	3467	3702	3394
<b>Absence Police Staff</b>	7.1	7	7.1
<b>Proportion of working days lost Police Staff</b>			
<b>% Absence due to physical ill health</b>	12.97	17.18	20.52
<b>% Absence due to mental ill health</b>	27.86	25.06	21.79

#### Police Officers:

Absence rates have continued to experience a small increase year on year since 2017/18.

Physical - The most common cause of a physical illness is recorded as Musculo/Skeletal followed by Miscellaneous.

For mental ill health this is Psychological Disorders, with 5062.1 working days lost for officers.  
Police Staff:

Physical – The most common cause of physical illness is recorded as Miscellaneous then Musculo/Skeletal.

For mental ill health this is Psychological Disorder, with 797.9 working days lost for staff.

A lot of work has gone into reducing the stigma around mental health to encourage staff to speak out and ask for help if they are experiencing difficulties. In March 2019, the force was awarded a highly commended certificate at the inaugural Oscar Kilo Awards for our work in mental health awareness. This has and will, over the short term, increase the number of staff seeking to resolve stress-related and other psychological conditions through periods of absence from work. Early intervention will be important to help staff manage mental health issues and we will look to develop strategies that promote a proactive, preventative and holistic approach to wellbeing.

Police Officers and staff on Restricted Duties	2017/18	2018/19	2019/20
Number of Police Officers on RD during year (Adjusted/recuperative)	23/60	29/92	36/71

Officers and staff who have a period of restricted duties are managed in line with the Limited Duties Procedure. This ensures that there are clear plans in place, with milestones to support individuals to return to their full operational duties as soon as possible.

Police Officers injured at work	2017/18	2018/19	2019/20
Number of Police Officers injured at work			
due to accidents with injury	156	146	109
due to assaults	140	197	170
due to road traffic	17	8	7
due to other	97	75	51

The force has continued to develop a clearer picture of the number of staff injured at work, with assaults with injury and assaults at work remaining the most common type of reported incident.

There is currently research underway to track and analyse the number of assaults that officers are subjected to, the circumstances around them, and what charges are placed on offenders. Our hope is that this information will help us to tailor variables to reduce the number of assaults on officers.

Fitness Test pass rate	2017/18	2018/19	2019/20
Number of Police Officers tested (Number of tests taken)	841	944	848
% pass rate	98.81	97.25	98.58

The force also monitors the number of Fitness Tests taken by police officers, and the pass rate has remained consistently high from 2017/18- 2019/20. Ensuring this remains high is vital to guarantee

that police officers remain physically fit for their role. The force has invested in improving station gyms to allow for police officers and staff to be able to exercise on their breaks or rest days.

Working closely with many departments across the force, the Wellbeing Team has successfully delivered several key projects and raised awareness regarding the guidance and support available to staff. The Chaplaincy, which is an integral part of the Wellbeing Programme, consists of two full-time Chaplains who provide a pastoral listening service covering all aspects of life. The Chaplains are supported by a team of Volunteer Chaplains who visit stations for a few hours each week.

Despite limited resources, a surprising amount of progress has been made over the last year to embed key components of the programme into the force. This has also ensured that several new initiatives have been delivered. These foundations will provide a strong wellbeing framework which is designed to motivate and support our staff, and to maintain and attain good physical and mental health:

- **Fitness Mentors** have been recruited and trained across the force. The mentors are volunteer officers and staff from within the organisation who undertake the role in addition to their current job. Each mentor has achieved a level three certificate in personal training which has been funded by the force and delivered by the YMCA Lincolnshire. They promote wellbeing by developing tailored exercise and diet regimes for colleagues looking to achieve a variety of health and fitness goal.
- **The provision of in-house Gyms** has been a central pillar of the Wellbeing Programme and this year has seen the opening of gyms in Grantham, Boston and Skegness police stations. The current gym at HQ will also be upgraded to provide better facilities. Whilst modest in size, these gyms are a leap forward in offering state of the art equipment that is convenient and accessible to all staff.
- **Access to Counselling and Psychological Support** is available via the Chaplaincy, who can signpost or refer staff to qualified professionals. Many members of staff suffering with mental health issues have benefited from this fast-track route to treatment.
- **Mental Health First Aid Training** is being rolled out across the force. Initial training commenced in July 2019 and a range of staff have been trained; from operational officers, managers, FCR supervisors and Inspectors and specialist role officers and staff. This training will continue through 2020/21, with a total of 20 MHFA courses planned over this period. The training is designed to give people practical skills in how to recognise the symptoms of mental health problems, how to provide initial help and how to guide a person towards appropriate professional help.
- **TRiM has been reinvigorated** with the recruitment of more Trauma Risk Management (TRiM) practitioners and a campaign to raise awareness and promote greater use of the service. The Chief Officer Group is committed to ensuring TRiM is a process we practice routinely and that the model is embedded across the force.
- **NHS Diabetes Prevention Roadshows** have taken place at police stations as well as HQ to identify those staff at potential risk of developing Type 2 diabetes. The roadshows provide advice to help prevent diabetes and offer free programmes that are designed especially for those whose blood glucose levels indicate they are 'pre-diabetic'.
- **The Oscar Kilo Wellbeing Van** visited police stations and HQ during February providing glucose checks and health screenings (body mass index, lung capacity, blood pressure and grip strength test). The van was staffed by ICS Health and Wellbeing, University of Lincoln students, Force Fitness Mentors and the Force Chaplaincy. This was very well received, and we are discussing adding more dates for later this year.
- **Our Annual Wellbeing Conference** is now in its third year and is taking place in the east of the county in 2020. Each conference has its own theme to address a different aspect of wellbeing.

These events provide us with a focal point to inspire and motivate our staff to take control of their own wellbeing. Similarly, they provide the opportunity to recognise and reward our own wellbeing heroes.

- **Family Days** take place annually, giving staff and their families an opportunity to learn more about the work of the police and fire & rescue services and enjoy a fun day out.
- **Opportunities to improve fitness** are provided to staff through a range of activities. In addition to weekly circuits classes, the force has a plethora of sports and social clubs.
- **A Menopause Group** is now well established, to support staff experiencing menopause-related symptoms, educate those in supervisory roles to develop a better understanding of the potential impact on performance at work and raise awareness more generally across the force.
- **Changes in shift patterns** for CID, PCSO and Response Officers have been introduced to support a better work-life balance for staff in those roles.
- **Welfare Support Officers** (WSOs) are available to offer independent support to anyone under investigation or facing misconduct proceedings. The force understands that the stress of being under investigation has the potential to trigger or compound mental health problems. WSOs are members of staff who undertake a period of training to enable them to take on the role, in addition to their day job.
- **Advice and Signposting** to organisations that can offer support is available on the force intranet or via the Chaplaincy. Our internal communications and the more informal blogs and posts issued by members of staff provide an array of information about sporting clubs, exercise classes, healthy activities and other self-help opportunities.

One area that is still under consideration and currently represents a gap in our wellbeing provision is that of psychological screening. The force withdrew from the screening services previously sub-contracted by our regional Occupational Health collaboration but has yet to replace this with a new offering.

We recognise the need for better data to inform policy and practice to support staff wellbeing. Over the past two years we have carried out several surveys and studies, in conjunction with the University of Lincoln and other external partners, to better understand the causes of workplace stress. Lincolnshire Police is presently conducting research in partnership with the University of Lincoln in order to identify and prevent musculoskeletal (MSK) injury in the police service. Many of our staff responded to the survey conducted by the National Police Wellbeing Service and we are awaiting the results of this piece of work.

We will continue to work to address gaps in availability of data and analytical products to inform decision making around wellbeing. With greater insight we will be able to focus our efforts on prevention, early intervention and support in the areas of greatest concern.

The force is also developing a Leadership Framework to assist managers to better understand and consistently apply force policies and procedures which can impact on wellbeing. In addition, the Performance Development Review (PDR) process is currently under review to consider how it can be used more effectively to monitor and promote wellbeing.

During 2019 G4S Policing Services were asked to oversee the wellbeing activities within Force whilst developing a new structure which was fitting to the Forces' needs. The role of the G4S in overseeing Wellbeing whilst the structure was to be agreed and implemented was to ensure that a base level service was provided. On implementation of a structure this would enable full services at the Forces

request to be delivered. Various options were explored and proposed to the Force for consideration for the future structure.

During 2019/20, the below table shows the number of officers within each 17-week period who have breached the Working Time Regulations, and worked on average more than 48 hours per week:

Working Time Directive	
08/04/2019- 04/08/2019	13
05/08/2019-30/11/2019	54
01/12/2019-22/03/2020	26

The force does not formally use the Blue Light Wellbeing Framework as a template for wellbeing but does use it as a benchmarking tool to inform future strategic thinking around wellbeing.

Police Officer Profile	2018/19	2019/20
<b>Number of Police Officers employed</b>		
Female	342	338
Male	773	749
% BME	2.06%	2.21%
Under 25	32	26
25 - 40	475	464
41- 55	576	560
Over 56	32	37

Police Staff Profile and PCSOs	2018/19	2019/20
<b>Number of Police Officers employed</b>		
Female	266	253
Male	203	186
% BME	2.8%	4.1%
Under 25	26	19
25 - 40	132	112
41- 55	174	171
Over 56	137	137

The makeup of the workforce will change significantly in the short term due to a drive to recruit additional police officers over the next three years. The increase in officer recruitment will create additional demand on Occupational Health Unit (OHU) services and will in turn place demand on experienced tutors to support young in-service officers.

As police officers work for longer, and more women join the service and progress within in it, the force will need to think creatively and beyond traditional working practices. This will bring some challenges

which require wellbeing-sensitive resource management. This will apply to the physical and mental health of officers, as well as the broader concept of wellbeing; which enables individuals to realise their potential, be resilient and be able to make a productive contribution to the workforce over the course of their careers.

Much has been achieved since FMS1 in establishing a support framework to enhance wellbeing across the force. We recognise that we still have some way to go in order to create an environment where every member of staff feels confident that their welfare and wellbeing is actively supported by the force throughout their career, but we seek to make the above changes to realise this goal.

## Section 3a: Responding to the Public – Requests for Service

### Force Control Room (FCR)

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Lincolnshire Police currently works alongside Strategic Partner, G4S, to manage the Force Control Room. The department consists of approximately 175 staff made up of 25 from Lincolnshire Police and 150 from G4S Policing Services.

The FCR sits at the heart of the organisation and acts as a first point of contact for members of the public who call for service. The majority of calls for service are routed through the FCR and are managed by deploying and directing the most appropriate resource to resolve the incoming demand.

Handling calls for service and providing an appropriate response are fundamental to delivering an effective police service. Lincolnshire Police and G4S recognise this and have made significant investments in this area to ensure that our systems and processes are modern and efficient.

#### Performance

As part of the Strategic Partnership performance framework, we are measured to answer 92% of all 999 calls (**emergency**) within 10 seconds, with no more than 2% of calls abandoned and 70% of all 101 calls (**non-emergency**) within 30 seconds, with no more than 6% of calls abandoned. Because of the nature of the calls, we prioritise our resources on emergency demand, whilst trying to balance this against the non-emergency demand. As a result, our 999-call handling performance is consistently better than the national average.

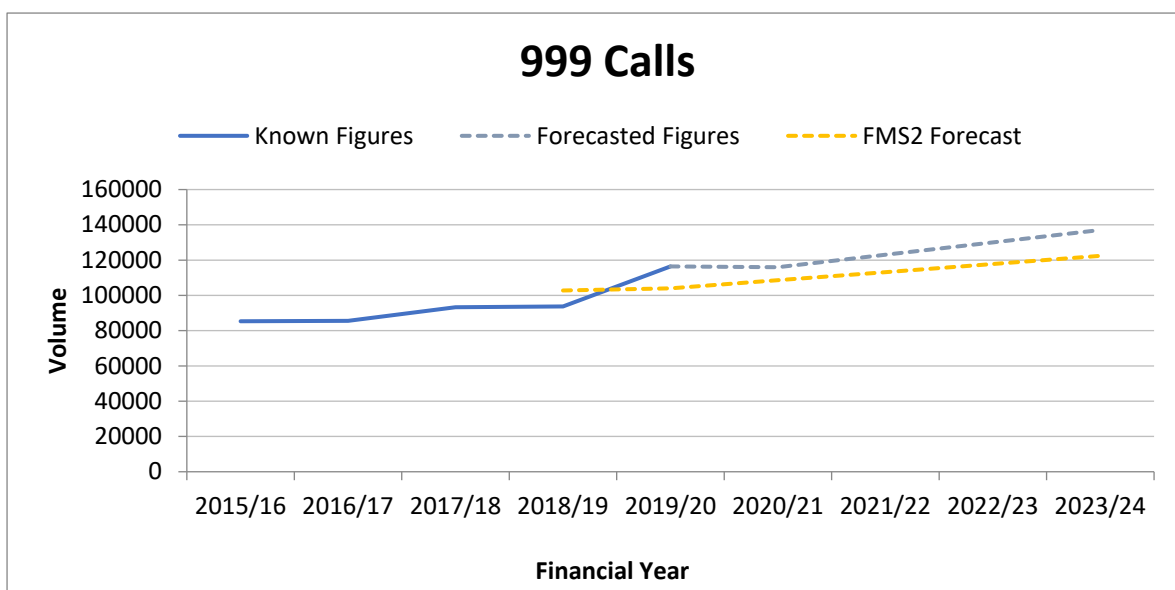
In 2019 we answered 93.76% of all 999 calls in under 10 seconds, with an abandonment rate of 0.4%. We answered 48.24% of all 101 calls in under 30 seconds with an abandonment rate of 11.6%. Our average wait time for 101 calls in the same period was 03:06:00. Customer satisfaction surveys show a consistently high level of satisfaction around ease of contact and time to answer calls currently stands 94% for the year.

**Assessing Demand**

The FCR receives calls for service from a variety of sources; 999 calls (**emergency**) 101 calls (**non-emergency**), General Enquiries through switchboard, Electronic requests (online crime reporting, e-mail enquiries) and finally front counter attendance at the town enquiry offices (**TEO's**).

Understanding and managing demand is fundamental to delivering an effective police service, with this being one of the force priorities highlighted in the Chief Constable’s Distinctively Lincolnshire vision.

Lincolnshire Police received 111,403 emergency 999 calls from January to December 2019 (an average of 305 per day). This compares to 101,007 for the same period in 2018, an increase of 10.3%. As shown in the forecast graph below, the number of 999 calls has been on the increase since 2018 and is predicted to continue to increase over the next four years.



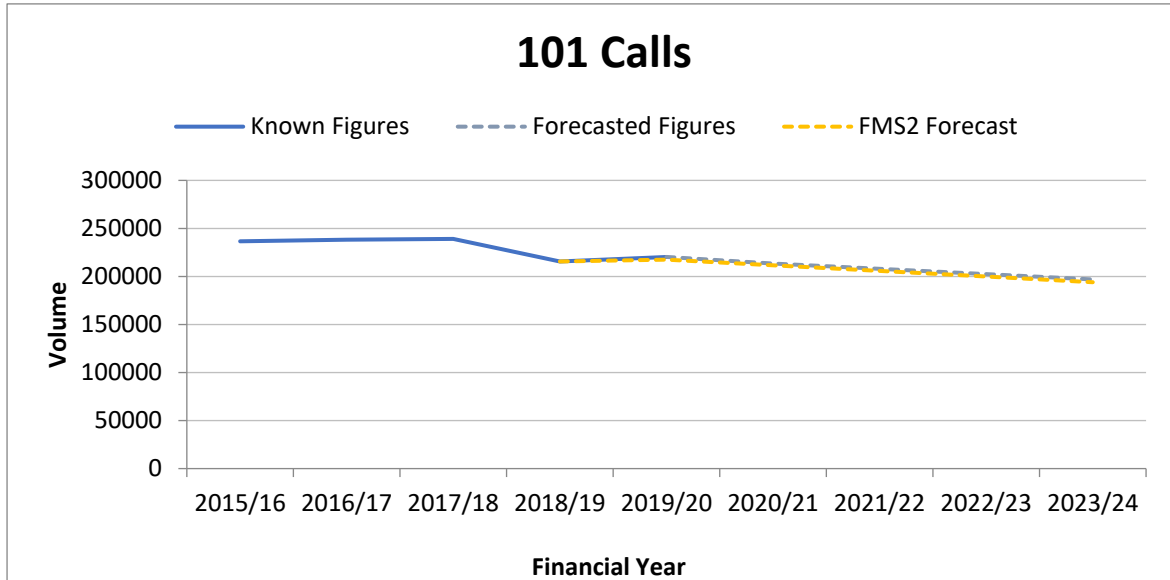
*The forecast for the number of 999 calls is anticipated to increase by 18% between 2019/20 and 2023/24 from 116416 to 137067*

In the period from January to December 2019 the force received 212,882 **non-emergency** calls (an average of 583 per day). This is in comparison to 216,304 for the same period in 2018, a decrease of 1.6%. As shown in the forecast graph below, the number of **non-emergency** calls has been decreasing since 2018 and is predicted to continue to slightly decrease and then stabilise over the next four years.

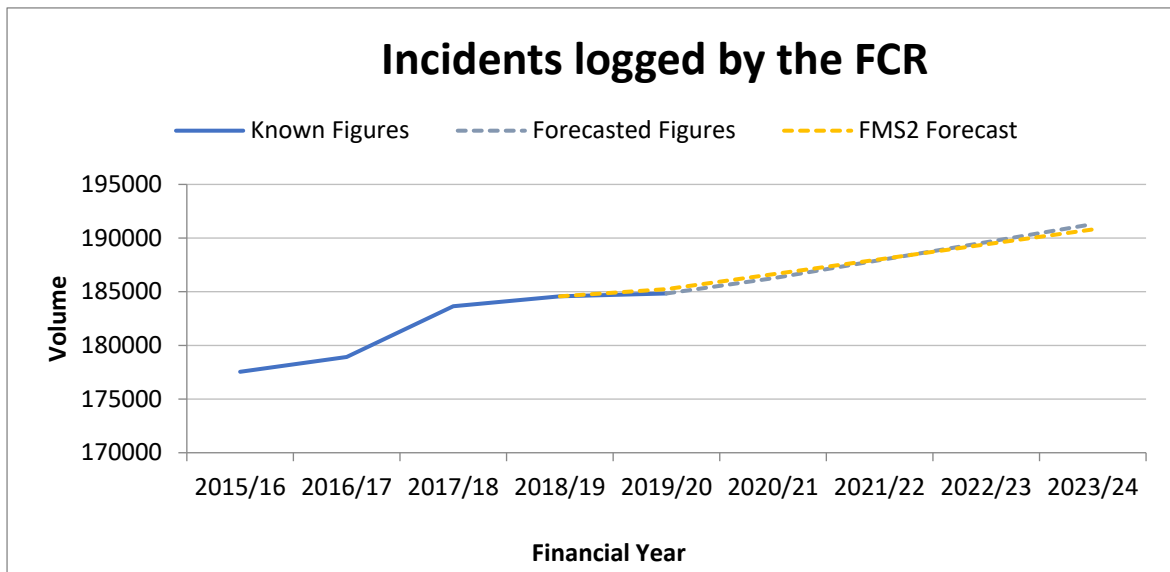
In addition to the **non-emergency** calls, our switchboard team also received 219,030 calls.

Of all calls into the FCR in 2019, 144,026 were determined as calls for service and resulted in an incident log being created.

The forecast charts indicate a continued expected increase in demand from **emergency calls**, which is set against a projected decrease in demand of **non-emergency** calls. The force deploys to significantly more **emergency** calls than **non-emergency** calls, with a larger proportion of these incidents being graded as requiring an urgent response. **Emergency** calls represent the highest potential threat, risk and harm and involve a more complex response both within the FCR and at the incident. As a consequence, we expect overall demand on the FCR to increase over the next four years.



The forecast for the number of 101 calls is anticipated to decrease by 11% between 2019/20 and 2023/24 from 220328 to 196876



The forecast for the number of incidents logged by the FCR is anticipated to increase by 5% between 2019/20 and 2023/24 from 184,840 to 194,052.

The above forecast graph shows all incidents logged by the FCR regardless of attendance status. In 2019, there were 5,490 'police generated' incidents which are predominantly incidents discovered by police during the course of duty that require an incident log.

#### Tourism Demand

The force experiences a rise of 25 - 30% in incidents in the summer months between May and September owing to the tourist industry within Lincolnshire. The East of the County (Coast) is the most affected owing to the influx of tourists who largely visit the caravan sites. According to the Office for National Statistics the current estimated population of East Lindsey is 141,727 and there are approximately 35,182 caravans in the East Lindsey district the highest concentration in Europe. The

increase in population in the summer is linked to numerous factors including hotels, chalet sites, static and touring caravans, campsites and day visitors – all varying in length of time spent in the area and number of people travelling making data difficult to accurately quantify.

In addition, tourism is also impactful over both the summer period and within December (Christmas Market and Christmas Shopping) in Lincoln City Centre. The centre is historic and has many tourist attractions which is a draw to many individuals.

### Social Media

Social media is a useful tool to channel shift demand from the switchboard and **non-emergency** lines and is something we are looking to utilise better through 2020 and beyond. Currently our main interaction for the Control Room is driven through our Twitter and Next Door accounts, although this is being reviewed as part of a wider investigation into a digital desk, which is currently going through legislation change.

#### FCR Twitter Account

The FCR twitter account has added several benefits and is run by a number of social media champions who use and manage the account. Primarily it is used to share current information of active incidents such as road closures to support local response and help reduce impact on the wider community. Its secondary function is to engage with the public and effectively show our human side, which we do through various methods such as sharing insight into the room and our staff; and participating in events such as “*International Control Room Week*”. The account is also used to share messages from other Lincolnshire Police accounts and the FCR currently has around 10,000 people who follow the page.

#### Next Door

This Social Media Platform will be introduced in August 2020 for the Force and FCR. This is a new crime & safety alerting platform which will replace Lincsalert. Next Door already has 45,000 registered verified Lincolnshire residents. Benefits associated with this system are:

- The ability to quickly send out force wide or targeted urgent alerts. These alerts ping up as an in-app notification as well as being reinforced by text/email on the users device. Ideal for situations such as; major incidents and natural disasters etc.
- The ability to quickly send out non urgent safety alerts across the county or to targeted areas. Ideal for road closures, road traffic collisions, traffic congestion and weather issues.

### Demand for the Future

Key issues which have been identified for the future in the FCR include:

- Trends in increasing volume of calls indicate an increase in demand for the future;
- An increase in the complexity of incoming calls and consequently an increase in the time to resolve calls;
- An expectation that an increasing number of calls for service will be resolved without the deployment of a policing asset. This comes at a potential cost in terms of missed evidential potential and intelligence opportunities;

- A shift in the ways in which the public are engaging with police such as increasing communication via social media and the use of online public access means, to record and track crime offers opportunities for the police to respond more efficiently to demand.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire Police works alongside strategic partner, G4S, to manage the Force Control Room. Police officers support call takers and controllers to manage the risk of incidents appropriately. The FCR also has a switchboard, 24hr PNC Bureau, Intelligence Support Desk, Incident Resolution Team (IRT) and an NHS Mental Health Practitioner.

A Chief Superintendent post was created to provide further resilience and support to the department. The Chief Superintendent will manage both the FCR and the Specialist Operations Department.

The FCR Intelligence cell which began on the 1st September 2020 is the first of its kind within Lincolnshire Police and will provide a 24-hour intelligence support within the FCR. The Team comprises of seventeen staff. One Sergeant working Monday to Friday on a 0800-1600 shift pattern who has supervisory responsibility for the team who work twelve hour shifts and consists of 8 ANPR staff and 8 Intelligence Support Officers of which five are Police Officers. The Intelligence Cell provides live intelligence support in relation to Firearms Incidents, Terrorist Incidents, Major and Critical Incidents, Missing Persons and other incidents as deemed necessary by the FCR Inspector. The Cell also produces a daily intelligence briefing, process intelligence and can be tasked to trace High Risk persons who are wanted.

The role of the FCR inspector has changed over time and is now a role of great responsibility. The FCR Inspector manages, deploys and reviews incidents force wide. They manage threat, harm and risk on a daily basis and are trained to a high level in respect of firearms and pursuit management. As a result of this the Chief Officer Group agreed to increase the FCR establishment to 8 Inspectors in order to provide more resilience and capability in an area of criticality. Recruitment and training is planned over the late spring and summer period of 2020 however this has been delayed due to the Coronavirus pandemic. One Inspector retired at the end of 2020, and their replacement is in post. This will leave the FCR with 7 fully trained firearms commanders and pursuit managers at the end of 2020, with courses booked for the 8th Inspector for spring 2021.

Currently the IRT establishment remains the same, a sergeant and 6 FTE constables. However, there is scope for increasing the establishment which is directly linked to the Contact Management Transformation Programme (CMTP). This is in the early planning stages and it is unsure when the project will be finalised or whether the IRT staffing levels will increase, or indeed, whether the IRT will evolve into team with a wider remit. The current demand is being managed.

The NHS Mental Health Practitioner (MHP) Team is embedded within the FCR, and work 7 days a week, providing cover from 1400 x 2200 hours. This provides more resilience at peak times. The MHP provides expert assistance and guidance in relation to any incident that has a mental health element. Due to the access they have to health systems they are able to provide information which is used to help assist the way in which the force responds to incidents involving mental health. This role has proved invaluable both within the FCR and for frontline response, alleviating demand in this complex area of business. The various channels of public contact and subsequent demands are monitored continuously, allowing resources to be matched dynamically to shifting demand patterns.

G4S Manage the functions of Switchboard, PNC, Call Taker, Controller and Supervisors and manage staffing levels in line with seasonal demand and the contractual obligations under the Strategic Partnership. Recruitment for these roles is built into four campaigns during the year. In 2019 G4S increased the number taken on as part of the call taker intakes course from 12 to 18 in order to ensure there were sufficient resource in line to support demand, and are currently supporting an additional 25 members of staff over the original agreed rates set in 2012.

Because of the nature of the role, and the demands placed on call takers as part of their day to day duties, attrition in this group is higher seen elsewhere in the Force. Through 2019, on average, 3 FTE would leave each month however after significant effort and investment were focused on staff engagement coupled with changes in market conditions, it is hopeful that this will reduce in 2020. Typically we find that those going into a call taker role use it as an entry point into Policing and many subsequently move on to be police officers, PCSO or other police staff roles both in Lincolnshire Police and other forces owing to the valuable experience they have built up within their role.

Staff from both Partner Agencies are trained in key areas and we have two additional training days a year to assist with continuous professional development. In addition to their initial training, and two refresher training days per year, all staff complete a variety of mandatory online training packages to ensure they are up to date with current policies and procedures.

With a desire to continue to improve the quality of the work completed to support the objectives driven from the Quality of Service Board, a full-time quality assurance assessor role was introduced. Calls are dip sampled and feedback both written and verbal is submitted via line managers and individuals on performance, both best practice and learning, which in turn feeds into overall training needs considerations. The FCR has introduced placing tutors into the classroom environment with the new intakes, which allows them to fully appreciate the learning they have undertaken and provide them with a more bespoke tutorship period, that is tailored to the individual. We have also introduced a tutor group who hold regular meetings to discuss and build upon the quality of the tutoring we provide.

**Step 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

Lincolnshire Police recognise that the FCR is part of the frontline of service delivery for many of our services, as it is often the first point of contact that the public make with the Force. The significant increases in demand expected to impact the FCR means that radical change is needed in order to enable us to continue to provide an effective service to the public. A substantial change programme including investment in new technology and more efficient working practices is underway.

**Command and Control**

The Command and Control programme will be delivered in 3 phases.

**Phase 1** will deliver a new ICCS (radio system) that will see the force move away from our current provider APD and introduce a browser based ICCS through Airwave Command Central. This will see the force making use of a cloud hosted solution which will allow for flexibility and offer the option of Mobile Command Units. This phase will be implemented in October 2020.

**Phase 2** will introduce a new Contact Management System, and will be integrated with the ICCS, and other software such as Niche (for intelligence and crime), Genie, FLO, Guardian Command and

national systems such as PNC and Alarms (ECHO). The contact management element will enable our call takers, where appropriate to deal with the event at the first call for service. Users will be presented with the most up to date information available from the integrated systems to assess the Threat, Risk and Harm associated with the call for service. This will inform their decision making as to whether attendance is required by another resource, or whether they are able to deal with the call at the first point of contact with the caller at the time. This would be achieved through either the creation of a crime or intelligence report or by diverting the call to an appropriate third-party agency. Should the call for service be classified as one which requires attendance, the interface with Guardian Command will allow a seamless transfer of the information provided by the caller, including the verification of information from Lincolnshire Police and other National systems and will cause an incident to be created.

**Phase 3** will deliver a new Computer Aided Dispatch system, through the introduction of Guardian Command software. This software is currently used by Fire, Ambulance and other control rooms. We are working with the developers from 3tC to ensure the system is fit for purpose for policing. The software will integrate with core systems such as Niche, Compact, Crown DMS, T-Police, Genie and FLO and National systems such as PNC. The software has an integrated mapping system and will enable the force to make use of both AVLS and APLS radio functionality. This will ensure that we have an accurate picture of where our resources are, and will display an officer's skills and equipment, along with both people and vehicle resources to the despatcher. This will ensure that the most appropriate resource is dispatched to an incoming incident.

Future development will see the use of Geo-Fencing, so that we can manage problem areas more effectively and automate the gathering of data on policing presence in the area. The integration with force systems will allow for a richer picture of information to be gathered and re-used when responding to incidents and recording any crimes resulting from the incident. This will deliver efficiencies in the speed of call taking and result in the improvement of the integrity and accuracy to the information which is recorded. The software will deliver a browser-based solution, CADView, for users outside of the control room. This software will be accessible either on desktop, laptop or mobile data terminal. This solution has integrated mapping which will be visible to users and will assist in ensuring that the correct resources are deployed to deal with the call for service in a timely manner.

The Command and Control programme is working closely with the Contact Management Transformation Project to identify ways in which the technology can deliver changes and improvements to the way in which our control room is able to continue to deliver services to public, whilst providing a clearer picture of the demand on frontline resources.

The benefits to the organisation are:

- Cloud based control room solution that can be deployed wherever it is required
- Clearer picture of the demand on resource attendance at scene vs the resolution in the room
- Accuracy of deployable resource availability, skills and location at a point in time
- Automation of tasking for problem areas and greater accuracy as to the data on whether the tasking has been carried out and the impact it is having
- Improvement in the integrity of the data recorded in force systems 'Record it once accurately, use it again efficiently'
- Reduction in officer time spent searching and linking data due to the integration with such systems as Niche and the use of golden nominal principles

- Flow of the data and early identification of Threat, Risk and Harm from first point of call
- Increased visibility of resource location to ensure we can protect our officers from harm wherever possible and protect the public

The benefits to the public are:

- Improved level of service from the point of call – ‘if it can and it is appropriate it will be resolved at the first point of contact’
- Improved visibility of frontline resources due to greater understanding of demand
- Provide the opportunity for Lincolnshire Police to greater understand the needs of its community through the richer picture of information that is gathered
- Ensure that the right resource is deployed to deal with a call for service and protect the public from harm

Contact Management Transformation Programme

CMTMP was initiated to address the ongoing challenges in responding to demand in the FCR and on the front line. G4S and the Force are working closely together to identify opportunities for making better use of resources, trying to steer away demand from front line Response officers with the aim of freeing up their time to deal with the most urgent of incidents whilst continuing to provide the people of Lincolnshire with value for money and delivering the best possible quality of service. The Force plans to focus its front-line officer response to where a physical police presence adds value, thereby releasing more capacity to deal with the high risk calls for service and allowing them to return to proactive community policing. It is recognised that a change to how the public contact the Force and how incidents and crimes are recorded and dealt with, will be critical, if these changes are to be successful.

The programme is being delivered in 4 workstreams:

**Workstream 1: Managing Crime Calls**

- Introducing a new call routing process in the FCR
  - Improving the IVR as first point of call
  - Upskilling switchboard to route calls more effectively
  - Implement a new crime recording team to first time file and handle crime calls directly

**Workstream 2: Remote Investigation**

- Implement a secondary investigation team to deliver investigations of low level crimes remotely and efficiently.

**Workstream 3: Thematic Projects**

- Delivering policy, approach and process changes that deliver wide scale benefits, with the aim of reducing inappropriate attendance for officers.
  - Implemented Concerns for Welfare policy update and Shop theft policy (online crime recording and CCTV receipt)
  - Malicious communications and Hospital absconder policies soon to be implemented
  - Shop theft interviews, Evidence Based Investigative Tool (EBIT) is currently being scoped

**Workstream 4: Social Media Project**

- To implement changes to respond to a legislative change, which dictates that all Forces must utilise existing social media accounts as an emergency service channel and respond through that channel where appropriate to the query.

**Benefits to the Force**

- Reducing unnecessary deployments to officers
- Reducing inefficiencies in crime call taking and administration
- Increase capacity for front line officers
- Investigate and resolve low level crimes as quickly and efficiently as possible

**Benefits to the Public**

- More front line capacity for front line officers to respond to urgent and priority incidents
- Better management of expectations when calling to report a crime
- More efficient caller journey when contacting 101
- Improving accessibility for victims contacting Lincolnshire police

**Enhanced THRIVE Proforma**

THRIVE was introduced in 2012 and since that time the process has been kept under review to ensure that call-takers are eliciting the right information from the reporting person. This has most recently led to a re-design of the THRIVE+ proforma to make it more user friendly, allowing call-takers greater freedom when inputting information for each areas of THRIVE, and making it clearer to read and interpret for Force Incident Managers (FIM) and Supervisors. The THRIVE3 Pro-forma is now live on the forces NSPIS C&C and is ready to be transferred to the new Guardian C & C system upon its implementation.

Upon introduction of the THRIVE3 Proforma, training sessions were provided to ensure that all call takers were familiar with the new proforma from the outset. Refresher courses for call takers will ensure the proformas continue to be completed appropriately. Further to this, THRIVE Crib Cards have been designed for each call takers desk area to reinforce the THRIVE principles and prompt relevant questions for each of the THRIVE areas.

Compliance is monitored through the dip-sampling of c.2% of the inbound calls received and covers a range of issues such as compliance against NSIR and NCRS, professionalism shown and accuracy of the work completed.

Upon implementation of the new Guardian System, our ability to review both Vulnerability and Repeat Victim information will increase dramatically, as the ability to search across a variety of systems will be made available.

Ideally the FCR would like to review data around average call length prior to THRIVE, average call length during the first 3 months of enhanced THRIVE and the current average call time. However, this

data has not yet been reviewed. However, it is unlikely that the new THRIVE process would drastically impact upon the time of calls.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in Step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

If the trends seen over the last 3 years continue it is anticipated **non-emergency** calls will continue to decrease and **emergency** calls will continue to increase. **Emergency** demand clearly carries the greatest risk and as such every effort is directed towards meeting that demand. The FCR flexes staff between **non-emergency** and **emergency** demand and aims to balance the performance between the two so that we can offer the best service possible within the constraints we operate. When increasing staffing to meet an upsurge in demand around **emergency** calls, this can often reduce the capacity to answer **non-emergency** calls and subsequently may affect performance. To mitigate this, the FCR are able to deploy operatives from other roles, (controllers and supervisors), to answer call demand where necessary.

The answering of the **non-emergency** calls has been a challenge over recent years during peak times (summer) and will continue to pose a challenge this has resulted in more calls not been answered than we would like in the required timeframe. Performance metrics need to support rather than undermine the principles of contact management. The Senior teams in G4S and the Police have worked hard together to get the balance between speed of response and quality of response, although demand will occasionally mean wait times are longer than we would like. We have worked hard to ensure that members of the public are not rushed through a call and opportunities for resolution at point of contact being missed, leading to inefficient and ineffective contact management. The effective prioritisation and consistently high performance for **emergency** calls for service will continue to be a priority given the nature of these types of calls.

In March 2020, Lincolnshire Fire and Rescue moved in the Police control room at Nettleham to create the Shared Control Room, (SCR). The SCR forms the main dispatch centre to respond to demand across the county. As a result of the move several improvements has taken place to:

- Improved Lincolnshire County Council corporate Wi-Fi installation allowing extended partnership working, should the need arise;
- Creation of dedicated Fire & Rescue Major Incident Room (MIR) 'Silver Room' and additional police back-up MIR;
- Fire & Rescue staff, G4S staff and Police staff now have a better understanding of the ways in which both services operate, and their capacity for dealing with incidents. Closer working enables quicker updates and better understanding of both services.

This move alone provides the county with a significant improvement in our capability to respond to a rapid onset emergency without the need for dedicated channels of communication between two of the blue light services. It is hopeful that demand can now be managed more appropriately if both police services and fire services are requested.

## Section 3b: Responding to the Public – Incident Response

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years**

### Central Operations:

Lincolnshire Police have seen an increase in firearms deployments (33.3% from 2018/19) and anticipate that this will continued over the next 4 years. The increased deployments are in relation to an increase in serious violence and weapons offences (Operation Raptor has been established to look at this in more depth). Our current establishment of Authorised Firearms Officers (AFO's) should be 45, however, we are currently running at 33 and there is therefore a gap in resource and capability. We are about to commence a recruitment campaign and we are requesting an uplift as part of the Horizons Project (set to complete in 2023). This is a risk to the Force and sits on the regional Armed Policing STRA.

We have also seen an increase in KSI (Killed and Seriously Injured) RTC's. Lincolnshire has one of the highest KSI per head of population in the country. Data available suggests that there will be an increase in RTC's of 12% and injury RTC's of 37%. As it stands, we have an extremely limited Roads Policing capability – for Lincolnshire this currently stands at 3 Officers. We recognize this as a risk, and we have requested resources again as part of the Horizons Project to establish a Roads Policing Unit. This will enable us to reduce the number of KSI's on the roads and to tackle criminal use of the roads. Lincolnshire Police has limited Roads Policing capability, but our Armed Response Vehicles (ARV's) currently undertake a dual role in that they perform a firearms function but also undertake a Roads Policing function. They attend fatal and serious Road Traffic Collisions and undertake the associated investigations. The ARV's also undertake enforcement around traffic offences and activity to target the road users who cause most harm.

It is also expected that Lincolnshire Police will see an increase in terms of policing protests and exploratory drilling in the county as we are aware that an exploratory drilling site is set to start in Lincolnshire at the end of 2020. In the immediate future, it is expected that there will be an increase in policing demands around Brexit. We are also increasingly seeing requests for mutual aid (for example COP26 scheduled for November 2021 which will require significant resources to be mobilized from Lincolnshire for a period of 2 weeks).

### Partnerships – ARC (Assisting Rehabilitation through Collaboration), Licensing and Crime Prevention:

We have seen an increase in crime, in terms of acquisitive, violence and anti-social behaviour which is likely to lead to an increase of offenders and therefore see a growth in the eligible for ARC support and may also lead to an increase in demand for crime prevention and problem solving support.

Increased in mental health problems may contribute to those with complex needs becoming repeat victims and / or offenders which will therefore mean in increase to demand on police officers and other public services.

Lincoln Road Safety Partnership (LRSP) is a partnership between agencies within the county looking to make Lincolnshire's roads safer. The Force's Serious Collision Investigation Unit (SCIU) are co-located with local authority enforcement and education teams to assist in information sharing and a holistic approach tackling road safety.

**Area Command – East:**

In this area, we are seeking to develop our performance structure to better understand community need and police demand. Once we have an improved understanding, we are then able to extrapolate forward, testing our numerical model as we progress. Our approach has been to revisit and reintroduce traditional quantitative data capture and reporting, which is currently a large piece of work; link across changing threat and risk; and capture and build in changing demographics, another piece of ongoing work.

In respect of community need, we are seeking to better engage communities across the area to enable improved understanding by police and partners and enable increased influence from the community, identifying 'what's most important to them'.

**Area Command – West:**

In this area and within the force we are working on our demand to ensure we are responding according to prioritisation around Threat, Risk and Harm; ensuring that we keep people safe, protect the vulnerable, and pursue those who are committing offences. There is the anticipation that we will move to a Problem Oriented Policing approach in order to tackle quality of life and crime issues within local communities; supported through the piloting of social capital projects across the Force area, in order to generate community engagement and joint-working across policing and partner agencies.

While response to urgent calls for service demand is showing projections of continued reductions, this area is not directly able to be correlated to an expectation of limited demand on frontline resources. Current and future demand is likely to evolve as changes in night-time economy develop and the population continues to rise across the county.

The demand on frontline response officers is likely to increase in the future. What any statistical review does not account for is the nature and complexity of the calls for service, or the online requirement to manage incidents to conclusion, and any ongoing demand this may have caused; for example, self-harm concerns or mental health issues.

While policing is one aspect of help and support for local communities, current financial constraints for partner agencies could see them likely to reduce their service which will in turn place more requirements and demands on policing, with these demands being complex in nature. Drug issues have been identified as an underlying issue for the west county, with Organised Crime Groups and County Lines drug dealers causing flash points of large-scale violence and associated 'taxing' and 'cuckooing' of vulnerable persons. This is a community level 1 policing issue expanding to level 2 and 3 criminality; meaning complex and serious crime investigations associated with these activities. In addition to the statistical demand requirements and the changing / complex crime types, the rural nature and size of the county is necessary to be reflected into any front-line resource demand capability.

**Crime:**

Lincolnshire Police HQ Crime department provides the following core investigative functions: Protecting Vulnerable People (PVP), Intelligence, Economic Crime, Crime Standards, Cyber and Digital Forensics. The difference between the current demand and the expected future demand is the continuation in the rise of complexity, volume, accreditation and digital storage. Crimes against vulnerable people continue to increase particularly in areas such as Child Sexual Exploitation, Slavery, Fraud and Sexual Offending. Accreditation for Crime Scene, Digital and Cyber related investigations

must be achieved and demand for digital storage capacity continues to rise. The complexity of fraud continues to increase with the growth of criminal capability.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply**

**Central Operations:**

For Central Operations, at the current time we do not have the capacity or capability to provide an effective Roads Policing function across the Force (plans are however, in place as mentioned above). In terms of assets, we are increasing the number of plain vehicles for Roads Policing which should assist in enforcement. We are also increasing our dog capability in terms of increasing our drugs, cash and firearms dogs and our digital media dogs (which will assist in the searches for indecent images offences). We are also in the process of replacing our Armed Response Policing (ARV) vehicles to ensure they are fit for purpose. We are looking at specific taser training venues, which will enable us to train the numbers of officers we need to do so as part of the taser uplift project. There is a risk around the absence of any psychological screening for the Force and in this area, particularly SCIU (Serious Collision Incident unit). We have started to offer our AFO's the National Firearms Screening Programme as part of the National Wellbeing Programme. We are also set to refresh our drones capability in 2020 to support operations and implementing a new Command & Control (C&C) system which will better support how we deploy our resources to incidents armed with best information. The new C&C system will also provide improved management information to enable us to better and more readily understand our demand.

**Partnerships – ARC (Assisting Rehabilitation through Collaboration), Licencing & Crime Prevention:**

At present, we can service the demands we experience regarding the top 2% of prolific offenders and crime prevention as it stands. However, there are gaps particularly in respect of ARC. We have a JDP (Joint Diversionary Panel) in place for children and young people, and ARC for the top 2% of prolific offenders, but no effective diversionary process for the cohort in the middle of those two groups.

Crime prevention also works to current demands and there is work ongoing about making the processes more aligned to responding to demand, and better links to the East, West and Crime areas.

**Area Command – East:**

The Force is presently working through significant change that seeks to deliver a 'matrix' approach across functions and decision making. This creates a challenge in local commands in respect of change and flexibility to meet local threat and risk. This is work in progress and should have a positive impact as it develops.

We are presently increasing our officers as a result of government investment which will create increased capacity; which in turn will reduce workload and demand per officers. The by-product will be a positive outcome for officer wellbeing, improved training, development across our people and ultimately an improved service for the community.

Historically, as a result of reduced resources we had progressed towards a reactive model of policing that failed to meet the aspirations of the community, PCC and the Force, this is now changing. As stated above we are re-introducing a performance structure that will inform decision making and enable operational leaders to better understand the impact of the decision making.

As we develop our understanding of demand and community need, we can better plan to ensure we have the right people with the right skills in the right place at the right time. This is an improving picture but needs to be better informed by intelligence and evidence. We are clear on what we need to achieve and are making positive inroads into changing how we do business.

Our staff, considering the impact of austerity and numerous other changes and challenges continue to perform well and are resilient. As a Force, we are focussed on wellbeing and across the area of command a transformational leadership approach has been adopted. This has created an environment of value and trust and as a result our people are engaged and committed to their roles. We continually monitor key indicators in respect of staff wellbeing, this ranges from workload and demand through to sickness, overtime, annual leave, and issues such as Fairness at Work (FAW) and complaints. All these factors offer indicators of developing issues which enable SMT to intervene early.

### **Area Command – West:**

Following previous requirements to make financial savings there was a reduction in staffing across the force area, with response policing being subject to several cuts. This reduction in staff has led to challenges with resources and maintaining required preferred staffing numbers whilst supporting absences through sickness, leave, training and other absences. This has led to staff being moved across the district area to cover gaps and having routine shift changes. Mandatory training has been maintained throughout this time to ensure appropriate capability of frontline staff to meet the policing requirements but has bought about some negative impact on the wellbeing of staff at times.

The frontline response workforce remains effective within the constraints of these staffing challenges; however, it has been identified that this has meant levels of proactivity have been reduced to a focused response policing model committed to resourcing calls for service.

### **Crime:**

Lincolnshire Police HQ Crime have continued to develop an understanding of their demand through incident and crime recording analysis and third-party data capture. The PVP department has recently introduced a performance framework that is assisting managing demand, tracking service delivery and monitoring welfare. The PVP and Intelligence departments have realised a staffing uplift during 2019, this is supported by an appropriate level of estate and fleet. The department is also appropriately supported with IT allowing agile working however, this will need to be kept under review in-line with the Government Uplift program. Economic crime continues to see ever more complex crime and has made good use of amalgamating available contracted hours to create a post and conducted a review of process resulting in ownership for some fraud recording moving to another department. Capability continues to be a challenge for most departments partly due to a younger work force and increase in accreditation requirements. Wellbeing continues to be a force focus, and this is supported by the Crime department.

### **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating**

#### **Central Operations:**

We are currently running the Contact Management Transformation Project (CMTP). The purpose of this project is to improve the customer journey when they contact the organization but also to reduce the demands placed upon frontline resources. The vision behind the project is that this will be done by reviewing how we direct demand through the organization, for example, crime reporting will be

directed to a crime team who will take all the relevant details, conduct the primary investigation and then either finalise or send on for secondary investigation. The hope is that this will free up our frontline resources to focus on other areas of the business that the Force wishes to direct them too. The progress of the project is currently monitored by a Programme Board. Part of the project is looking at some “quick wins” e.g. shoplifting trial – looking at how Lincolnshire Police deal with incidents of shop theft as well as looking at attendance at alarms, investigation malicious communications offences and being able to deal with them in a more timely manner.

#### **Partnerships - ARC (Assisting Rehabilitation through Collaboration), Licencing & Crime Prevention:**

The focus of the Partnerships department is about preventing and diverting people away from committing crimes and into relevant support services. We are closely aligned with partners within Districts and Lincolnshire County Council and actively involved with the Safer Lincolnshire Partnership (Community Safety Partnership) supporting the core priorities and action plans.

We are also reviewing the work of crime prevention including a youth engagement strategy with the recruitment of two Youth Engagement Officers which will support the Partners Stay Safe program, who go into schools and provide prevention advice around substance misuse, healthy relationships online safety and knife crime. We are proposing a core generic offer and more bespoke programmes where this is an identified problem in a particular area / school, ensuring this is also intelligence-led and evidence-based. We are aligning Problem Solving Tactical Advisers, Crime Prevention Tactical Advisers, Designing Out Crime Officer to work more effectively across the East and West division areas and Crime.

#### **Area Command – East:**

We continually review demand against resource and fine tune our resource planning and deployment. Recently we have reduced resources overnight to create increased capacity in daylight hours. This has a positive impact on quality of service and officer wellbeing. Our operational structure ensures we are well prepared to respond to developing need. In the short term our threat & risk process supported by our developing performance framework helps forecast demand and seeks, through preventative tactics, to reduce community need.

#### **Area Command – West:**

A review of demand has been carried out across the Force area leading to a change of some late turn shift patterns. These changes have been made in line with the demand picture, with ongoing review being maintained to understand the effectiveness of these changes. The changes to these shifts have been managed according to local policing area and the diverse needs and challenges these areas bring in their own unique way. This localized approach has sort to ensure deployment of the right resources in line with analysed demand.

Following the Government uplift program roll out there is an ongoing review to establish business cases for command areas to demonstrate the need for commitment of further resources. Current planning with this business case for response is for 20% more staff, with an addition of a further 2 sergeants and 10 constables to be focused as a Level 1 proactive team. It is anticipated that this will ensure staffing levels are returned to those previously held prior to budget saving programmes; whilst also ensuring that further additional demand can be met.

Daily review of resource levels is carried out in line with training requirements and demands. All shifts are published 3 months in advance to ensure ongoing review and scrutiny. Area performance

meetings are supported by workforce planning meetings with the overarching governance of Senior Management Team meetings to ensure the workforce is monitored, policing demands are monitored, and the workforce are deployed according to these needs. With each command holding Monthly Threat and Risk meetings, with a review completed of priorities in the two-week gap between these, means area and force resources can be readily identified with a clear response plan put in place. This is linked to taking of local and force resources according to the need of the policing requirement, with departments and assets being deployed in support of the policing needs. Daily Management Meetings held by each command and feeding into a Force Daily Management meeting means these are reviewed and adapted accordingly daily.

All planned changes will be monitored through these local and force structures; with the additional force scrutiny through force level boards of Quality of Service, Wellbeing and Distinctively Lincolnshire; with additionality of tactical overview from a Tactical Resource Group to manage recruitment and movement of staff between departments where there are acute staffing issues. Ongoing review of victim satisfaction, complaints data and performance data coupled with support from a well-developed Independent Advisory Group (IAG) from ongoing information for each of these forums, and monitoring of demand versus workforce capability.

### **Crime:**

Lincolnshire Police has introduced a new daily management meeting within its Crime Command. This is to better identify threat, risk and harm to directly influence intelligence and investigative opportunities. When necessary this enables the movement of detective resources across the county regardless of core role, to better resource urgent operational matters.

The force is introducing a proportionality policy for investigations. This is to better manage resource and demand by ensuring investigations prioritise dealing with risk and investigative viability. By example; it is anticipated this will reduce bureaucracy in referring unnecessary cases to the CPS and in doing so free up officer time to focus on investigative work which will safeguard people and / or yield an investigative outcome.

Lincolnshire Police are in the process of developing a bespoke Crime based Independent Advisory Group (IAG) to engage community representatives to hear direct from the public their views, ideas and issues in respect of current investigative practice. This concept will essentially utilise the IAG as a 'think tank' and demonstrates our investigative work in a transparent manner.

The force is introducing a new Investigations Board to increase scrutiny across investigations, Released Under Investigation (RUI), bail, case file quality, wanted offenders and forensic hits. It is anticipated this approach will help directly influence improvement in investigative standards; ensure supervisory direction and oversight, and better target resource and action in relation to areas of greatest risk and need. See Appendix [A1] for the draft Crime Standards Group and Crime Standards team term of reference.

The board will have a core panel including membership of senior detectives and others so a collective ownership can drive up standards. This will be complemented by a Performance Management Unit that would, in-essence, be the 'pro-active' arm of the board whereby support, training, advice and quality assurance can be provide both remotely and 'in the field'. The activities and impact would be monitored by the board.

Lincolnshire Police have established a Detective Academy. The academy aims to provide a hub for the development and support of investigators in all areas of the force, from recruitment, training and

accreditation, to career pathways and lateral movement opportunities. The academy aims to ensure the highest standards of investigative training and skills across all aspects of criminal investigation.

The force has a clear PIP2 (Professionalising Investigation Programme) development pathway with a clear structure and pathway to accreditation. The academy combines joint working between the Investigation Standards Department, Learning and Development (L&D), Protecting Vulnerable People (PVP) and Area Policing and has produced the force Investigative Resilience plan, has and continues to successfully work on the following:

- The development of a lateral movement pathway at Sgt and Insp ranks
- Fast Track detective recruitment has been initiated.
- Ensuring the ICIDP course in line with the College's new curriculum.
- Professionalising the accreditation of PIP2 by providing support to detective supervisors and mentors.
- Bespoke CPD events for investigators.

Protecting Vulnerable People will continue to see an increase in volume and complexity. In order to meet this demand, the department will continue to actively recruit officers that will be supported to become accredited PIP 2 investigators. This will provide for a higher quality of investigation which will be monitored through the performance framework and workforce establishment processes. A Domestic Abuse Board has recently been created that aims to improve scrutiny of investigations and ultimately create capacity through improved decision making. PVP will also be creating a scrutiny panel for serious sexual offences, this will again have an impact on the effectiveness of investigations, service to victims and improve criminal justice outcomes. PVP will have placed a request for a staffing uplift in-line with the government uplift program. This will support the future management of demand and will be monitored through the uplift program and internal performance processes.

Crime Scene Investigation (CSI) and forensic storage are required to complete an accreditation process that will impact on budgets and activity. The Crime department has engaged on an assessment process to review the force-wide capacity and necessity. Initial assessment suggests that the force will support the current 4 base model therefore extra funding will be required and is currently being scoped. This will mean that CSI activity will continue to meet the needs of the force into the future.

The intelligence environment must remain flexible in-line with a changing local, national and international threat level. In order to meet the predicted demand, the intelligence strand has been reviewed and is currently operating under a new model. Some key differences in the model is the creation of a 24 x 7 intelligence cell and financial intelligence capability. This cell provides support in any dynamic situation and is tasked for other more routine work. The cell has had positive feedback from users and will continue to be monitored for its effectiveness. The intelligence environment, particularly Cyber and Digital Forensics are also subject to accreditation. The intelligence strand has employed a Technical Manager that will support the future requirements of accreditation and have also submitted a business case to support future demand through the Government's Uplift program. Economic Crime continues to grow in terms of complexity. The department continues to review its capability and capacity. Looking ahead, the department has recognised requirements and has increased its financial intelligence capacity and reviewed processes that have created capacity by aligning the correct process to the correct department. The department is currently being reviewed to ensure its structure is fit for purpose and the right data is being captured and reviewed.

**Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

#### **Central Operations:**

If we are unable to secure the uplift in the Roads Policing functionality through the Horizons Project, we will find it increasingly difficult to meet the increasing demands that policing our roads places upon the Force.

With the CMTP process, we anticipate that we can increase the amount of crimes and incidents resolved at the first point of contact significantly.

#### **Partnerships - ARC (Assisting Rehabilitation through Collaboration), Licensing & Crime Prevention:**

It is always a challenge to evidence how much crime is prevented. There is ongoing evaluation work and links with the local universities to provide some effective analysis of the ARC team and its success or otherwise. With this analysis we hope to be able to adapt its methodology to become more efficient and gain a better understanding of what works for people with differing needs.

#### **Area Command – East:**

At an operational level we are confident that we can continue to meet demand and public need. Work is required to better understand public need. We have developed our Neighbourhood Policing model and in the future, we will be developing our approach to improving social capital. This is a program being delivered across four pilot sites as a proof of concept. We are also developing a 'problem solving' force mentality. We have trained all our NHPT (Neighbourhood Policing Teams) and come senior managers. In March 2020, we established target Neighbourhood Commands across Response, Crime and NHP to deliver a total problem-solving team across all disciplines in each geographic area command.

#### **Area Command – West:**

It is expected that the West Division will be able to meet the current and future demands in line with predicted rises. If the formation of a Level 1 proactive capability can be realised, then this will provide the additionality link in with the intelligence developments and to manage requirements to Level 2 and Level 3 teams where the need arises.

#### **Crime:**

Key issues to meet demand rely on appropriate budget, accreditation and staff uplift. If these elements are supported, then future demand should be met.

## Section 4: Prevention and Deterrence (Neighbourhood Policing)

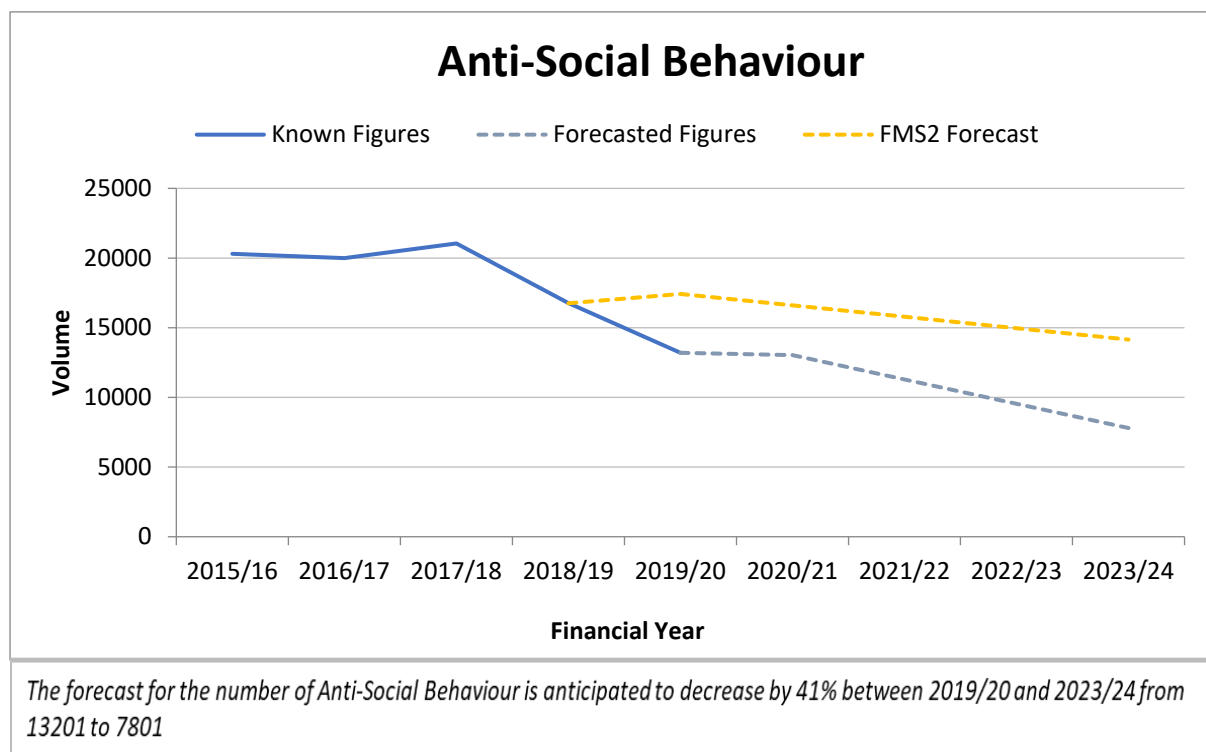
**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

### Current Demand

The current demand of our Neighbourhood Policing Teams (NHP) is going through a time of change. During recent times a large proportion of the Neighbourhood Policing Team's (NPT) demand was back-filling abstractions from other departments. This was primarily back-filling Response Officers, but some elements of auxiliary work were included where Police Community Support Officers (PCSOs) were being sent to incidents normally reserved for police officers. NPTs covered scene guards and were used for road closures at Road Traffic Collisions (RTCs), including the transportation of prisoners. The NPTs were also receiving requests from the Criminal Investigation Department (CID) and the Protecting Vulnerable People Department (PVP) to complete house to house enquiries, deliver police vehicles to HQ for maintenance and pick up CCTV for crime enquiries. A number of these auxiliary tasks have now ceased, but due to staffing levels some of these tasks are still being performed.

### Antisocial behaviour (ASB)

Reducing anti-social behaviour through effective problem-solving is still a core function of our NHP teams. Historically we have seen a steady reduction in ASB, which could be taken to suggest that we are providing an effective service that is delivering a reduction in anti-social behaviour and supporting community cohesion and safety.



ASB as stated in the last Force Management Statement (FMS) is recorded differently and consequently resulted in the reduction in ASB incidents. ASB will always be a core demand for NHP teams and as such all the teams are being trained in a structured way. March 2020 all staff are trained in the systematic use of a structured problem-solving process, (Scanning, Analysis, Response, Assessment)

SARA problem solving method. Also a problem solving hub made up of 2 PCSOs who are the tactical leads; who will ensure we are doing it in a quality way, assessing it and making sure that it is working to address threat, harm, risk, and road safety initiatives.

We will involve communities in each stage of the problem-solving process and work with our partners (eg, by sharing data and analytical resource and delivering responses).

As of April 2020, the teams will have been trained in and know the 3 priorities.

- Engaging Communities
- Solving Problems
- Targeted Activity

ASB cases are a significant demand area is managed on ECINS; this system facilitates multi-agency management of ASB issues. Between 1st May 2019 and the start of Feb 2020 there have been a total of 1321 cases created.

643 of these cases are ASB related

162 were police led cases.

63 cases are currently open.

There are a total of 10 Police teams set up on the system and the table below shows how many cases those teams have created in the period 1/5/19 to 18/2/20, along with the last updated risk assessment of the case and how many are currently open.

Team	Total Cases	Low	Medium	High	Open
Boston	16	13	3	0	7
Coast	11	4	6	1	5
Grantham	32	20	12	0	18
Lincoln NE	6	2	4	0	2
Lincoln SW	6	3	3	0	3
North Kesteven	21	9	12	0	3
South Holland	31	13	18	0	9
Stamford / Bourne	13	8	5	0	4
West Lindsey	19	9	10	0	11
Wolds	7	3	4	0	1

**Engagement**

A large percentage of the NPT role is engagement with the communities we serve. This takes many forms and is a demand upon their time that we are currently unable to quantify or measure (or assess for impact).

Access and Engagement may look different to some of the ways of working we have used in the past. We strive to provide continuity of service, with familiar faces known and respected by our communities. One size does not fit all and so this will look different for different communities. For

example, young people are less likely to attend a community panel, and elderly residents are less likely to access us via Social Media platforms. The medium of the access may change, but the level of commitment is unlikely to deviate much.

Many of the threats facing communities are Hidden Harms such as domestic abuse, sexual offences and child sexual exploitation/abuse, modern day slavery and radicalisation. It is the committed familiar and accessible face of policing which can break down the barriers to allow police to work with and influence communities and partners to tackle these harms at all levels; from a Parish level with PCSOs, through to the strategic level with intervention and relationship-building on key community safety work, such as the Safer Lincolnshire Partnership from Chief Officers.

By being connected to our partnerships at every level, solutions will be sought using the best possible information, having scanned and analysed data, and consulted our key partners within the county crime prevention team (joint team with Lincolnshire County Council and Lincolnshire Police established September 2019). The results are being collated, learning identified and used to inform our future approaches.

### **Mini Police Initiative**

PCSOs are still delivering Mini Police as a means of youth engagement for 9-11 year old in 121 schools across the county. We currently have 100 PCSOs delivering to 121 schools, which equates to each PCSO delivering 12.2 hours per year (6 x 2 hour engagements per year). There is however some hidden demand in preparing for these sessions. There is a Mini Police working group set up (which includes representation from the Office of the Police and Crime Commissioner [OPCC]) to look at how we deliver Mini Police from Sept 2020. The force is looking to expand to 160 schools whilst shrinking to 85 PCSOs; which would mean that each PCSO is committed to delivering 22.5 hours per year. The Force is currently exploring ways in which this could be achieved.

### **Threat Harm Risk**

Safeguarding is everyone's business. Our NHP teams will encounter vulnerability throughout their working days; they will fully understand not only why safeguarding is important, but how to act on concerns and work with other partners agencies to keep our citizens safe. Safeguarding within the area of Domestic Abuse, Vulnerable Adults, Child Sexual Exploitation and Abuse and Child Neglect will be a key focus of Neighbourhood Policing in order to support safeguarding plans that are developed alongside the Protecting Vulnerable Persons (PVP) teams.

Understanding and assisting the management of the risks posed by Registered Sexual Offenders (RSO) within the community will be an area of increased oversight by Neighbourhood Policing, which will add to the valuable intelligence picture that we have in this risk area.

Engagement and knowing our communities will help identify those who may be subjected to radicalisation and extremist views. Knowing how this manifests itself especially around the vulnerable is key to signposting them to the right agencies that can intervene in these areas.

### **Environmental Change**

Expected demographic changes in our population suggest that we will see growth among our elderly population, in our young (14-18 year olds) and growth in housing stock over the next four years. We expect these societal changes to influence demand on our NHP teams. Specifically rates of anti-social behaviour might be expected to increase and demand arising from increases in the vulnerability of our

communities in already relatively high demand geographic areas such as the east coast and south of the county will place an additional strain on our NHP teams.

Flooding is of great concern to Lincolnshire especially around the coastal areas and areas which have large rivers running through. Thousands of people were forced out of their homes in the village of Wainfleet when heavy rains led to the River Steeping bursting its banks on 12 June 2019.

Nearly 600 homes were evacuated, with some people not being able to return for months. This led to the demand on the Neighbourhood teams assisting with crime prevention, helping people evacuate their homes and the safeguarding of lives. This is a substantial demand on policing in general and is expected to happen more frequently in the future due to changes in weather patterns.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The financial horizon for Lincolnshire Police is likely to continue to be challenging in the short to medium term. Now, more than ever, it is imperative that we maximise the potential of our staff to provide real value to the communities we serve. At this time there is not enough staff to meet demand, but the Neighbourhood teams are not unique in this.

Workloads are manageable at this present time and hard choices must be made to as to what the teams can deliver.

For example: Everyday reports of disqualified drivers, drug dealing and low level, drink driving are not routinely targeted as the teams do not have the capacity to be proactive.

We are prioritising and dealing with high-risk areas but that does mean that other areas are not receiving the attention that the force would aim to provide.

The force is looking to reduce the number of PCSOs and this is being achieved by PCSOs applying to join as a regular police officer; however, this is a potential problem in the future as current PCSOs don't feel their jobs are secure. This ultimately affects their feeling of worth and wellbeing.

The force has helped with this and made it easier for PCSOs to join as PCs. To fill the last cohort the PCSOs did not have to complete an application or interview but only pass the assessment centre.

A new more focused approach to how Neighbourhood Policing is delivered will test some of the skills that we have to help meet our aims. A training needs assessment is being carried out and annually updated to ensure that our people have the right tools and equipment to deliver in the best way they can. Part of the programme will include an annual Neighbourhood Policing Conference, regular blended learning opportunities, personal training plans attached to Performance and Development Reviews (PDRs), and all of this will be underpinned by Problem Oriented Policing (POP) training to enhance the problem solving skills.

Sharing best practice across the whole of Neighbourhood Policing will be done in a number of ways, from maximising IT systems, regular Continuous Professional Development (CPD) events, and management seminars with the Neighbourhood Policing Inspectors.

Staff wellbeing is at a similar level to other areas of the force. There is some low morale as a result of uncertainty in NHP. There is a plan to invest in policing, awards, CPD and highlighting good work to the rest of the force.

We have the right technology and equipment and the force has invested heavily in this area. All the NHP teams have Mobile Data Terminals (MDTs).

We now require some solutions to record our engagement with the communities we serve. We are exploring this with our IT department and are looking at SharePoint to record our plans.

We don't currently use performance targets. We do however look at performance by way of exception. E.g. If we had a repeat missing person, NHP would develop a plan with partners to reduce missing episodes and reduce risks associated with this.

Understanding and measuring performance in the Neighbourhood Policing area of business can be problematic. We often find measuring prevention and qualitative activity difficult, but this will be done through building strong neighbourhood teams and having clear focus driven by the Neighbourhood Policing Sergeants with identified and agreed Key Performance indicators.

With our current resources we will have difficulty meeting all our future demand. As with all areas we require more resources rather than assets. We are expecting more from NHP and the demand has not reduced. The anticipated reduction in PCSO numbers has an impact on meeting demand.

The Force provides a number of support mechanisms this includes Trauma Incident Management (TRIM), Chaplaincy, and Occupational Health (OH). Sickness levels amongst current NHP resources is relatively low.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The NHP teams will prioritise activity. Community engagement and targeted activity, when implemented with problem-solving, is intended to reduce criminal victimisation and disorder, improved feelings of safety, increased trust and improved public perceptions of policing.

Neighbourhood Policing is often disrupted by supporting other departments such as Response Policing and the Crime Department. While well intentioned, the true value of Neighbourhood Policing has not been realised and consequently demand will not reduce as early intervention / problem-solving work could not take hold and prevent issues from escalating. Neighbourhood Policing has seen a reduction in staffing of 45% since 2012. There is a bid to bolster Neighbourhood Policing for the force with the force Horizons program. In order to best ensure that the preventative and problem solving powers of Neighbourhood Policing is in place, we have made a policy decision that Neighbourhood Officers will not be redeployed from their duties except with the permission of the Operations Supt, and even then only in exceptional circumstances.

Lincolnshire Police must make tough strategic decisions about the best way to deploy our staff. In order to properly invest in preventative and early intervention work to stem the rising tide of demand, Neighbourhood Policing will be given as much time and space as possible to pursue these ends. Tasks such as collecting CCTV and house to house enquiries will no longer fall to Neighbourhood Policing. The Officer in the Case (OIC) for crimes will need to manage their own activities in these respects.

Prisoner transport and scene-guarding must be critically assessed and agreed with the supervision in Neighbourhood Policing prior to deployment of Neighbourhood Policing resources. The Community Beat Managers should not be used routinely to back fill Response shifts.

This does not mean that incidents will not be allocated to Neighbourhood Policing and that they cannot investigate crime. They do and will, as appropriate, carry a crime workload. Consequently, the demand for Neighbourhood policing should fall in this area freeing up time to concentrate on the core focus of neighbourhoods.

### **Safer Communities**

The engagement and focus around these areas of business will lead to an increase in the intelligence picture which will in turn inform police activity. By building the relationships with communities and partners, plans to tackle the problems before they arise (through prevention activity and early intervention at a lower level before issues become major problems) will reduce crime and anti-social behaviour.

The greater use of restorative approaches such as Restorative Justice and Community Resolution will also positively impact upon the behaviour of individuals. There is credible research to show that these types of approaches can halt an individual from committing further offences in the future and also gives a greater sense of control for victims. Investment will be developed within the NHP teams to gain the skills and understanding to make restorative approaches work. We will ensure a consistency of approach across the county, working with services commissioned by the Police and Crime Commissioner to help shape these services.

By engaging effectively with those in our communities who wish to support policing in a tactical way, such as Volunteers, Peer Mentors, Neighbourhood Watch, Mini Police, we will maximise the positively impact upon our communities making them safer and improve the quality of life for all.

### **Modern slavery and trafficking**

The Neighbourhood Policing team will give a focus on the softer skills of understanding, managing and intelligence development of key areas of Threat, Harm & Risk to our communities. We will ensure that the teams will be fully conversant with all the risks within their community and take proactive steps to help manage these risks.

This will cover Organised Criminal Groups (OCGs) who operate and live in our communities. The activities of the OCGs are many and varied and may or may not include gangs running County Lines who may not be officially recognised as an OCG. By understanding who and where they are we will not only gather useful intelligence, but take practical steps to disrupt these harmful groups by taking simple policing measures – for instance stopping vehicles that may be being used to ensure that they are taxed and insured. Our NHP teams will help maintain Lincolnshire as a difficult environment for these criminal gangs to operate in.

We will become more targeted within the community looking at local businesses which have been set up employing vulnerable persons, ensuring that these persons are not being taken advantage of but it is a legitimate professional run business.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

With our reduced numbers we will have to work smarter. A more skilled workforce and utilisation of technology will be the way forward for Lincolnshire Police.

We will meet our commitments and objectives within our higher risk areas by the training of our teams and having a hub of excellence where the problem-solving and other areas are managed.

Our NHP will focus on the set local priorities rather than focussing on everything. Consequently we will have to manage the expectations of the public.

The demand involving low level crime and areas where teams could be proactive may not be met. This was discussed earlier and includes targeting of disqualified drivers, drink drivers and warrants for drug use may not be actioned.

The consequences of not meeting these demands are the boldness of offenders to carry on with this behaviour and ultimately could result in the serious injury or even death of a member of the public.

This would cause the force great reputational damage; however, with the anticipated uplift in officer numbers the risk will be mitigated to a degree once these new officers are trained and operationally competent in the role. This may take a few years; meanwhile the NHP teams will focus their efforts in the areas that we have already discussed.

We have given additional powers to PCSOs to deal with some road safety issues but these may not be used as we are directing our NHP staff to problem solve, build relationship and partnerships. However, if Lincolnshire Police has to continue to work with a limited budget leading to a reduction in resources this will impact on the forces ability to cover gaps in service delivery.

The ability for NHP to be proactive in terms of Key identified network management, local priority warrants for crime, intelligence gathering etc is at high risk of failing. Without the reduced resource being given the ability, time and space to do this, NHP will become more responsive and not achieve any meaningful problem-solving that could reduce overall long-term demand.

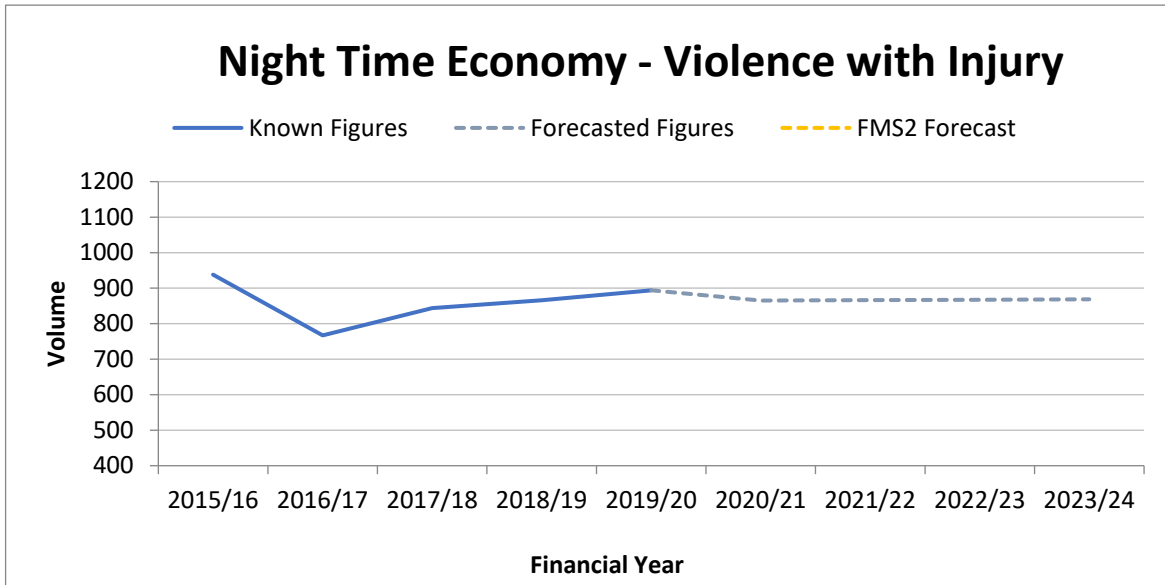
## Violence in the Night Time Economy (VNTE)

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

### Current Demand:

Demand centred on Violence in the Night Time Economy is a focus of the forces wider Violence strategy. A force thematic lead has been appointed to review demand and the forces current response to it.

The Demand for Violence with injury can be seen below:



*The forecast for the number of Night Time Economy Violence with Injury offences is anticipated to decrease by 3% between 2019/20 and 2023/24 from 894 to 868 (NTE Violence has been defined as any Violence with Injury offences that have taken place within the hours of 21:00-04:00hrs and not occurred in a dwelling)*

In 2016 the Forces response to VNTE was embedded under Operation NOVA and linked directly to a previous County Safety Partnership objective to reduce violent crime.

With a shift in priorities across the County and the move to the Safer Lincolnshire Partnership (SLP), VNTE is no longer a priority for the SLP. This appears to have influenced the way in which each policing district has now adopted a varying response to how they police the NTE, in their areas focusing on local analyse of the perceived causation factors, staffing levels and partnership engagement.

Lincoln

Lincoln City experiences the greatest level of VNTE, this is to be expected due to an estimated 66,000 people using the pubs and clubs at the weekend. Currently it implements Operation Proactive where the focus is on providing a more agile resource to focus agile resource to focus on any emerging Threat, Harm and Risk that has been identified through the TARM meeting. This makes use of 4 four officers in two response units to provide additional mobile capability in and around the suburbs of the city as opposed to all officers being committed to dedicated VNTE patrols within the ‘entertainment districts’ of the city.

This is supported by a rigorous ‘PubWatch’ scheme and excellent coverage from the City Centre CCTV.

Grantham

Op Pickering II aims to recognise good practice in the NTE around early engagement with the public and premises, constant communication with CCTV and appropriate physical presence at key times and locations.

Grantham has a relatively small entertainment district in the centre of town where most of the key licenced premises are located, and this drives the deployment of officers, along with late-night food premises nearby.

Recent liaison with the Police Licencing Team identified the positive commitment of local Response, Anti-social behaviour and Neighbourhood Policing Team officers across North Kesteven and South Kesteven to ensure Innkeeper is updated in a timely manner, which is shown to be an effective practice in addressing issues at the earliest opportunity.

Police have led on two recent attempts to re-invigorate PubWatch on South Kesteven, but these were met with a degree of apathy from Licensees. Progress has been made and we are hopeful that Licensees will lead on a PubWatch Scheme in the near future.

Boston

With its level of migrant population Op NOVA remains the default response to VNTE, this centres on routine patrol of the town centre as a preventive measure and responding to incidents of disorder.

Skegness

As a Seaside Town, Skegness sees a seasonal peak (summer) in its VNTE levels. In 2018 the local intelligence picture identified that Class A Drug usage (Cocaine) was prevalent in the town and believed to be supported by some of the pubs and clubs, it was flagged as a causation factor for the level of VNTE in the area. This analysis led to the implementation of OP California which centres on the use of drug itemiser testing within the drinking establishments and challenging those Licensees where results indicated the prevalence of cocaine use. The joint operation involving East Lindsey District Council Licensing Department and passive drugs deployment remains the current areas response to its policing of the NTE. This is however currently on hold due to the Coronavirus pandemic.

A full review of the demand expected in the next four years has been carried out to fully understand the future demand; the parameters for this were set as below:

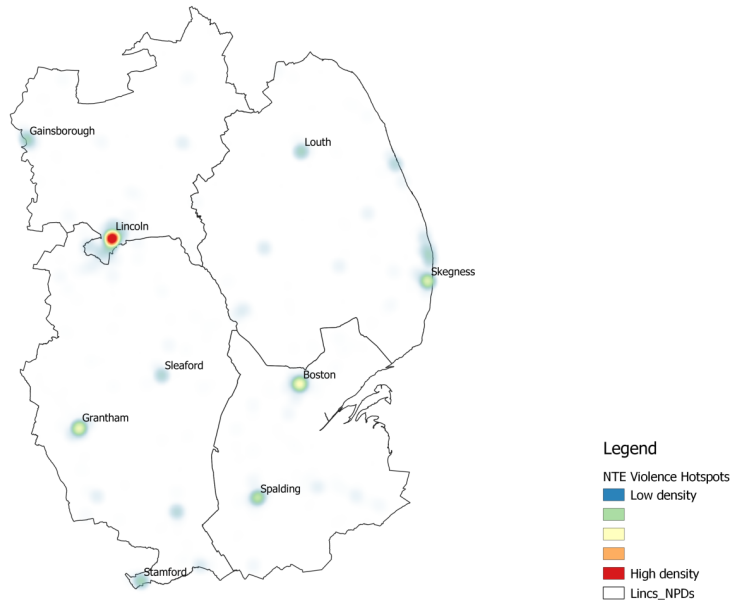
- Occurring between 21:00 and 05:00
- Not in a dwelling
- Including Public Order with Violence
- Only Violence without Injury occurrences involving assault or threats of violence (excluding for example coercion, and exploitation)

These were chosen to provide a picture of those offences linked to the NTE allowing a focus on work to impact on the implications of the crimes on the victim, partners and the police.

The data demonstrates that:

- In 2018 and 2019 violent crimes increased dramatically.
- Demand is anticipated to remain at the current level.
- Seasonality trends overall show peaks in May, July, August and December.

The hot spots of violence shows a pattern that is expected and follows the current force areas response to NTE patrol plans. Future demand predicts that these will remain the same in the future.



Local and National horizon scanning does not indicate that there are any significant changes to legislation or planning which would be likely to have an influence on the predicted demand and the identified hot spot areas.

Please note that at the time of writing this the impact of COVID-19 and lockdown has reduced the demand in the NTE and it is unclear how this will change once restaurants, bars and clubs re-open. There are so many unknown variables that may influence the NTE such as venues capacity with social distancing measures in place, people’s behaviours in wanting to return to such venues, and the economic factors e.g. an anticipated recession which may see a reduction in the number of venues.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Each policing district response to VNTE using its own local resources within a shift pattern that allows an uplift of staffing numbers to cover the anticipated and experienced peak in demand on a Friday and Saturday night. The details for each district vary but officers work an evening shift starting at around 17:00 until 04:00 this means that between 22:00-04:00 each district has the maximum number of resources deployable based on their allocation of the Force Establishment.

From the data of crimes recorded for Violence with injury resulting from the NTE an initial assessment would be that current staffing and deployment models have not kept pace with the increase in demand shown between 2018/2019 and 2019/2020. Whilst there is a prediction that VNTE levels will stabilise, currently the ability to deploy sufficient resources to prevent and respond to incidents of disorder is hampered by the reduction in the deployable establishments across the Neighbourhood Response function.

**Officer numbers**

Across the force officer numbers are lower than required to provide the efficient and effective service to the public that we would like to; this is true when the policing of the NTE is considered. The

traditional response to NTE policing is and remains the deployment of officers on targeted patrols at the peak times.

The ability to deploy additional local officers to the VNTE hotspot areas to meet the increase in demand over the last 2 years and the prediction to remain at this level, is directly related to an anticipated uplift in the force establishment beyond current figures. The short to medium term prediction is that any increase is likely to be small with a marginal impact on the current force establishment.

The officers that are deployed tend to be younger in service and are taken from the Neighbourhood Response officers, as the force looks to uplift its establishment through the Horizon 2023 project, it is predicted that the average length of service of the response officer will reduce with a large number of those deployed having less than 2 years' service.

The force has committed to the continued provision of tasers for many front-line officers, and this provides a valuable piece of equipment to protect the officers from the risk of injury when dealing with the confrontation often experienced when policing the NTE.

### **Focus on reduction**

The causation factors of VNTE are well-researched and understood. The presence of well run and managed license venues can and has been shown to result in lower levels of VNTE, demonstrating that the presence of individual premises or 'drinking circuits' does not necessary have to correlate to an increased experience in disorder.

The ongoing focus should quite rightly be placed on looking to the impact of the anticipated increase in incidents by ensuring all districts employ best practice and work with key partners to reduce demand.

### **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

In order to understand the causation factors, deeper analysis has been carried out to tease out any themes that can be tackled for example, the involvement of door staff as either victims or offenders.

A review of suggested national best practice and evidence-based solutions is taking place. From this a metric will be produced against the district hot spot areas, which can be assessed to establish if further work can be done with key partners to reduce the incidents, and impact on the levels of violence and disorder.

Work will commence with the Force Licensing Team and partners to produce an action plan for those areas where best practice requires implementation.

We will establish a county wide meeting structure to raise VNTE as an emerging priority, focusing all partners on the aim of reducing the gap between anticipated demand and the capacity of Lincolnshire Police to meet this demand.

Through the action plan and a renewed focus of all partners towards the continued demand created by the NTE this will help reduce the demand through prevention, detection and diversion.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

Currently, it is difficult to quantify the percentage reduction in demand that current work is likely to achieve, a realistic achievable projection is a 10-15 percent reduction in demand achievable.

With a finite number of officers deployable across the county, the interdependency across the incident reports is apparent. If the Force is unable to resource urgent calls away from the VNTE hotspot areas, it is necessary that any officers tasked to patrol these areas will be drawn away to meet this demand.

Ultimately all reports will be crimed, attended in one form or another and investigated, but without a reduction in incidents it is unlikely resources will be available to attend all reports at the time of the incidents occurring, or that proactive patrols can be maintained. This will impact on any effort to reduce the number of incidents through the use of preventative powers such as dispersal notices.

The implication of not meeting current demand is the creation of latency in that demand, with the victims being dealt with at a later date, and a reduction in victim satisfaction. The inability to attend at the time of the report of disorder may well impact and reduce the solvability of the crime, with offenders and witnesses becoming more difficult to trace, and poor service being provided to the victim.

The inability to target hotspot areas with a police presence in the vicinity of any report may lead to escalating disorder, and the potential for increased level of injury to victims.

It is likely that the public and partner's confidence in Lincolnshire Police may be impacted by an increase in VNTE coupled with a reduction in officer visibility.

Across the county the provision of Council Wardens varies between local authority areas.

## Section 5: Investigations

The PEEL inspection 18/19 makes recommendations for improvement in areas such as Investigative Supervision, Investigative Outcomes, understanding vulnerability at a strategic level and understanding Domestic Abuse and the declining arrest rate. The Areas for Improvement compliment Lincolnshire's awareness of where gaps are and where Lincolnshire seek to improve.

Lincolnshire Police recognises that Investigative Supervision can be a challenge when supervision spans a very large geographic area however, we are working to develop guidance that will make the expectations of staff, supervisors and managers, very clear. An analytical product will be produced that will allow key staff to see the age of investigations at a glance. The guidance will make clear when a Supervisor, Inspector and Superintendent are required to review an investigation and add commentary to the investigative log. The force also intends to update the niche investigative officer and supervisors' template. Currently the template is a 'free text box' that does not direct or 'hold to account' investigators or supervisors. Updated templates will require both the investigator and supervisor to detail the status of the investigation, considerations around Domestic Abuse and Victim updates and improved signing of declaration. To also assist with the quality of Investigations, the Force intends to expend its cohort of Disclosure Champions. This will allow for greater support, improved raising of awareness about key investigative issues and ultimately improved service to victims.

The Force also recognises the data picture around Outcomes needs to be improved. The Force will implement outcome specific templates for investigations. This will assist the investigator and supervisor in thinking about the specific requirements for that investigation. The template will be bespoke, prompting actions and requirement unique to that crime. This will be auditable and therefore can contribute to a performance framework.

Lincolnshire continues to work closely with the Lincolnshire Safeguarding Adults Board and the Lincolnshire Safeguarding Children's Board that assists with strategic understanding of vulnerability. Data is shared to enhance the common understanding of demand. Lincolnshire Protecting Vulnerable Persons (PVP) department will continue to ensure its staff are appropriately trained where practicable. The PVP department will support and work closely with the intended Rape and Serious Sexual Offences (RASSO) Prosecution Team Performance Meeting (PTPM). This PTPM has been in action in other areas of region during 2019 and will be developed further with Lincolnshire in order that detectives can work closer with CPS colleagues to continually improve strategic understanding and effective working practices. The PVP department will also look to develop a Domestic Abuse Board (DA). This board will look to engage staff, supervisors and managers on all issues relating to DA in order that service levels can be improved, more victims can be safeguarded from harm and delivered Justice increases. The board will be chaired by a senior detective in order that maximum influence across the force can be achieved. Broader PVP Performance will be supported by the creation of a detailed performance dashboard that will assist in understanding key issues and will help to formulate plans.

The Crime department continues to develop the Crime Academy providing investigative support, career pathways and a central repository for key policies. The focus is the recruitment and training of staff to achieve PIP2 status that will further support the improvement of investigations.

## Cyber Crime

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

### Current Demand

The Cyber Crime Unit (CCU) has been established for 12 months and is set up to investigate cyber dependent crime. Cyber-enabled crime is investigated within the local Criminal Investigation Departments (CID). The CCU has a Pursue team made up of 2 Detective Constables (DCs) and a protect and prevent team which consists of 1 Police Constable (PC) and 1 civilian member of staff.

The East Midland Special Operations Unit (EMSOU) sets the overall strategy; but the workloads of the pursue team and overall management of the 2 teams is completed by the Detective Sergeant (DS) who is also the DS for the Digital Forensics Unit (DFU).

The Pursue team have around 10 crimes each on their workload at any given time which have investigative lines of enquiry. Any crimes that have low solvability factors are filed after they are reviewed. They also provide investigative strategies for the cyber enabled occurrences to assist officers. Crimes are raised through The Crime Management Bureau (CMB) by Action Fraud, however some crimes are being missed, as the CCU are emailed the victims lists, and on occasion there are victims but no occurrence has been raised by Action Fraud. Consequently, the CCU will raise the occurrences themselves via CMB.

EMSOU have Key Performance Indicators (KPIs) that the teams are required to meet –

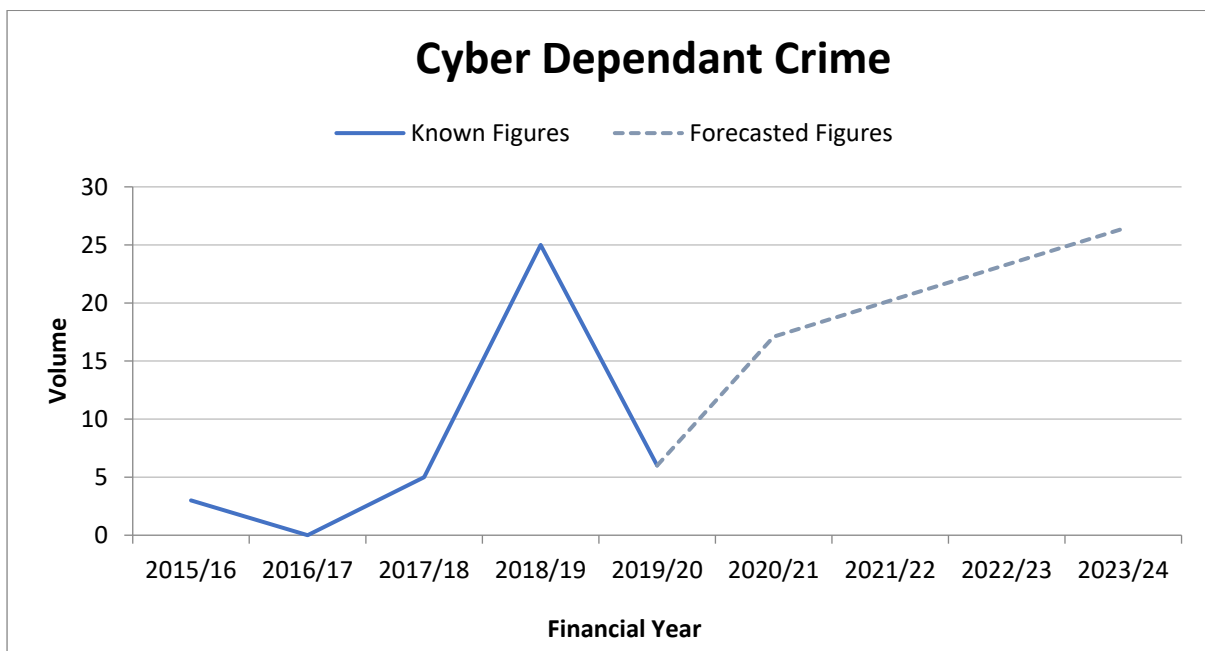
- **Pursue** – 100% of all cyber dependent crimes are to be investigated.
- **Protect and prevent** – 100% of all victims of cyber dependent crime are to be contacted and provided with advice and support and of those 100%, 75% are expected to take some positive action. The returns are emailed to EMSOU, and the teams are meeting their required KPIs at this time.

The Protect and Prevent team carry out engagement and partnership working with small to medium businesses, partners, other agencies and both the public and private sector. For example, they held their fourth cyber security forum in February 2020. This event is held in partnership with the Federation of Small Businesses, LAGAT Apprenticeship College and local businesses, who are invited to attend to listen to presentations and workshops to help improve their cyber security. They have carried out presentations with charities and also Domestic Abuse agencies. They also took part in the Lincolnshire stalking conference, and have worked with social services, probation and the NHS.

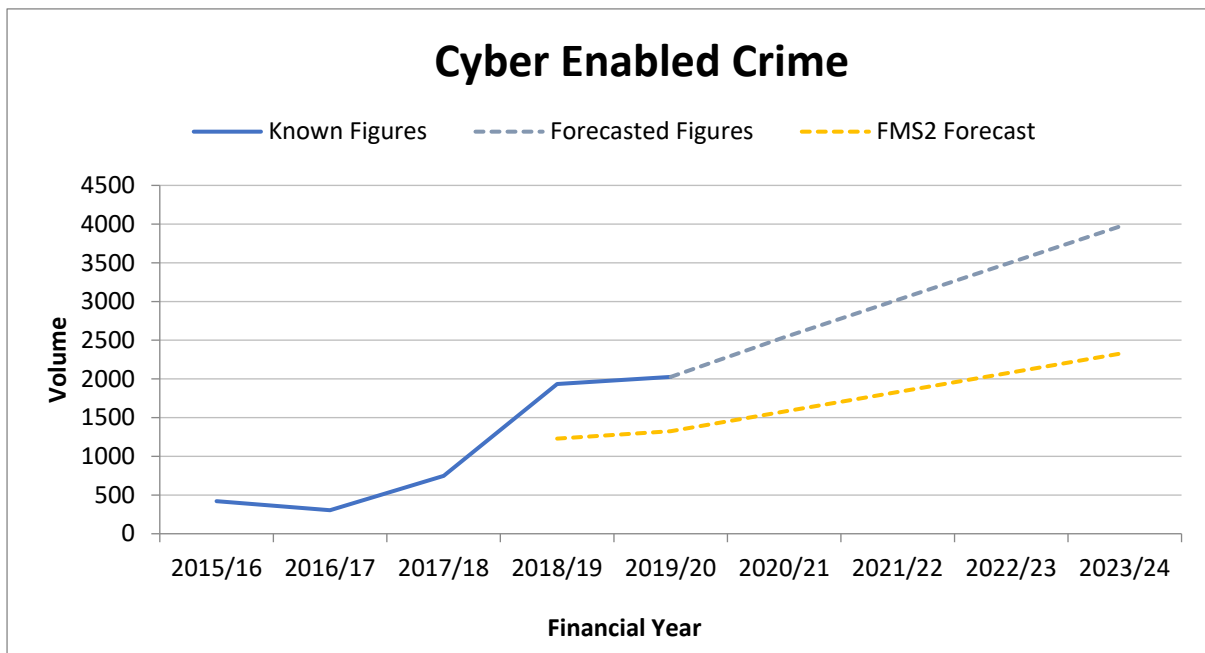
The Protect and Prevent team are also rolling out a school’s project to help teach young people about cyber security. Through the Prevent Programme, they also work with potential offenders and encourage referrals.

The demand at the current time is manageable with 2 Pursue investigators in relation to investigation, and sufficient staff to manage the Prevent and Protect workload. However, the force is expecting a significant increase in cyber dependent crime in a quantity which is difficult to predict accurately. Should the actual increase be significant, the force may need to review the size of the CCU team in the next year.

The Pursue team are also trained to be Digital Media Investigators (DMIs) on a part-time basis. This provides the force with extra resilience in this field of investigation and bolsters the DMI team from 2 to 4. This approach has been approved by EMSOU. There is crossover between the CCU and the DMI workload, particularly around open source investigation. As a result, the 2 Pursue investigators have been able to assist with DMI activities for homicide enquiries, high risk missing people, and burglaries etc.



*The forecast for the number of Online/Cyber Dependant offences is anticipated to increase by 333% between 2019/20 and 2023/24 from 6 to 26*



*The forecast for the number of Online/Cyber Enabled offences is anticipated to increase by 97% between 2019/20 and 2023/24 from 2026 to 3991*

**Demand expected in the foreseeable future**

It is expected that cyber-dependent and cyber-enabled crime will increase in the next 4 years as more crime is committed using online means. The projections are received from EMSOU and Action Fraud. Our own analysts have projected a 333% increase in the next 12 months. (See the graph above) This is still an emerging crime trend; therefore, it is difficult to quantify whether this projection is accurate. The reason for this is because cyber-dependent crime is often under-reported by individuals and businesses due to embarrassment or for commercial reasons. However, with media campaigns and the work that the protect and prevent teams do both locally, and also across East Midlands Region to raise awareness, it is expected that there will be more reported crime; and therefore, the crime figures will increase.

Currently, the team is funded by the Home Office via EMSOU, so the staff that we have on the teams are secure. However, if the funding was to end in April 2021 and the cyber team was no longer supported by the force, then we would not be able to meet any future demand after April 2021, and cyber dependent crime could potentially go to local CID to investigate.

The cyber strategy at an EMSOU level is set every year and also at a local level.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The current position is that we have enough staff to meet the demand for both Pursue (2) and Protect and Prevent (2). However, this is an emerging crime trend which is still estimated to be under-reported, so future demand may require the size of the CCU to be reviewed.

There is no reported sickness, welfare is good, and all staff have a good work-life balance. The team are meeting their KPIs, and there is an investment in training and equipment.

The CCU can invest in training through the cyber fund via EMSOU and also through the Institute of Cyber Digital Investigation Professionals (ICDIP). This was set up through the College of Policing as a way of retaining and training staff, and to provide them with a level of accreditation to do their role. Staff apply for training through ICDIP if it is authorised by the College of Policing, then the Force can be reimbursed for the cost of the course and any accommodation.

The unit generally do not have a problem with retaining staff. One of the pursue investigators has applied for a job in the Divisional Intelligence Unit (DIU) and has been successful so a new recruit will be needed this year. The other Pursue Investigator at some point this year will be seconded to the regional team for 6 months to improve his development and knowledge which will be of benefit to the individual, the team, CCU and the force.

The Pursue team are DMI trained so they do assist on some of the big operations e.g. EMSOU Major Crime; but generally, this is for a short duration (eg 1-3 days) and is manageable.

Once the cyber funding ends then the force will need to invest in future training. There may still be training funding opportunities with the ICDIP.

The team will be provided with mobile phones to improve service delivery and victim contact.

The team were part of a HMICFRS inspection last year and the team was commented on favourably. With regards to staff development, all staff have PDRs once a year and regular 1:1s with their DS. They also attend regular conferences and meetings with the regional supervisors and other teams.

With regards to technology at the moment the CCU has all the equipment it requires and is funded through the cyber budget; however, licences will need to be renewed. This can be reimbursed from the cyber budget whilst it exists. In the long term the force may need to fund the renewal of equipment and software licences, if the funding ends.

The Detective Sergeant who supervises the CCU also has responsibility for supervising the DFU (8 members of staff), the DMI team (2 members of staff) the Imaging team (3 members of staff) and 3 volunteers. This is a total of 20 members of staff. The Technical Manager that has been employed is responsible for accreditation only. The Detective Inspector is in the process of putting together a report to request the formation of a DS post for the CCU, and to oversee the DMIs. The workload of the DS and the supervision of 20 members of staff is a risk to the Force and there is a risk to wellbeing, and therefore needs to be addressed.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

In relation to future demand; this is still an emerging crime trend and there is a projected increase of 333% for cyber dependent crime. At this moment in time it is expected that the team could manage however this would need to be reviewed on a yearly basis. The funding could end in April 2021 which means that the Force would have to locally fund training and equipment, which would also need to be reviewed.

The CCU team have been on training courses in the last 12 months that have been invaluable for their role and will continue to be supported for training. This is supported both locally and by EMSOU. The members of the CCU are members of the ICDIP and can also apply for training via them however the

funding is on a yearly basis and it is unclear how long the ICDIP will also be centrally funded by the Home Office through the College of Policing.

The gap will need to be reviewed on a yearly basis and in consultation with EMSOU and also the Force SMT should the funding from the cyber budget and ICDIP end in April 2021.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

As Cyber dependent crime is an unknown quantity it is expected that it will increase significantly in the next 12 months, and coming years, as more criminals operate online to commit crime. It is also still a crime that still goes unreported by individuals and businesses for a number of reasons, however with cybercrime becoming more high profile and with the work that Prevent and Protect teams are doing this should mean that more people feel confident to report.

In the next 12 months it is expected that CCU will be able to manage demand, however this will need to be reviewed every 12 months.

If the team was to be disbanded then this type of crime would go to local CID to investigate, who arguably do not have the right skill set to investigate cyber dependent crime at this time. This would mean that there could be some harm to the public as officers within the local CID departments may not have the required skills, training or knowledge to investigate this crime type. This could also leave vulnerable or high-risk victims more open to being repeat victims.

There may be some reputational damage to the force if cyber dependent crime could not be investigated as officers do not have the right skill set, training or knowledge should the funding end and the CCU is disbanded. However, this is not expected to happen as the current forecast is that further funding is likely to occur.

## Digital Forensic Unit

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

### Current Demand

The Digital Forensics Unit is tasked via the Niche DFU submissions pot for the examination of mobile phones, computers and devices. The 'pot' averages at around 100 tasks each task may have multiple exhibits that require examination. The average number of exhibits at any one time in the DFU exhibits store is around 350 exhibits ranging from computers, mobile phones, hard drives, memory cards and USB sticks. Some devices can take a few hours to process, whereas some may take several days. For example the average hard drive size for a computer is 1 TB and takes 6 hours to image and verify. Once acquired the image is processed by a couple of programs; and depending on data size, it could take anywhere from an hour to a few days to process. The unit works on a server so if there are retrieval difficulties, this can impact on the time taken to complete.

The demand for digital forensics comes from various areas of crime. About 70% of the work comes from the Police Online Investigation Team (POLIT) and the remaining 30% comes from drugs cases, murders, serious assault, burglaries and serious road traffic collisions etc. The DFU processes approximately 2000 devices a year.

There is a service level agreement (SLA) in place but due to the demand in digital forensics increasing and back-logs, it has recently changed from a 12 week turnaround for a standard (non-urgent) job to 18 weeks; and for priority submissions from 6 weeks to 8-10 weeks.

The DS has the overall responsibility for the submissions pot and grades submissions as high, medium or low priority as appropriate. The DS will then move the authorized submissions into the technician's pot, and they select the tasks, usually in date order.

The urgent work is dealt with on a daily basis, so for example if a serious offence has occurred such as a murder and there are suspects in custody, then the SIO may want certain devices downloading whilst they are in custody to assist with high priority actions and charging decisions. This means that due to the DFU being a relatively small team the daily demand is then not serviced for 2-3 days which does have an impact on back logs.

A number of measures have been taken to try and improve the service delivery and to reduce the backlogs including the purchase of new equipment, upgrading some of the existing equipment, ensuring the vacancies are filled within the team and overtime; but as submissions are being processed more submissions are being tasked into the pot. These measures have not succeeded and so the SLA has been changed.

The force was given a £1.8 million grant from the government and the force earmarked £60,000 to deal with 'digital harm'. As a result of this we are currently advertising the new role of a Triage Technician to deal with POLIT work. This triage work will in the future need to be accredited to ISO standards. This new role will hopefully alleviate the pressure on the existing DFU team and help the unit to achieve accreditation in this area of business. The position is a temporary contract for 2 years with a view to hopefully it becoming a permanent position.

It is evident that the demand for digital forensics in investigations will only increase, and therefore there is a need to invest in staff and further equipment to ensure that the DFU can meet and improve on their SLA and to ensure investigations are dealt with as expeditiously as possible. A report will be submitted to the Chief Officer Group (COG) for their consideration of this matter.

In 2019 the DFU became an accredited lab to ISO 17025 standards in both computers and mobile phones. In March 2020 the DFU lab was inspected by UKAS and UKAS has renewed the accreditation for another 12 months. Accreditation has had and will continue to have a significant impact on how the DFU works as regards its processes and procedures, the SLA and backlogs. It is expected that more areas of digital forensics will require accreditation to ISO standards such as DMIs, POLIT triage work and the kiosks. The DFU currently has one Technical Manager; as these further areas come in scope at least one other Technical Manager will need to be employed.

The current demand for DMIs has increased. DMIs provide advice and support to officers and staff around digital forensic opportunities for investigations and providing digital media strategies. There are 2 full time DMIs who are DCs and 2 members of the cyber Crime Unit (CCU) are also DMI trained providing extra support. They are trained in how to conduct Radio Frequency Propagation surveys aka as RF, in router downloads and WIFI surveys and Internet Intelligence Investigations previously known as open source investigations. The process in how DMIs will be tasked is being reviewed.

The Force currently has no capability regarding vehicle telematics. If an investigation requires vehicle telematics, the DMIs request the assistance of other forces. As vehicles become more enabled with digital technology, the demand is expected to increase.

The DFU are also responsible for the kiosk machines that are located in various stations across the force. There are 6 kiosks. These allow Officers to download mobile phones at a basic level. Approximately 6000 phones are year are downloaded through these machines. However, as the operating systems on mobile phones improves, the kiosks are not compatible with some of these devices and so more phones particularly iPhones are being submitted to the DFU for examination. The Unit is looking at ways as to how the kiosks can be refreshed. The kiosks and staff who are trained (approximately 300 officers) will need to be accredited to ISO standards.

### **Demand expected in the foreseeable future**

The expected demand over next 4 years is predominantly moving towards mobile phones, rather than computers because of how the technology is developing e.g. phone memory capacity and 5G. Computers are likely to become more redundant as the mobile phone is becoming more capable. It is difficult to state exactly how mobile phone demand will increase but it is expected to increase exponentially. The management are currently working with Performance Analyst to track the increase over the last 3 years in order to predict the next 3-4 years business.

More criminals will continue to commit crime through digital means, and this is expected to increase, as it is more difficult to trace criminals online, and easier to move money and stolen goods around. Members of the public are susceptible to becoming victims of online crime due to poor cyber security, and through the scams that criminals use. As technology improves, there is the potential for law enforcement agencies to improve their ability to physically track and trace criminals, and to harvest crucial digital forensic evidence to prosecute and convict offenders.

There are external factors that are expected to increase the demand in digital forensics. A significant factor is mobile phone companies, who increase the security of devices as a unique selling point for their product. For example, encryption adds an extra layer of complexity around phone and computer examinations, and as technology improves, so will the Force need to invest in up to date software and equipment to overcome this.

The demand for the use of DMIs at crime scenes in relation to RF surveys, router examinations and WIFI surveys is expected to increase significantly, as this evidence is required to corroborate communications data. More vehicles, houses and businesses are becoming more technical. For example wireless doorbells, digital assistants, games consoles and even kitchen appliances are on line (such as televisions, fridge freezers and washing machines). This means that the demand for digital crime scene examinations will increase, particularly for serious and complex crime. The force has 2 full time DMIs and 2 part time DMIs, with one set of equipment and one vehicle between them. The equipment is very expensive to purchase; therefore, it is expected that there will need to be an investment in staff, vehicles and equipment to be able to service the extra demand. The future requirement for DMIs and their equipment to achieve and maintain accreditation to ISO standards will also have an impact on the role of DMIs and any increase in numbers and equipment.

Crime types do evolve as technology allows criminals to operate remotely for example with county lines drug supply, human trafficking and slavery and cyber-crime therefore more and more cases will rely on digital forensic evidence in the future.

The DFU does not currently triage devices such as phones and computers at scenes, but there could be an increase in the demand for this requirement and this type of work will eventually have to be accredited to ISO standards. However, if more staff have to be out at crime scenes this will have an impact on the examination of devices within the lab, backlogs and SFR reports.

As it is expected that mobile phones will eventually replace computers as phones will have more functionality and memory, therefore the use of kiosks is expected to increase. Accreditation to ISO standards will have a significant impact on how we utilise these kiosks; as to accredit 300 officers is going to be very difficult. Steps are being taken to explore how other forces are utilising kiosks to ensure that the DFU does not become overwhelmed with submissions and cause further delays in back logs.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The DFU comprises of 1 DI (also in charge of the Cyber Crime Unit, Imaging and CAB), 1 DS (also supervises the Cyber Crime Unit and Imaging Department), 1 Technical Manager (oversees ISO 17025 accreditation), 3 Technicians, 4 Investigators (1 who specialises in Mobile phones and 3 who specialise in computers) and 2 full time DMIs. The DFU has also been able to create a new temporary post of Triage Technician who will focus predominantly on POLIT work. This post has been created as a result of the special grant money from the government £1.8 million in total and the force earmarked £60,000 for 'digital harm'. This post will help the force to achieve accreditation in the area of POLIT triage work and alleviate the pressure on the existing staff in the DFU who would have to take on this extra work.

All posts are currently filled however one of our experienced technicians has successfully applied for a new job, so he will be leaving the unit imminently and we are currently succession planning. It takes around 9 months for a new technician to complete the required courses and training to be competent in the role and to become accredited under ISO 17025 standards.

Retention of staff and recruitment in the unit is fairly good at this time. The technician that is leaving the Unit has been with the Unit for 4 years, and this new career opportunity is a natural career progression for them. Any job advertisements do generate a lot of interest.

There has been an increase in staff working overtime both in a technician and DMI capacity and there are two reasons for this. One reason is because we have been trying to reduce the backlogs to improve service delivery and we have seen an increase in 'urgent' submissions because of investigations that carry a high risk or larger operations occurring for example a recent murder enquiry where there were multiple suspects in custody and the investigation has been heavily reliant on digital evidence.

As mentioned previously the DFU is not meeting current demand and the SLA timescales have had to be extended. As demand for digital forensic investigation increases in the future the backlogs are expected to increase. A number of steps have been put in place to try and resolve the issues i.e. ensuring all posts are filled, increase in equipment and upgrading equipment and overtime but this has not worked the only option open to the force is to employ more staff and invest in more equipment.

In relation to staff wellbeing there is generally very little sickness within the department and morale is fairly good. However, the staff within the lab environment should have mandatory counselling every year due to the nature of the images that they are viewing (indecent, extreme and violent images). They have not had counselling since 2018 so the DI has to set up counselling sessions via the chaplain whilst the force resolves this wider issue.

The Technical Manager role was created as a result of the requirement to become an accredited lab. There are 2 areas that fall under accreditation in the force mobile phones and computers. However the Forensic Science Regulator is recommending that CCTV, Triage work, Kiosks and DMIs all need to

be accredited and that accreditation becomes a statutory requirement. Each stream of work should have its own Technical Manager. The force will need to employ more Technical Manager(s) as accreditation expands to other areas of work.

Each year the DFU submits training requests for the financial year. The cost of courses and CPD is expensive both through the College of Policing and through other external providers. A requirement of accreditation to ISO 17025 standards is that staff must have regular CPD to be able to develop their skills and knowledge and to prove their competency. In recent years the technicians have completed CPD but the Investigators have received little CPD mainly due to some of the submissions for training being rejected because of the force training budget. However, we are putting all of the DFU through the Institute of Cyber Digital Investigation Professionals scheme (ICDIP) once accepted they will be able to apply for funding through the ICDIP for training courses.

Any new employees do need to complete mandatory courses through the College of Policing and external courses in total it costs about £9000 to train a new technician and around £10,000 to train a new DMI.

The unit has had a lot of new technology implemented over the last few years and it is currently fit for purpose and working. The equipment is expected to last around 3 years before replacements are needed. The cost to replace equipment in the lab is estimated to be approximately £70,000.

It is expected that the RF kit (radio frequency measuring kit) may have to be replaced because of 5G being rolled out, and it is estimated that this will cost about £75,000 to replace. Previously there has been funding from the home office but it is unclear at this stage as to whether that will be the case again. It is anticipated that the router kits will also have to be replaced. It is unclear what other equipment will be affected by 5G. Due to the changes in technology there will be ongoing financial implications to the force.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The force is appointing a triage technician role for POLIT work this will help the Force to eventually achieve accreditation to ISO standards in this area and to help alleviate the pressure on the existing DFU staff who would have been required to undertake this work and this would have had an adverse effect on the Niche submission back logs. As this new post will remove this responsibility from the POLIT staff it could mean that more warrants and therefore more devices will be seized and will require triaging and then examining in more detail if indecent images are found this will need to be monitored and reviewed. It maybe that there is too much work for one triage technician so there could still be an impact on the existing technicians within the lab. This new post is a temporary two year contract but with a view to becoming a permanent post after a 12 month and 2 year review.

A new DS post has been established to manage the Cyber Crime Unit and the DMIs. There will also be a business case put together to request an up lift in technician numbers in order to meet current demand and the anticipated future demand.

It is known that accreditation to ISO standards will affect other areas of digital forensic business such as CCTV, kiosks, triage work once we are able to establish time frames then in order to attain and maintain the standards at least one new Technical Manager will need to be employed as the current Technical Manager will not be able to manage these extra areas. If accreditation is not achieved in these extra areas, it will impact on prosecutions because of the admissibility of evidence.

The Management of the DFU are putting steps in place now to create solutions for the future and planning long term for the force. This area of investigation is a constantly evolving picture.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The area of digital forensics is constantly evolving as technology improves and new digital opportunities become available. More criminals are able to operate online to commit and facilitate offences. The demand is expected to increase significantly both for the lab and for the DMIs. It is expected that devices will have different layers of encryption which will make it more difficult to examine devices. The DFU has been able to invest in equipment to overcome this with certain makes and models but not all types. More areas of digital forensics will be required to achieve accreditation to ISO standards. Kiosks are a vital tool for frontline officers and Investigators to be able to download phones at a basic level (approximately 6000). They are also important as it ensures that the DFU does not become overwhelmed with submissions if this functionality is removed then the DFU under its current staffing structure and infrastructure would not be able to cope. Accreditation and the need to refresh the technology will affect this area of digital forensics significantly.

We will be unable to meet the current demand or future demand without future investment in staff and equipment. If there is investment in staff and equipment, demand will be met and there will be a good service delivery for investigations.

The impact of not meeting demand would be significant for the force in relation to its reputation, cases not being investigated expeditiously, evidence not being admissible, the impact on victims and potential offenders being able to continue to commit crime.

## Custody and Prosecutions

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

### Current Demand

Lincolnshire Police has a good understanding of demand within custody. The footfall through custody remains steady and the resources and the estates to manage that are constant and adequate. See the table of comparison below that supports this.

There are 4 custody suites that are often not at full capacity so we could accommodate a planned/unplanned increase in custody without the need for additional staff.

At the time of writing we are in the middle of the COVID-19 crisis and the footfall through our custody estate has reduced significantly. This is because of the restrictions on movement, reduction in crime and safety measures including rigorous reviews of whether custody detention is necessary. There is no time scale for this including any date for returning to normal. All custody business has changed. Custody footfall will only increase when restrictions on movement are lifted and crime increases as a consequence.

We have implemented custody plans for the reduction in estate should we need to do so based upon a lack of available staff or a reduction in footfall.

The Prosecution element is more complex. We experience a number of legislative changes and process changes e.g. specified proceedings introduced by CPS, we have to respond to those changes, and this often requires increase in capacity.

The number of prosecutions remains steady but the way we process them is subject to change e.g. introduction of a two tier out of court disposal processes. We already have a successful joint diversionary panel, JDP, which delivers bespoke projects to allow young people to be dealt with outside the court environment thus reducing the criminalisation of juveniles.

As part of the criminal justice recovery plan we are encouraged to identify victimless cases listed for trial that can be vacated and dealt with in a different way thus freeing up valuable trial space or more priority cases.

At the time of writing we have entered the third lockdown. HM Courts and Tribunals Service (HMCTS) have done a great deal of work to make the court estate COVID safe and the courts are open albeit on a reduced basis.

The magistrate's courts have reduced most of the backlogs and listings are moving towards pre-covid levels. There is a CJ recovery plan with all agencies looking at ways to reduce the work arriving at court such as better and appropriate use of out of court disposals.

The crown court at Lincoln is open but on a reduced basis and there is a large backlog of trials (160). The speed of recovery will be influenced by how well the infection is controlled and our ability to keep courts open.

Remand prisoners are now taken in person to court which follows a national trend – virtual remand remains for those displaying covid symptoms.

Prior to this crisis we were preparing for an increase in court time and we had done a great deal of work to reduce the demand of court work, particularly in the postal requisition area of business.

### **Demand expected in the foreseeable future**

It is not clear when the criminal justice will return to business as usual and there is work underway to look at virtual justice, but it is difficult. What is clear is that despite the reduction in crime there will still remain a backlog of cases for us to manage in the near future.

Traffic process has reduced with the main focus on those motorists presenting the highest risk.

The Criminal Justice Processing team is provided by G4S. We are prioritising work within the department. There is a well-rehearsed process for contract changes that involve staff/process change. The Commercial partnership team complete flag reports and this is now a routine part of our business.

The sources of demand to the department follows criminal activity some of which results in custody after which some results in CPS charging decisions and file preparation. The CJ journey is a complex one with a number of points of influence and is difficult to predict precisely. We are flexible enough to adjust our resource to accommodate for this.

Within the next 4 years we have Euro 2020 events which historically has the potential to increase the footfall in custody but not to the extent that this will impact our processes and levels of resource.

The force continues to review and refresh business continuity plans to accommodate surges in prisoners and changes in staff e.g. during events such as COVID-19

The force has extensive contingency plans relating to Brexit and the potential unrest in population but there was no increase.

The table below outlines comparable performance figures relating to custody for 2017 2018 and 2019.

Performance Measure	2017	2018	2019
Total number of detainees (All Arrivals)	12,356	11,697	11,689
Total number of detainees (1st Arrivals)?	11,991	11,523	11,318
Total number of detainees identified with mental health and/or substance misuse problems (mental health risk assessments completed). Mental Health Only.	4,932	4,615	4,963
Total number of detainees identified with mental health and/or substance misuse problems (mental health risk assessments completed). Alcohol or drug Dependency Expressed	2,633	2,460	2,324
Total number of detentions in police custody facilities under section 136 of the Mental Health Act 2007.	81	1	0
Total number of detainees requiring appropriate adults.	1,137	1,038	1,224
Total number of children (under 18) detained.	805	759	720
Actual cost of detainees requiring an interpreter (if possible, please also divide this by your number of detainees to provide the average cost per detainee). Number of Interpreters figure only	1,238	1,139	1,052
Actual cost of detainees requiring medical examination (if possible, please also divide this by your number of detainees to provide the average cost per detainee). Number of Health Care Professionals figure only	2,383	2,419	2,798
Timeliness of custody processes (e.g., processing time from arrest to arrival to booking in). Minutes.	25	23.02	24
Average detention time. Hours.	12.42	12.72	13
Bailed	2,210	893	1,969
Released Under Investigation	2,437	3,230	2,723
Charged and Remand	1,489	1,431	1,118
Charged and Bail	3,300	2,615	2,345

Performance Measure	2017	2018	2019
NFA	5,597	6,030	6,020
Caution	969	724	658
Report for Summons	440	938	1,233
Juveniles - Charge and Remand	38	34	16
Deaths in custody/following custody, within last three years.	2	0	0

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire Police have enough staff to meet the demand in custody and as already discussed there have been a number of slight uplifts in prosecution in order to meet the demand. The force is also looking to change overall processes in order to provide more Omni competence to handle demand.

There has been an agreed increase in staffing in CJ to accommodate a predicted surge in demand such as a change in legislation for example. Two examples in this period include the introduction of new speed cameras on the A1 and the introduction of specified proceedings.

Custody sergeants are provided and backfilled by district – we currently have 72 trained sergeants to populate 19 seats. G4S provide custodians and have contingency plans should they lose staff.

All staff have extensive legislative training in order to carry out their tasks and their performance is regularly monitored through regional forums. The Criminal Justice unit is currently being reviewed to explore whether or not the team can work more effectively and efficiently.

East Midlands Criminal Justice Service (EMCJS) is the regional collaboration that supports performance management and shared best practice between local forces in the fields of custody and the wider criminal justice. The collaboration assists in ensuring legislative compliance and efficient working practices and is jointly funded by the included forces (Lincolnshire, Leicestershire, Northamptonshire, and Nottinghamshire). The combined expertise and consistent approaches ensures the region performs well supported by a wide range of performance management information and business support. A review is due to take place within the next 12 months and any change to the current arrangement may have an impact on Lincolnshire who values their inclusion providing them seat at the regional and national level helping to shape delivery of local CJ services for the communities of Lincolnshire in a fast moving environment.

The Force committed money to procure a Digital Asset Management System (DAMS) solution for sending media in real time to the CPS, which will expedite charging decisions. This is a Cloud Based solution. We have also invested in redacting tools for officers to assist them in preparing files for CPS. We are currently experiencing some problems with the interface between police and CPS and have introduced a triage system that has improved performance.

The Performance of our strategic partner, G4S in this area of business is governed by performance indicators. These have however been relaxed during this period due to the COVID-19 crisis.

Regionally we have a score card and a quality audit that covers metrics concerning custody. These are informed by previous and recent HMIC inspections. We also have a PTPM meeting that covers all areas of prosecution performance including CPS courts and convictions.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The Chief Inspector is provided regular data on all elements of CJ performance locally, regionally and nationally and has a good understanding of what influences that performance and the authority to make changes as appropriate to improve where necessary.

Lincolnshire police can meet future demand with our resources but there will be some backlog that will take time to resolve. There are some areas of business such as court slots for example where having additional resource will simply not correct.

The force will continue to flex and respond to legislation change which often requires a change in practice and additional resource

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The Current staffing levels can meet future demand (see earlier answers)

Because of regular metrics we will have early indication if our staff and capacity is struggling to meet demand and then we will take action.

The nature of our business is that we must meet demand in order to deliver justice. We can adjust how we do things, but we will not fail to provide a criminal justice system.

## East Midlands Special Operations Unit – Forensic Services

### PART 1: SUMMARY

To assist in establishing the future demand on EMSOU-FS Central Services and CSI capability, we have undertaken a 4-year data collection. This identifies the number of crimes attended by CSI and the percentage attendance in respect of force recorded crime since 2016.

Whilst this data indicates that over the last 4 years CSI attendance against recorded crime has been declining, consideration needs to be given to other factors, including scene attendance that impact upon demand and we anticipate that certain crime categories will see “business as usual” with marginal increase, whilst other crime categories will potentially see an uplift in CSI Attendance, which includes (but not exclusive to):

- The increasing complexity of Major Crime investigations.
- Resourcing and abstractions to facilitate achieving UKAS 17020 Accreditation
- Any planned increase in CSI Establishment that would facilitate increased scene attendance and recovery.

- The impact of the proposed additional officers - more crimes will be investigated resulting in greater demand on forensics.

In addition, a data collection has been undertaken in respect the external forensic contract with Cellmark (since go live of service provision April 2017). This data illustrates aspects of changing demand, which can assist in predicting future demand, capacity allocation and possible risks should capacity be exceeded.

When considering future demand, the following factors have been taken into consideration:

- Lincolnshire have advised that over the next 3 years they are anticipating recruitment of an additional 166 officers, however this will also account for natural turnover. For 2020/21 an additional 142 officers will be recruited including the uplift of Police Officers from central funding, giving a force establishment of 1130. From recruitment to being a fully operational officer, the training time period is 37 weeks. Lincolnshire has indicated will impact upon increased attendance an investigation with a subsequent increased demand on forensic service provision.
- Data obtained from the “McCormick NPCC” guidelines advises that based on Police Objective Analysis data returns to HMICFRS assumes a 10% increase in demand for Crime Scene Attendance external submissions from Year 2 due to additional officers meaning more crimes will be investigated resulting in greater demand on forensics.
- Lincolnshire have advised that they anticipate and increase in Stop and Search activity of 18% by end 2020/21, but does not take into consideration the uplift in Police Officers which will have a subsequent impact on Roads Traffic Samples and drug seizure submissions, however Lincolnshire cannot forecast what this increase will look like.
- The impact of the uplift in Police recruitment on number of arrests and PACE Sampling; Lincolnshire are predicting a 25% decrease in arrests of the next 4years, which is in contrast with the expected 39% increase in crime recording. Lincolnshire are advising an increase in the use of Voluntary Interview and Summons as alternatives to arresting. This will have a declining impact on Biometric samples being taken and submitted to East Midlands Special Operations Unit Forensic Services (EMSOU-FS) and will undoubtedly increase risk of missing sampling, where we could have sampled and subsequent impact on identification of suspects and offenders, and detection of past, current and future crime.
- Changes within the drugs landscape and the emergence of County Lines as well as the increased demand for access to analysis (to include Test Purchase Operations).
- Changes to Roads Traffic Legislation and increased demand for analysis (specifically drug driving and employment of testing as a disruptive tactic for broader criminality). In respect of Roads Traffic Toxicology demand, Derbyshire are unable to predict this demand however the anticipation is that increased patrols is likely to result in an increase. Cellmark submission for 18/19 was 1021 cases with predicted submissions outturn for 19/20 being 1182. (887 submissions to date 3rd Jan). This equates to an increase of 16% even with the current imposition of national submission caps.
- Increased demand for PACE, CED sampling and Biometric Vetting analytical services (as a result of uplift in Police Officers, greater number of arrests and associated sampling).
- Increased demand on CSI capabilities to meet the requirements of UKAS Accreditation.

## PART 2:

### STEP 1: Establishing the difference between current demand and the demand expected in the foreseeable future / next four years

Lincolnshire CSI Demand

Given the above (in Step 1 of this document) and through analysis of current data, the below table highlights that approximately 60% of CSI demand is related to attendance at Burglary Offences, with Volume Crime Offences making up 90% of CSI attendances. Whilst demand in respect of Serious and Major Crime is less than 10% consideration should be made to the complexity of investigation of these offences, which require a greater commitment by CSI, which can quickly exhaust available capacity with multiple CSI deployments over sustained periods of time multiple CSIs used, resulting in increased exhibit recovery and submissions.

Table 1: Lincolnshire CSI Attendance

Lincolnshire CSI Attendance Jan '16 - Dec 19						Predictive Attendance			
Lincs CSI Attendance Data	2016	2017	2018	2019	Trend	20/21	21/22	22/23	23/24
Total Recorded Crime	37297	40727	53127	61846	↑	65914	72633	79352	86071
Total CSI Attendance by Crime	2633	2124	1764	1404	↓	1365	1347	1339	1340
Attendance% to recorded crime	7.1%	5.2%	3.3%	2.3%	↓	2.1%	1.9%	1.7%	1.6%
Attendance % Increase						-2.8%	-1.3%	-0.5%	0.0%
Arson Endangering Life	15	12	12	9	↔	9	9	10	10
Arson & Criminal Damage	111	66	65	49	↓	51	54	59	65
Burglary Dwelling	1146	1036	896	691	↓	629	571	505	447
Burglary Non Dwelling	560	277	206	172	↓	171	174	177	180
Drugs	30	45	41	28	↓	29	31	34	37
Homicide	20	21	17	12	↓	10	10	11	11
Misc Crimes Other	230	196	165	151	↓	159	166	183	201
Robbery	35	40	37	25	↓	26	26	27	27
Sexual Offences	84	70	45	48	↑	52	58	64	71
Theft	66	33	25	19	↓	20	21	23	25
Vehicle Offences	230	242	173	136	↓	146	158	170	183
Violence	106	86	82	57	↓	63	69	76	83

To enable us to attempt to predict future demand for CSI against recorded crime has been calculated by reviewing future crime predictions received from Lincolnshire for crime categories “Burglary Dwelling, Drugs, Robbery, Sexual Offences and Vehicle Crime”.

For remaining crime categories, we have had to estimate attendance based upon historical trend data e.g. Homicide, which we will always attend or where we are able anticipate potential increase in attendance e.g. Burglary Non-Dwelling.

Our past 4 years CSI attendance figures show a year on year decline in attendance at crime, which is contrary to Lincolnshire's recorded crime figures which indicate an increase. We understand that this is a factor of the force's changing crime profile and a decline in traditional SAC offences.

This decline is predicated to continue of the next 4 years with a 4.7% decline by 2023/24. Lincolnshire is predicting a 34% decline in Burglary Dwelling offences, which is a core area of business for CSI.

In addition, CSIs have and will continue to experience increased non-scene attendance demand to resource the requirements for achieving and maintaining UKAS 17020 Accreditation.

The potential impact of the above may require a review and increase in CSI Establishment to effectively meet future demand.

- **Central Services Demand**

The additional Police Officers numbers and predicted increased CSI deployment will undoubtedly cause increased demand being placed upon our central services capabilities, which include:

- Forensic Case Management Unit (Casework authorisation)
- Exhibit Handling Unit
- Fingerprint Enhancement Laboratory Services (FAS Lab)
- Regional Fingerprint Bureau Service (RFB)
- Imaging Services
- Biometrics Services
- Drugs Services

To enable the prediction of future demand on these capabilities (specifically the FAS Lab and RFB), we have estimated the predicted crime recording percentages for the next 4 years, as advised by our Regional Forces

Based on this information we have applied the methodology that RFB will receive 36% of all projected CSI attendances and 21% for the FAS Lab.

- **RFB and FAS Lab Capacity**

CSI's across the region, on average recover fingerprints at 38% of crimes that are sent into the RFB.

21% of cases recorded on Socrates have generated exhibits into the FAS Lab.

Based on this information I have used the methodology that RFB will receive 36% of all projected CSI attendances and 21% for the FAS Lab (although this could be higher as it does not factor in cases where submission is directly by an officer).

Table 2: \*RFB and FAS Lab Demand

Projected RFB and FASLAB Work 19/20 to 23/24								
	Recorded Crime	CSI Attendance	Crime Attendance %	Attendance Difference	RFB Cases	RFB Case Difference	FAS Lab cases	FASLAB Case Difference
18-19	371223	19912			7775		3945	
19-20	389784	17930	4.6%	-1982	6813	-962	3765	-180
20-21	405376	18242	4.5%	312	6932	119	3831	66
21-22	421591	18972	4.5%	730	7209	277	3984	153
22-23	438454	20169	4.6%	1197	7664	455	4235	251
23-24	455992	20976	4.6%	807	7971	307	4405	169

***\*It should be noted that the above data has been calculated based upon CSI scene attendance, however the increase in demand is likely to be greater given that Police Officers make direct submissions to the FAS Lab (approx. 35 – 40% cases received).***

As previously alluded to, we are unable to obtain from the forces their individual crime category predications, so all predications need to be viewed with caution as we may not see the crime rises in the crimes that we primarily serve (Burglary Dwelling, Vehicle Crime, and Homicide etc). The increases may come from Cyber and Domestic Related Offences, which would mean our attendance and recovery workloads would plateau if not decrease.

The increases become significant in 21/22 with CSIs across the region potentially attending up to 1000 more crimes, should the impact of the predictions on additional officers on forensics play out.

The impact of additional CSI attendance will see additional evidence recovery, impacting on increase workloads in the RFB and FASLAB from 21/22.

Between 19/20 and 23/24 these two departments will see increased workloads of 17% over 4 years.

In a report written in 2017 we calculated that a member of staff in the RFB process 1.5 cases per working day based on 25 members of staff in the bureau. This remains at this level throughout the 4-year predictions.

FASLab can see an increase in up to 250 cases per year from 22/23 this is also based on statistical predications being accurate. Staffing needs to be understood if this increase is sustainable with current staffing levels.

- Drugs Demand –Stop and Search**

Some of our forces have indicated up to 70% increase in stop search activity between 19/20 up to 23/24, largely due to the recruitment of additional frontline Police Officers.

This is likely to impact on “Drugs Possession” and Possession with Intent to Supply (PWITS) Arrests; however we are unable to identify the number of drug arrests made from stop search or measure the number of associated Roads Traffic Samples that are obtained as a result of such activity.

Whilst the opportunities that exist are largely exploited Lincolnshire to employ EDIT in Custody for Possession Only cases, given that the force is intending placing additional trained resources in Custody to undertake drug testing activity, we would anticipate an increase in demand placed upon both the internal Drug Laboratory and external forensic contract and associated increased demand in FasLab and Regional Finger Bureau in respect of PWITS and Drink Drive/Drug Drive sampling.

- **Drugs Demand –Test Purchase Operations**

Currently at least two test purchasing operations are run each year across the five forces, with approximately 160 associated drug submission. All such submissions are currently submitted to our external forensic provider (urgent and slow time submissions). Given the current risks and associated Government interest in County Lines and associated activity any increased activity would need to be considered in respect of additional funding as the current contract does not have the additional capacity required to absorb significant increases in demand. Consequently funding would have to come from the force for the period of the TPO.

In the last 3 months a force within the region had purchased a Brooker Machine, which now enables them to test all drugs for Intel purposes, they will now only need to submit drugs for testing when an arrestee is pleading not guilty and the drugs purity/quantity/identity is required for evidential purposes at court and could be a consideration for other forces across the East Midlands Region (EMR).

Only a limited number of offenders go to court with a not guilty plea, as the test purchasing evidence can be overwhelming and they predominantly plead guilty.

The unit predict that drugs submissions to the Arrow Centre or Forensic Provider will decrease as they are now able to test the drugs for Intel purposes themselves using the Brooker Machine.

A paper is currently being written to the judiciary for the Brooker Machine to be recognised by the CPS and Courts. This is likely to be a 2-year process with no indication that it will become recognised, but if it is then drugs submissions would decline further.

- **External Forensic Contract**

The regional external forensic service provision is via an annual fixed price flexible capacity contract with a tolerance of +/- 5%, without financial penalties to either the authority or provider.

During 2019, to bring about marketplace stability, the EMR complied with the national requirement for a financial uplift of our external forensic provision, to be reviewed 2021/2022. To meet the national uplift the region has had to manage down demand within the contract to ensure we remain within the agreed tolerances.

Should future demand increase beyond these tolerances there will be a requirement to meet this demand with additional contract funding. Alternatively, Lincolnshire (and all EMR Forces) would be required to reduce submissions requiring forensic analysis to ensure we remain with our contracted capacity.

Lincolnshire are predicting a reduction in demand of 25% over the next 4 years in respect of arrests; based on the increase in police officer numbers by 2022 and Cellmark data provided, we

have projected a 3.5% increase for 2020/21 with subsequent a 5% increase year on year after this date to account for the increase in operational officers.

The following table illustrates Lincolnshire’s demand on the external contract since contract go live in 2017 and predicted demand for the next 4 years.

Table 3: Lincolnshire Contract Demand

Approximated Predictive data; Lincolnshire									
	Category	2017	2018	2019 predicted outturn	Trend	20/21	21/22	22/23	23/24
DNA	PACE	3094	3222	3314	↑	3430	3601	3781	3970
	Crimestains	497	627	604	↑	614	639	679	706
Toxicology	RT Alcohol	55	73	63	↔				
	RT Drugs	104	159	178	↑	210	248	292	345
	Complex	26	39	34	↑				
Volume Crime	Burglary	62	54	37	↓				
	Criminal Damage	7	4	3	↓				
	Other	36	31	36	↔				
	TF/OMV	14	14	9	↓				
	Traffic Offences	7	5	9	↔				
Violent & Homicide	Arson	6	6	4	↓				
	F’arms	37	34	35	↑	42	50	59	70
	GBH	39	45	42	↔	43	44	46	47
	Major Crime	34	26	23	↓				
	Other	14	16	14	↔				
	Robbery	31	26	19	↓				
Sexual Offences	Rape	72	71	63	↓				
	Other	18	14	12	↓				
Quest Docs		4	3	1	↓				

- **DNA (Crimestain) Demand**

22% of all crime will result in the recovery of DNA.

If CSI attendance increases as predicted the impact on DNA submissions will peak in 22/23, with a 27% increase from 19/20 to 23/24.

Additional impact will be seen by the Central Services capabilities, for authorisation by FCMU, Logistics and Exhibit Handling Teams, DNA In-House Laboratory Services and Biometrics Team for the reporting of outcomes.

Consequently consideration will need to be made to current establishment within these teams and opportunities to increase staff, otherwise there will be significant risk of the introduction of

backlogs, extended Turnaround Times (TRTs), risk to the CJS at not being able to meet key court dates or statutory time limits (RT TOX), as well as impact on staff health and wellbeing.

- **Roads Traffic Toxicology Demand**

During the last 3 years we have continued to see increasing demand for Roads Traffic Toxicology Services at both a force and regional level, largely due to the changes in Roads Traffic Legislation and the introduction of Drug Testing aspect of the legislation.

Given the intention of our forces to increase stop and search of up to 70% between now and 2024, we anticipate a significant increase in demand for Roads Traffic Toxicology (RT TOX) services. It is appreciated that not all incidents will involve samples for RT TOX; however, even if increased demand is only at 10% year on year, there will be an impact upon the external forensic contract capacity. It should be noted that due to national marketplace capacity issues, access to these services remains capped nationally at 77% and it is anticipated that this will continue for some time to come.

This specific issue is being managed by the Forensic Capability Network (FCN) Commercial Group and being addressed via the National Forensic Marketplace Strategic Plan Project Board under the Forensic Marketplace NPCC Lead, ACC Gibson (Derbyshire).

- **Violent and Homicide**

During the last 3 years of the contract we have seen increase in areas of Firearms Offences of an average 19% and for GBH an average of 2.7%. If this trend continues, once again this will impact upon contract capacity, given these types of cases are often complex and can consume significant levels of capacity per case.

- **PACE Demand**

Not all of the EMR Forces have been able to provide us with predictions on what increase/decrease they expect to see around arrests, based on an increase in police numbers by 2022. The only indication we have received is that there will be an increase in demand.

Figures are based on Cellmark data provided, between 17/18 and 18/19. We have applied a predicted increase of 3% in 19/20 and a subsequent 3.5% increase for 20/21, given that any new officers will not have been fully recruited or operational. Post 2021 we have applied a 5% increase year on year.

## **STEP 2: Establishing the current status of our workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply**

- **Asset Replacement Plan for the Central Services:**

The centrally based EMSOU-FS teams provide a range of services dependent upon technology and equipment, which has a finite lifespan and require replacement over time.

In addition, as new techniques, service delivery models and enhancement opportunities emerge, there is a requirement to purchase new technology and equipment to deliver to changing requirements and evolution of services to optimise evidence recovery.

Consequently, working with the broader EMSOU, a 5-year replacement plan is in development, focusing on Fleet Vehicles, FAS and Drug Lab instrumentation, building security and regional software requirements.

However, in some instances bespoke business cases will be required to obtain additional funding if we are to meet changing needs, drive efficiencies and keep pace with technology.

The current Central Services facility (the Arrow Centre) is nearing capacity. Consequently, any increase in demand will have a negative impact in respect of ability to securely store volumes of exhibits, achieve required turnaround times and meet the requirements of the CJS.

Options to manage any increased demand would include:

- Capital investment to increase the footprint
- Revenue investment to increase establishment in critical business areas
- Manage down volume submissions on a risk basis

• **Costed Replacement Plan (EMSOU-FS Central Services)**

Year	20/21	21/22	22/23	24/25	25/26
£	141446	133000	119196	227196	195446

• **Health and Wellbeing**

The health and wellbeing of the EMSOU-FS teams embraces the force led policies alongside both the EMSOU collective initiatives and the internally led programmes. There have been baseline wellbeing assessments across both the forensic teams and more recently the broader EMSOU team.

All staff, whether centrally or locally based within force, have access and are encouraged to engage with local force health and wellbeing programmes, which have been signposted via the EMSOU-FS Health and Wellbeing page, as well as local force systems these include:

- Employee assistance programmes, TRiM and Blue light Champions.
- Lincolnshire CSI's have annual counselling sessions
- Access to the Arrow Fitness Team - volunteers involved in the improvement of security, health, safety and wellbeing within the Arrow Centre.
- Regular one to ones, team meetings and access to supervisors and managers for additional support
- Heads Up sessions by the Senior Management Team
- A programme of events incorporating informative presentations on a wide remit of issues as well as social events

- **Asset Replacement Plan for the Lincolnshire CSI Capability**

Lincolnshire CSI Budget for 2020/21 is awaiting decision and sign off to accommodate UKAS yearly accreditation requirements. Equipment replacement budget is normally bid for when required using the force process.

- **Security of Supply of External Forensic Services**

Whilst it has been a turbulent few years for the external forensic marketplace, the fixed price, flexible capacity contract the region awarded to Cellmark has meant that despite national challenges, EMSOU-FS has managed well without loss of access to critical services.

However, it is recognised that the national ongoing challenges in respect of Toxicology and Drug Services provision impacts upon all forces within the region, including Lincolnshire, with nationally imposed caps:

- Drugs are capped at 100% of baseline submissions (pre EFS Cyber-attack Baseline)
- Roads Traffic Toxicology capped at 77%
- Toxicology Casework managed weekly via National Silver Group Prioritisation Matrix and authorisation.

In addition, with the recent COVID 19 outbreak not only are contingency plans being put in place across the region to safeguard services, as of 16<sup>th</sup> March 2020, the National Silver Contingency Group has been stood up and are designing plans that will safeguard access to critical services for all forces nationally.

**STEP 3: Explanation of activity to make sure our workforce and other assets can meet the demand anticipated. (Describing the expected effect of the planned changes and how this will be monitored).**

It has been recognised that the current CSI establishment will not meet future demand. Consequently, a business case has been proposing an increase in establishment as described below:

Lincs CSI	Current	Increase 20/21	Increase 21/22	Total
Tier 1	4	0	0	4
Tier 2	10	+2	0	12
Tier 3	4	+2	0	6
Total FTE	18	+4	0	22

- **Asset Replacement Plan for the Central Services:**

The asset replacement plan outlined above has been based upon the current demand; however, as long as this replacement plan is followed it will accommodate any predicted increase in demand.

Should, for any reason, the asset plan fail, it is highly likely, that due to breakdown, failure or required end of life decommissioning of equipment and instrumentation be necessary, not only will future demand not be met, but significant negative impact upon current service delivery, will be experienced.

- **Health and Wellbeing:**

It is recognised that demand, work environment, equipment, training and change management all impact upon the health and wellbeing of our people.

Within the Central Services, activity has been undertaken to manage high demand and workloads and includes:

- Elimination of waste
- Adoption of investigative led strategies
- Application of a proportionate approach to service provision
- Equipment Replacement Programme
- Access to training
- Canteen facilities
- Provision of a training and a wellbeing room

In addition, we are looking at a reallocation of the estate to extend the footprint of the Drugs Team and the DNA capability, which is seeing an increased demand.

Key activity to enable EMSOU-FS to meet current (and some aspects of future demand) is re-alignment programme works. This involves developing an investigation led approach across all centrally based units, aligned to a revised volume crime initiative. The focus being on proportionality with emphasis on exhibit examinations provide the greatest likelihood of success and works to maintain operations with the capacity of the external contract.

The key objectives of this programme are to:

- Eliminate the waste in respect of unnecessary allocation of resources by using case strategy approach for all crime, utilising success rates to inform and develop as appropriate.
- Facilitate the reduction in turnaround time for volume crime.
- Improve staff morale and wellbeing.
- Create capacity to deliver improved and innovative services across all units.
- Embed the principles of unconscious bias within the operational environment.
- Reduce the turnaround times in units where they are currently long e.g. FasLab and drugs processing.
- Maintain capacity within the forensic contract.
- Introduce a monitoring service for DNA hits and fingerprint identifications.
- Facilitate cost sharing and the in-sourcing of casework within the RFB.

The Identified benefits are:

- Utilisation of unified senior leadership across digital and traditional forensics to optimise working practices.
- A holistic case management approach ensuring value for money.
- The release of capacity to custody teams by ceasing the routine capture of footwear impressions.

- An enhanced understanding of digital technology and its use in investigation is required across all disciplines is required now and for the future.
  - Opportunity to use the existing courier and exhibit handling service across the Arrow Centre and Themis sites to eliminate duplication of process and improve efficiency.
  - A reduction in the stress and anxiety experienced by the Arrow Centre, CSI and Themis teams faced with extensive workloads.
  - Eliminate silo working.
  - Exploiting cost recovery activities.
  - Optimise the benefits of a single case management system - Niche to allow easy access to occurrence information and forensic tasks completed and enable AGILE CSI Working and Mobile Office
- **Security of Supply of External Forensic Services:**

There are a number of measures in place to enable us to manage demand within the external forensic contract and include:

- Monthly capacity performance reports provided by Cellmark, enabling a 'Stock and Flow' approach to demand management. This ensures that all priority work is addressed.
- Monitoring of demand trends, which enable identification of specific changes, a prime example being Roads Traffic Toxicology where since award of contract we have seen a significant increase in demand. This has been due to the changes in Legislation and introduction of Sec 5a (Drug Driving).
- National marketplace Stabilisation activity during 2019; As a region we were able to comply with the national requirements through additional finance in areas where demand had significantly increased over the initial contracted baseline and by adjusting contractual capacity tolerances down from +/- 15% to +/- 5%
- The NPCC National Forensic Marketplace Portfolio Board, in conjunction with the TF Programme and FCN, have commissioned a formal Project Board to deliver a National Forensic Marketplace Strategic Plan, aimed at delivering stability and building a service provision that is flexible and able to meet future demand.

In addition, EMSOU-FS undertake regular performance activity, which is reported out to Chief Officer in the form of Quarterly Performance Packs.

The following activity is underway aimed at ensuring flexibility and maximising effectiveness of resources to meet current and future demand:

- Enhancements to Niche to enable data retrieval to inform KPI's and BI's across all forensic capabilities ensuring effective monitoring and impact of predicted increased demand from Scene to Centre
- Realisable benefits from Agile Working presented by and roll out of fully integrated Agile Apps

EMSOU-FS strive for continuous improvement to ensure our processes are efficient, with minimal waste and are cost effective, providing our customers with services that are the best value for money. We intend to follow Lean principles and look at whole systems as well as smaller processes to eliminate waste whilst still maintaining the integrity and continuity of a case.

- We have a 3-year Continuous Improvement Strategy and Lean Action Plan that outlines our intentions to ensure it is embedded in all our departments and services.
- We are working with staff to develop our changing culture where praise and recognition is expected for challenging existing methods to make improvements. Leadership skills are also being developed to support the changes across all departments.
- It is our intentions to develop systems to capture robust data that will inform and influence our Lean Strategy. This will form the basis of our ongoing evaluation and monitoring of realisation of benefits.

#### STEP 4: Estimation of the extent of future demand that we expect to be met having made the changes and efficiencies in step 3. (Statement of demand that we expect to be unmet and the consequences of not meeting it)

It is extremely difficult to determine the extent to which future demand will be met, even given the initiatives that EMSOU-FS have and are putting in place.

Whilst Lincolnshire have been able to provide indicative data, some of the predictions made have had to be estimates, given the unknowns.

What we can state is:

- If there is no increase in establishment, the current workforce will not be able to meet the future increased demand, given that all primary functions already provide 7 days working. Consequently, any decisions would need to be made in respect of prioritisation and commissioning of work and the area of greatest impact is likely to be volume crime
- We would also expect to see increased TRT's at the centre for the authorisation, movement and analysis of work and areas of greatest impact are likely to be within Exhibit Handling, Case Management Authorisation, Drugs and Fingerprint Enhancement Laboratories.

The associated risks being:

- Missing of key CJ dates including statutory time limits and associated risks in respect of safeguarding and damage to reputation of Policing across the EMR. This may be compounded further with any changes to the Police and Crime Act (currently under consultation), if the outcome is a return to pre-charge bail
- Exceeding contracted capacity; should we exceed our contracted capacity tolerances there would be a requirement for additional end of year funding or decisions not to have forensic analysis undertaken
- Increases in sickness and staff vacancies due to the additional stresses and pressure of working in an environment where demand outstrips available capacity as a norm.

#### Caveats:

- *The process to evaluate and understand future CSI demand at recorded crime level is not a simple process given we are unable to obtain a statistical 4 year forecast for the key crime types that CSI and Forensics are prominent in. Consequently, whilst Lincolnshire are predicting a year on year 4% increase in recorded crime were unable to determine which offence this relates to and therefore the true impact upon our CSI Capability.*
- *CSI Attendance impacting RFB and FAS Lab Case Workloads; this has been calculated using Lincolnshire predictions for Recorded Crime increase over 4years.*

- We are unable to obtain force crime category predications; all predications need to be viewed with caution as we may not see the crime rises in the areas that we primarily serve (Burglary Dwelling, Vehicle Crime, and Homicide etc).
- It should be noted that the 4 year baseline figures for CSI attendance indicate a year on year decline in crime scene attendance, whilst for the same period Lincolnshire recorded crime figures indicate and increase, an explanation for this is the force’s changing crime profile, with a decline in traditional SAC offences.
- Increases not considered include Cyber Crime and there will be a future requirement for CSI in scene digital recovery
- Increases in Domestic Related Offences; possible impact of CSI attendance and recovery would plateau or possibly decrease, given limited involvement currently.
- The predictions to changes in demand for EMSOU-FS are based on current ‘knowns’ however terms of these predictions the data will become less reliable as unknown factors not presently on the horizon, are identified and implemented.

## Section 6: Protecting Vulnerable People

### Child Abuse / Exploitation

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Child Assaults, Child Sexual Abuse and Child Exploitation are expected to rise continually over the next 4 years by a total of 78% as detailed in the graphic below.

All Child abuse/exploitation crimes:

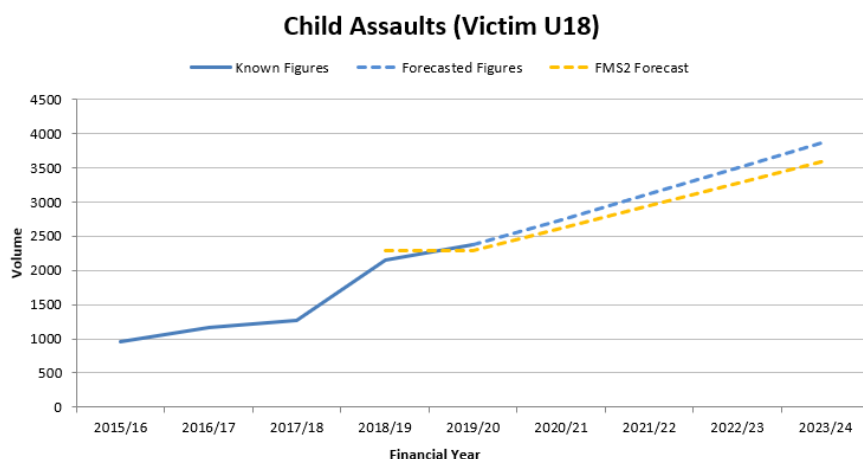
2019	2024	Growth in offences	% Growth
4026	7177	3,151	78%

This overall increase demonstrates unprecedented increases in demand but needs to be considered against the broad range of offending it covers.

#### Child Assaults

Child assaults relate to any assault on a child, ranging from peer on peer offending of assaults at school to any form of ongoing abuse and assault in the home.

Child assaults are due to rise by 63% between 2019/20 and 23/24. The previous FMS forecast has been an extremely accurate and provides some confidence in the forecast figures 2019 to 2024 being accurate. This is demonstrated in the graph below.



*The forecast for the number of Child Assaults is anticipated to increase by 63% between 2019/20 and 2023/24 from 2378 to 3876*

Our crime recording practices have improved in respect of identifying child assault offences and we will continue to see a rise in our recording as partnership sharing at multi agency meetings become more embedded. It should however be noted that Lincolnshire Police will not always be the lead agency for investigations, it being more appropriate for another agency to take the lead.

Neighbourhood Policing Teams are now engaged in longer-term problem-solving approach and engagement on a different level with schools and school children. This may lead to further rises as crimes are even more readily identified.

We are also better informed on child offenders and child victims of assaults (and other crimes).

### **Child Neglect**

Child Neglect is categorised as the ongoing failure to meet a child's basic needs and is the most common form of child abuse. A child might be left hungry or dirty, or without proper clothing, shelter, supervision or health care. This can put children and young people in danger.

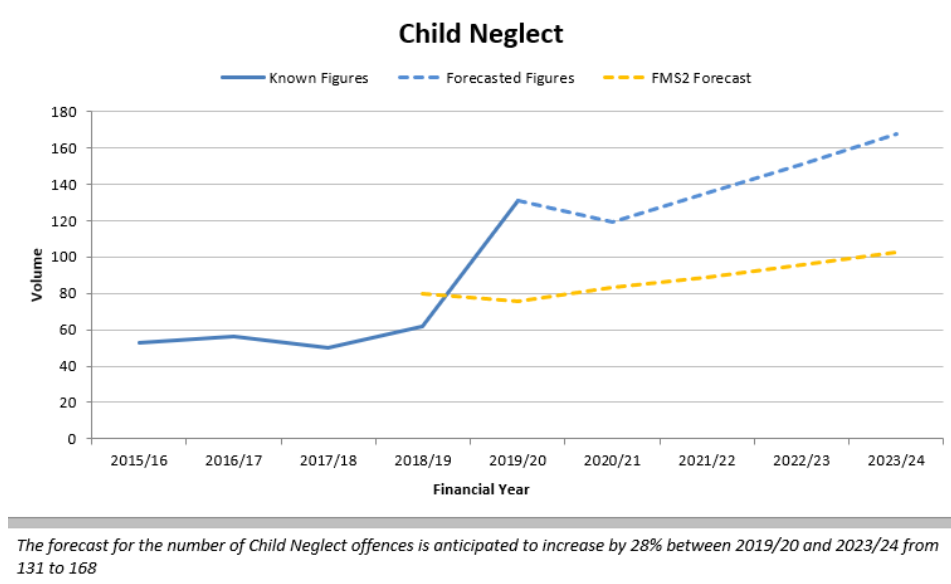
Neglect can be a lot of different things, which can make it hard to spot. But broadly speaking, there are 4 types of neglect.

- **Physical neglect**  
A child's basic needs, such as food, clothing or shelter, are not met or they aren't properly supervised or kept safe.
- **Educational neglect**  
A parent does not ensure their child is given an education.
- **Emotional neglect**  
A child does not get the nurture and stimulation they need. This could be through ignoring, humiliating, intimidating or isolating them.
- **Medical neglect**  
A child is not given proper health care. This includes dental care and refusing or ignoring medical recommendations.

The number of offences and projected increase over the next 4 years in Lincolnshire are low. A 26% increase from 131 to 168.

The more and more policing sits alongside partner agencies and can assess risk and issues at an early stage the greater information picture on child neglect we shall have. These partnerships are growing with children’s services and police being co-located.

The previous FMS predictions (shown in graph below) were significantly lower than the actual number of offences recorded. This has been reflected in the latest forecast to outline an anticipated rise. The misalignment in the previous prediction to current know levels maybe a direct result of the multi-agency working between children’s services (Futures4Me) and police.

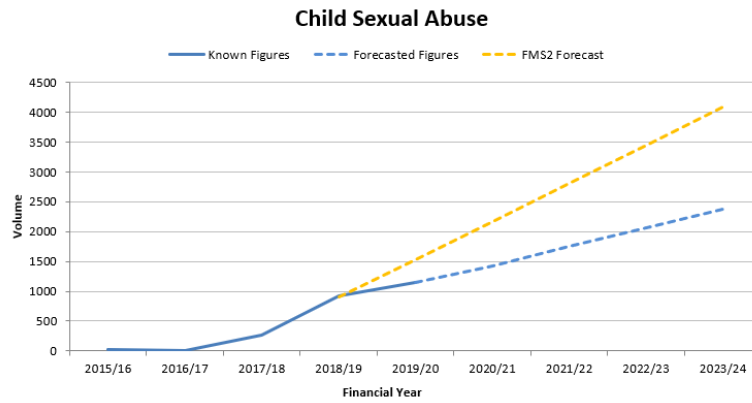


**Child Sexual Abuse**

Child sexual abuse in England involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether the child is aware of what is happening.

The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Child Sexual abuse can be committed by adult males, adult females and other children.

The data on previous FMS submission (shown in table below) showed a 283% increase in child sexual abuse in Lincolnshire where the actual increase is considerably lower. This has affected the longer-term forecast with the increase to 2024 being a gradual incline rather than a steep incline.



The forecast for the number of Child Sexual Abuse is anticipated to increase by 106% between 2019/20 and 2023/24 from 1155 to 2384

**Child Sexual Exploitation**

Child sexual exploitation (CSE) is a type of sexual abuse. When a child or young person is exploited, they are given things such as gifts, drugs, money, status and affection, in exchange for performing sexual activities. Children and young people are often tricked into believing they are in a loving and consensual relationship. This is called grooming. They may trust their abuser and not understand that they are being abused.

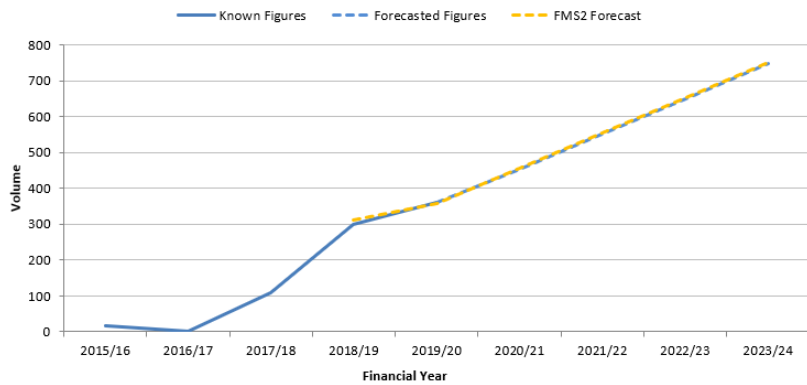
Children and young people can be trafficked into or within the UK to be sexually exploited. They are moved around the country and abused by being forced to take part in sexual activities, often with more than one person. Young people in gangs can also be sexually exploited.

Sometimes abusers use violence and intimidation to frighten or force a child or young person, making them feel as if they have no choice. They may lend them large sums of money they know cannot be repaid or use financial abuse to control them.

Anybody can be a perpetrator of CSE, no matter their age, gender or race. The relationship could be framed as friendship, someone to look up to, or romantic. Children and young people who are exploited may also be used to 'find' or coerce others to join groups.

Child Sexual abuse remains on the increase in Lincolnshire with a rise of 107% between 2019/20 and 2023/24. The previous FMS prediction has been very accurate and provides confidence in the projected 2023/24 figures. This continues to be a positive trend with the Multi Agency Child Exploitation (MACE) weekly meetings and the governance with strategic MACE and the Lincolnshire Safeguarding Children’s Partnership Missing and Exploitation subgroup.

### Child Sexual Exploitation

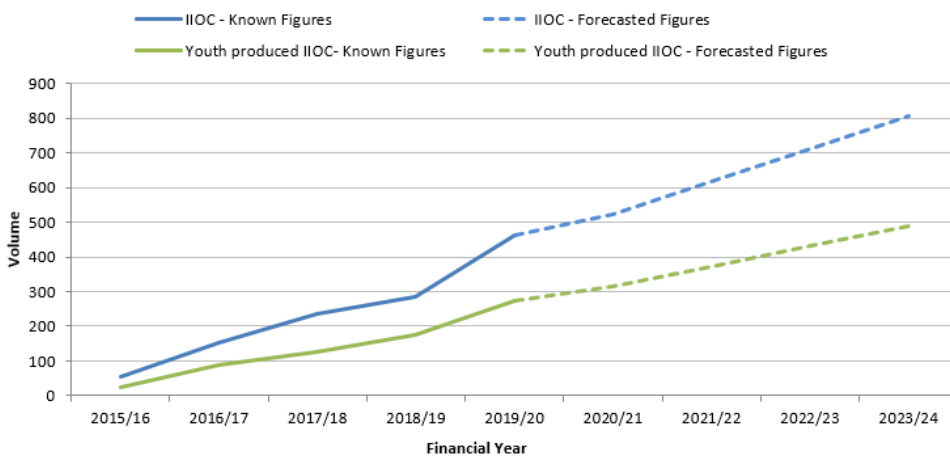


The forecast for the number of Child Sexual Exploitation is anticipated to increase by 107% between 2019/20 and 2023/24 from 362 to 749

### Indecent Images online

Between March 2017 and April 2020 there has been an 81% increase in reported offences and this trend is set to continue through to 2024, with an increase of offences by a further 74% in non-youth produced; and 79% for youth produced Indecent Images of Children (IIOC). All non-youth generated offences are dealt with by the Police Online Investigation Team (POLIT) with most of the youth generated (peer to peer) offences being dealt with by local policing.

### Indecent Images of Children (IIOC)



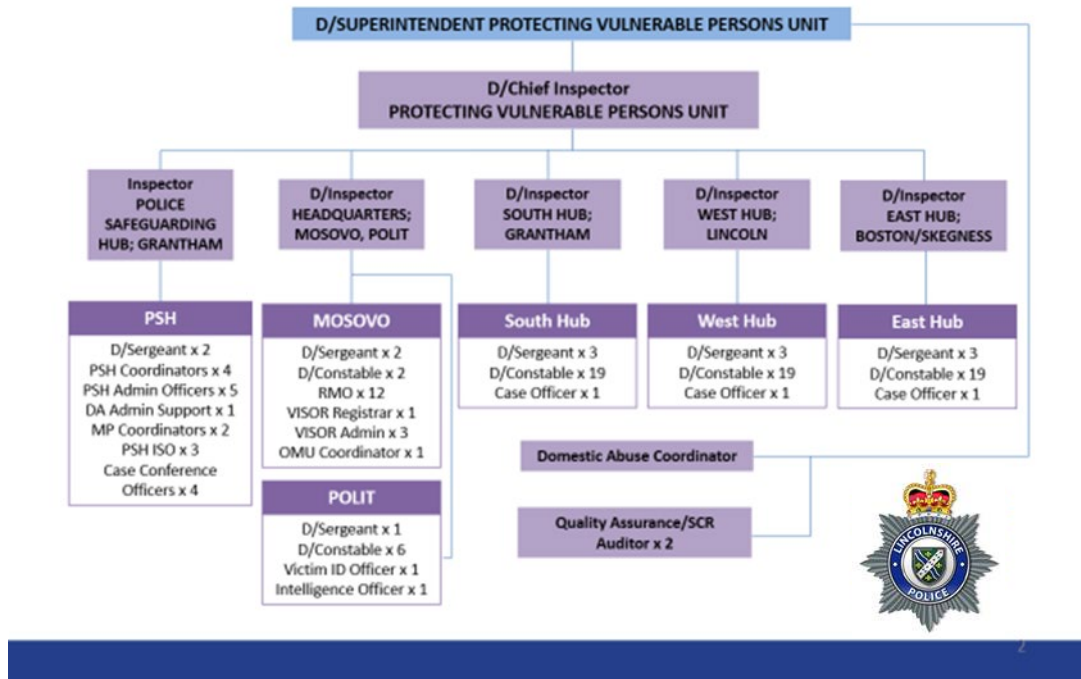
The forecast for the number of Indecent Images of Children offences is anticipated to increase by 74% between 2019/20 and 2023/24 from 464 to 806 and the number of youth produced indecent images is anticipated to increase by 79% between 2019/20 and 2023/24 from 274 to 490

### STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The PVP establishment has increased in 2019 with the introduction of an Offender Management Unit (OMU) and 3 Intelligence Support officers within the Police safeguarding hub. This has enabled the force to take a more proactive approach to identifying risk and harm.

Below is the current structure chart

### Protecting Vulnerable Persons Unit Structure



The PVP management have introduced a new performance pack that looks at several factors which include, officer workload, forward looking demand and criminal justice outcomes. Please see Appendix [A2] for the full PVP performance pack document.

Currently PVP are focusing on their performance around timeliness of investigations and the potential correlation to victim withdrawal. At present, 24% of all crime investigated by PVP is filed as Home Office outcome 14 or 16; where the victim withdraws support for a prosecution. Currently, 38% of all investigations are finalised outcome 15; where the victim supports but there are evidential difficulties, whilst 13% of all investigations result in the offender appearing at court.

These three areas of performance are being scrutinised by PVP managers in order to find ways to reduce the number of victims withdrawing support, and to improve our investigation standards. It is hoped that this will assist to reduce the number of outcome 15 decisions and improve our court prosecution rate.

PVP have also created a child at risk information dashboard so we can better understand child victims and offenders and how we are managing them through the organisation. Please see Appendix [A3] for the full details.

All PVP teams have been supplied with laptops and force mobile phones so they can work from anywhere in the country and access Lincolnshire Policing systems. This has enabled a more flexible and agile working arrangement where staff can work from home and or other locations in the force to best suit the demand needs of the organisation.

All PVP staff have been trained in the Specialist Child abuse Investigation Course (SCADIP) course to best prepare them for investigating child offences. This has placed the department in a positive position in relation to knowledge and capability. Staff have also accessed the shared training facilities of the Lincolnshire Safeguarding Children’s Partnership (LSCP).

An interim welfare policy has been introduced into the PVP department to ensure we are continually monitoring the stresses and strains towards our staff. This was initially rolled out within the Police Online Investigation Team (POLIT) but has been shared throughout the PVP department. Please see Appendix [A4] for the full Interim policy.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

PVP managers have recognised the rise in offending but also the complexities of a county as large as Lincolnshire. There are significant geographical issues with investigation teams and the attendance of victims at the paediatric Sexual Assault Referral Centre (SARC) which is situated in Nottingham.

Lincolnshire have also experienced an increase in historic offending cases being reported that have links with schools, churches, foster placements or care establishments.

As a result of the above issues and recognising the current demand on staff and future demand a resource uplift has been requested to the Chief Officer Group.

Within the POLIT team an additional: 1 detective Sergeant, 6 detective Constable and 1 Victim identification officer. The POLIT numbers have been identified through growth in demand which has more than increased by 81% since 2017 to 2020 and forecast to rise by another 74%. The staff that have been requested is double current capacity to match the growth numbers. Recognising this as a 50% growth in numbers does not match the percentage increase in crime. With the intelligence functions moving out also the force will be able to deal with the increase.

In relation to investigation hubs these numbers have been identified through a similar process recognising our capacity to the increase and where all these resources need to go in force.

Within the Investigation hubs an additional: 1 Detective Inspector, 3 detective sergeants and 19 detective constables.

We will also look to create some additional capacity with removing the intelligence research functionality away from POLIT. The force has also employed a digital triage officer to create more capacity for POLIT staff.

As a team we will continue to manage and monitor demand and performance through our monthly management meetings.

Lincolnshire are confident that the above measures will enable us to meet our strategic policing requirement to tackle child abuse now and in the future.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

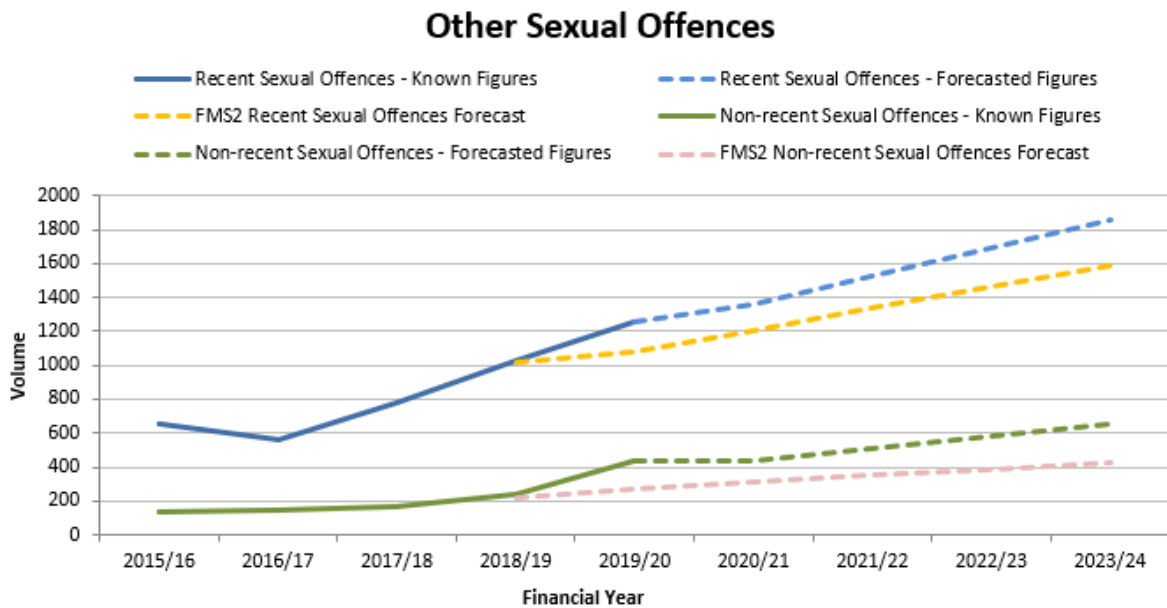
It is anticipated that with the flexible and agile work force, the uplift in staff and removal of responsibilities from departments the force will be able to meet the expected demand and improve performance.

## Sexual Offences

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Sexual offences have risen higher than the previously predicted FMS numbers. Sexual offences are set to rise by a further 48% for recent offending from 1260 cases to 1860 case. Non recent cases are also due to rise by a further 49% from 441 to 656 cases.

The below graph shows the projected increase.



*The forecast for the number of Recent Other Sexual Offences is anticipated to increase by 48% between 2019/20 and 2023/24 from 1260 to 1860 and the number of Non-recent Other Sexual Offences is anticipated to increase by 49% between 2019/20 and 2023/24 from 441 to 656 (Non-recent offences have been defined as those occurrences that were reported over 365 days after the offence took place)*

## Rape

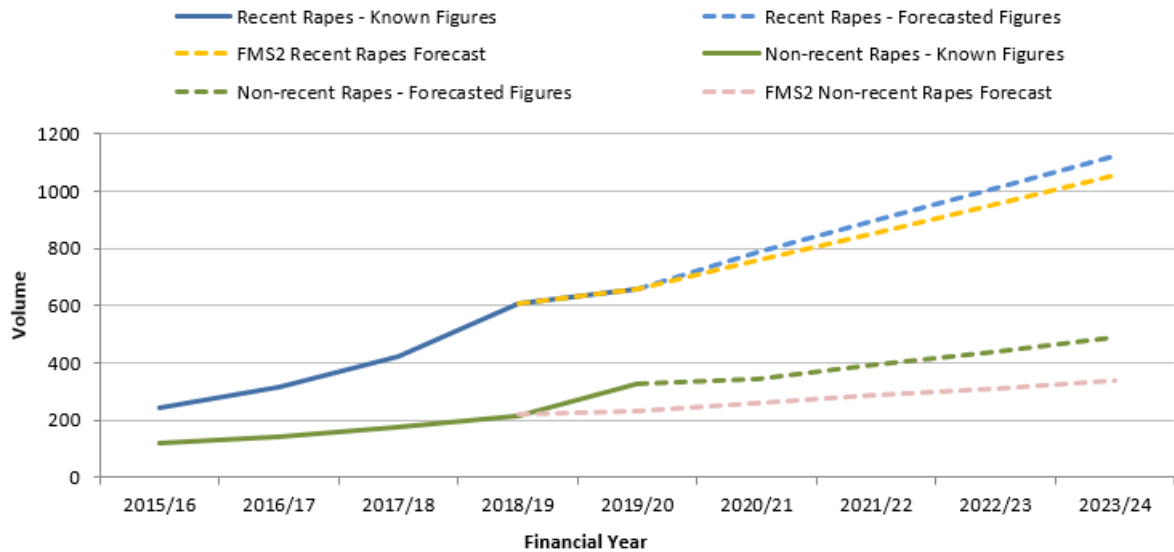
Although all sexual offences are set to rise over the next 4 years by 48%, recent rape offences are due to rise by 71% and non-recent rapes by 49%.

The previous forecast of recent rape offences was extremely accurate which provides confidence in the future forecast.

The actual increase in non-recent rapes to the previously projected forecast was less accurate, however it can be noted that the new projected forecast demonstrates a larger increase.

Lincolnshire Police within the last 12 months have noticed an increase in non-recent rape allegations which have involved institutes, social care settings or schools.

## Rapes Offences



The forecast for the number of Recent Rapes is anticipated to increase by 71% between 2019/20 and 2023/24 from 658 to 1122 and the number of Non-recent Rapes is anticipated to increase by 49% between 2019/20 and 2023/24 from 330 to 492 (Non-recent offences have been defined as those occurrences that were reported over 365 days after the offence took place)

The number of reported offences remain a true crime figure under the National Crime Recording Standards due to the forces decision not to record reports made directly to the Sexual Assault Referral Centre (SARC) as non-crimes (N100s).

Lincolnshire Police have also changed how it reviews and records sexual offences that are disclosed in a DASH (Question 19) to ensure it meets the required standards of crime reporting.

### STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The PVP management team will start to scrutinise rape offences as part of a monthly process. This will look at Victims, Location and Offender patterns to adopt a more focused preventative campaign.

Lincolnshire Police will also introduce a rape scrutiny panel involving partner organisations to ensure our standards and integrity of investigations remain high.

All PVP teams have been supplied with laptops and force mobile phones so they can work from anywhere in the country and access Lincolnshire Policing systems. This has enabled a more flexible and agile working arrangement where staff can work from home and / or from other locations in the force to best suit the demand needs of the organisation.

All PVP investigator staff will be trained by 21/22 in the Serious Sexual Offences Adult Investigation course to support their professional development and provide an improved service to our communities. Staff have also accessed the shared training facilities of the LSCP.

An interim welfare policy has been introduced into the PVP department to ensure we are continually monitoring the stresses and strains towards our staff. This was initially rolled out within the Police

Online Investigation Team (POLIT) but has been shared throughout the PVP department. Please see Appendix [A4] for the Interim Welfare Strategy.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The PVP managers have recognised that there has been a rise in offending and have also the recognised complexities of a county as large as Lincolnshire brings with it. There are significant geographical issues with investigation teams and the attendance of victims at the SARC which is situated in Lincoln City.

Lincolnshire Police have also experienced an increase in historic offending cases being reported that have links with schools, churches, foster placements or care establishments.

As a result of the above issues and recognising the current demand on staff and future demand a resource uplift has been requested to the Chief Officer Group. The uplift request made has been for an additional: 1 Detective Inspector, 3 Detective Sergeants and 19 Detective Constables within the Investigation hubs. The additional resources will create an historic investigation team and surge capacity team. It will also allow the realigning of the district boundaries to reduce travel. It is also hoped that this will see that there are additional officers to support the SARC examinations at Lincoln City. There are also plans to look to reduce some of the administrative functions of the investigators such as the Domestic Violence Disclosure Scheme process and align this to a more appropriate resource.

As a team we will continue to manage and monitor demand and performance through our monthly management meetings.

On a monthly basis audit and review activities will be completed to monitor the standard of investigations, the timeliness of investigations, the management of suspects, contact with victims and ensuring there is a quality supervisory footprint through enquiries.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

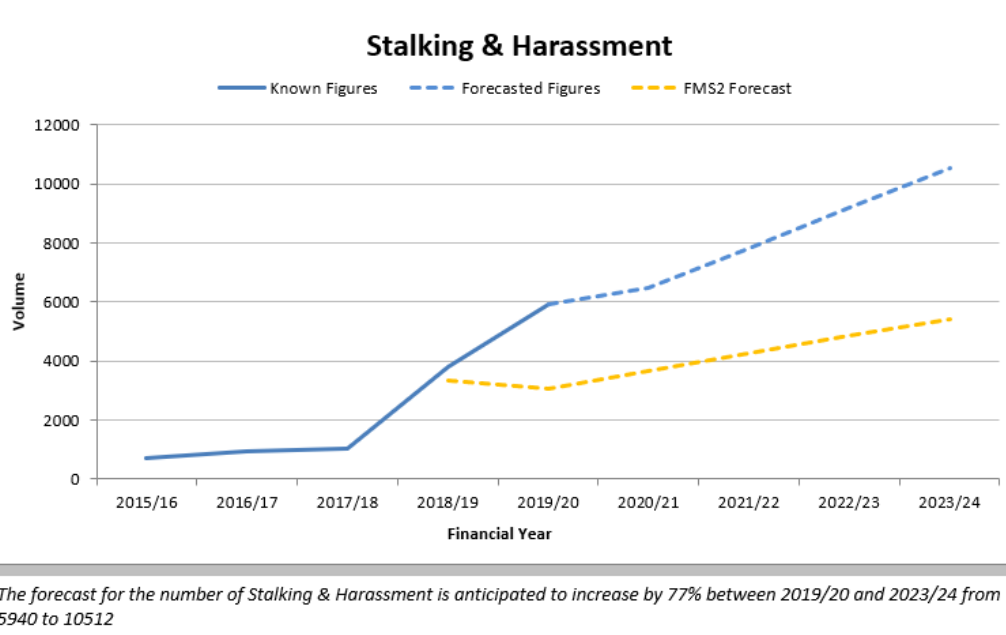
It is anticipated that with a flexible and agile workforce, the uplift in staff and removal of responsibilities from departments, the force will be able to meet the expected demand and improve performance.

## Harassment, Stalking and Cyber Bullying

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Stalking and Harassment (S&H) offences have risen greater than the previously predicted in the last FMS. This may be a result of the change in National Crime Recording Standards and Lincolnshire Police's improved position in identifying and recording offences since 2018. This increase has followed the investment the Force has shown in S&H champions and project workers. S&H offences are set to rise by 77% from 5940 cases to 10512 cases over the next four years.

The graph below shows the projected increase.



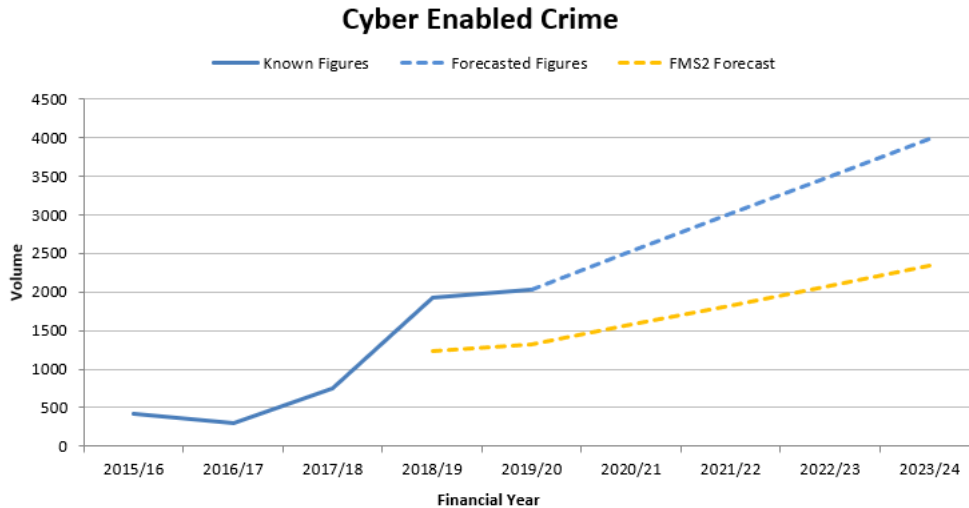
The number of S&H crimes in 2019 was 7137, of which 18% were cyber related as detailed in the graph below.

Crime Recorded Year	Crime Tree LV4 Desc	CYBER?	Occurrence Number
2019	STALKING AND HARASSMENT	NO	5848
2019	STALKING AND HARASSMENT	YES	1289
		<b>Sum:</b>	<b>7137</b>

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

It is not anticipated that there will be any significant issues in managing any future demand for S&H cases. There does however remain a gap in relation to cyber-bullying. This is not captured as a dataset and as such the extent of the demand in this area is unable to be established.

The Force can understand the profile of its cyber-enabled crime as detailed below but this cannot be separated out to just bullying. There remains no current practice for capturing these specifics.



The forecast for the number of Online/Cyber Enabled offences is anticipated to increase by 97% between 2019/20 and 2023/24 from 2026 to 3991

Recognising there is a constantly changing landscape regarding cybercrime and advances in technology, this is viewed more as a holistic crime issue that is used to target vulnerable victims in many ways, such as through online grooming.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The national uplift in police officers will assist Lincolnshire Police in managing the increase in crime. Both response and cybercrime officers have been ‘bid’ for as part of the reorganisation of the Force. The Force is also commissioning a domestic abuse circular ‘DA matters’ with S&H as part of the content.

Lincolnshire Police has invested heavily in new IT equipment. This will see all operational staff in the Force being equipped with mobile data terminals (MDTs) or laptops (dependent on their role) and mobile phones. All officers are now able to access Force systems from anywhere in the country. This has seen staff feeling valued and supported by the management team, whilst also ensuring instant efficiencies could be gained. With the type of work that PVP are involved in, they are often required to carry out enquiries out of force, and access to remote equipment allows them to secure and record a statement from a key witness in another Force area, and be able to acquire a signature at the same time.

Similarly, staff waiting for a medical examination to be completed at the SARC have managed to complete work for that case and other cases they are investigating, maximising their use of time and reduce the pressure related to managing heavy workloads.

**Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

It is anticipated that with the flexible and agile work force, the uplift in staff and removal of responsibilities from departments the Force will be able to meet the expected demand and improve performance.

## Domestic Abuse

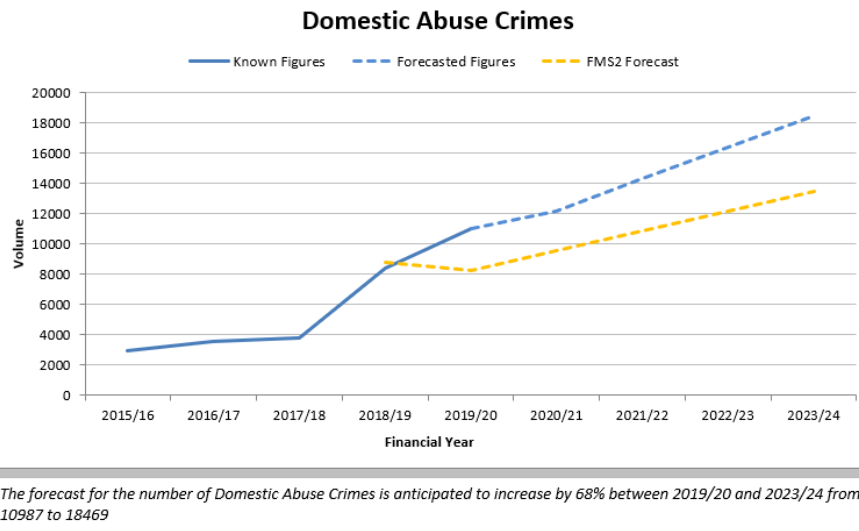
### STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

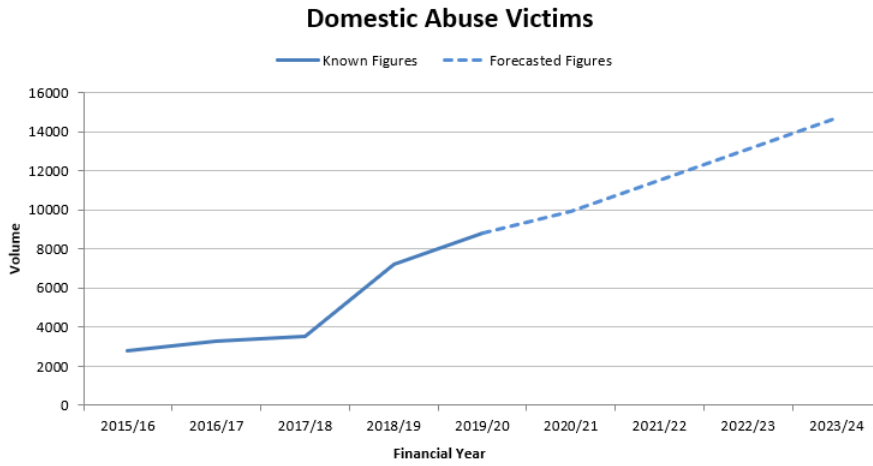
As a police force we understand that anyone can be a victim or perpetrator of domestic abuse (regardless of sex, gender identity, cultural heritage or ethnicity, sexual orientation, religion or belief, age, disability, social status or wealth, or occupation - including police officers and staff).

Both the victim and perpetrator must be at least 16 years old for domestic abuse to be flagged as such under the definition. Within this section focus will also be on the response to perpetrators of domestic abuse.

Domestic Abuse prediction for 2018/19 to 2019/20 did not see the anticipated decrease in offences. This hypothesis around the unexpected increase may not have factored in the Crime Data Integrity (CDI) inspection and recommendations. As a result of multiple disclosures by a victim during a DASH interview more offences are being recorded. The increase also should bear in mind the National Crime Recording Standards (NCRS) rules of recording controlling and cohesive behaviour and harassment as stand-alone offences; in addition to other offences reported at the same time with the same victim-offender relationship.

As shown in the graph below DA crime will continue to grow by 68% from 10987 cases to 18469 cases. Currently DA accounts for 17% of all crime recorded by Lincolnshire police.



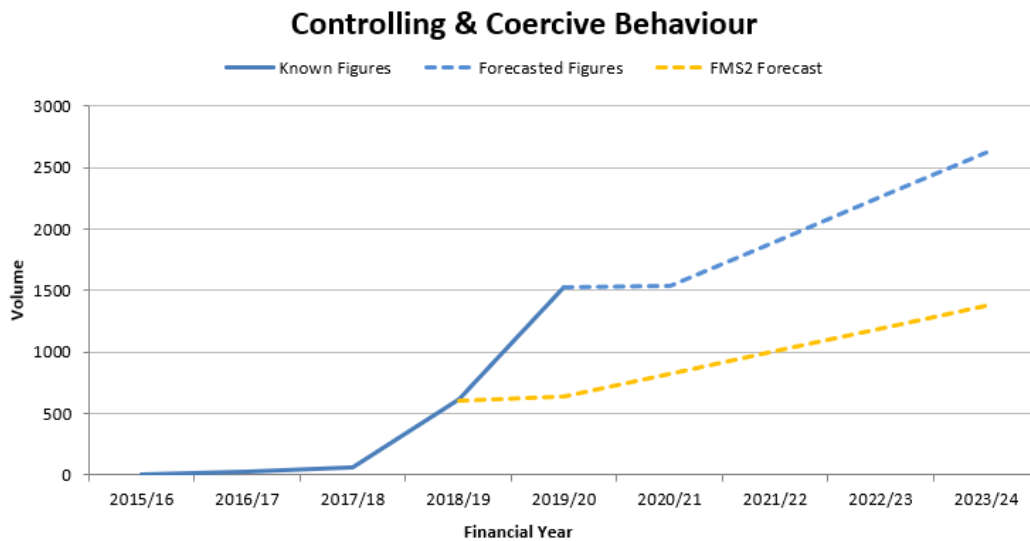


The forecast for the number of Domestic Abuse Victims is anticipated to increase by 67% between 2019/20 and 2023/24 from 8807 to 14707

### Controlling and Coercive Behaviour

The previously projected rise in Controlling and Coercive Behaviour (CCB) was significantly below the actual rise that has been recorded. The reasons for this rise can be attributed to Lincolnshire compliance with NCRS and the ability for staff and officers to recognise and record CCB when disclosed.

As a result of this greater identification of the crime and recording of the crime CCB is expected to rise again over the next 4 years by 72% from 1524 cases to 2626 cases.

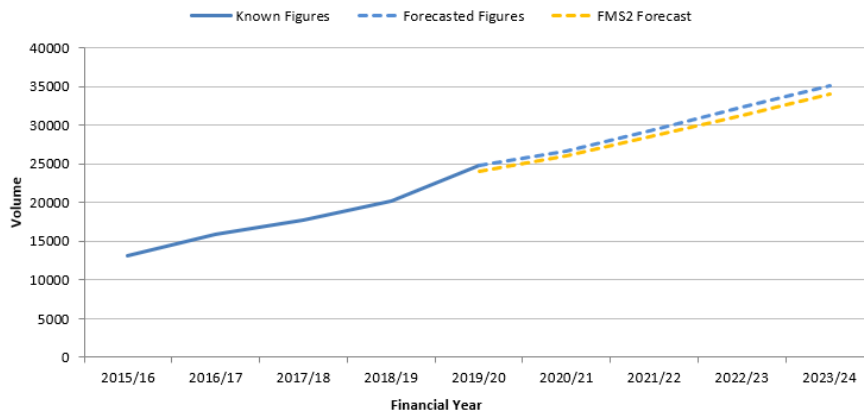


The forecast for the number of Controlling & Coercive Behaviour is anticipated to increase by 72% between 2019/20 and 2023/24 from 1524 to 2626

### Domestic Abuse Disclosure Scheme

Disclosure schemes are also due to rise over the next 4 years by 41% from 24832 to 35055. This rise should be viewed as a positive increase and use of powers as a preventative protection measure for victims to make informed decisions.

### Disclosure Applications

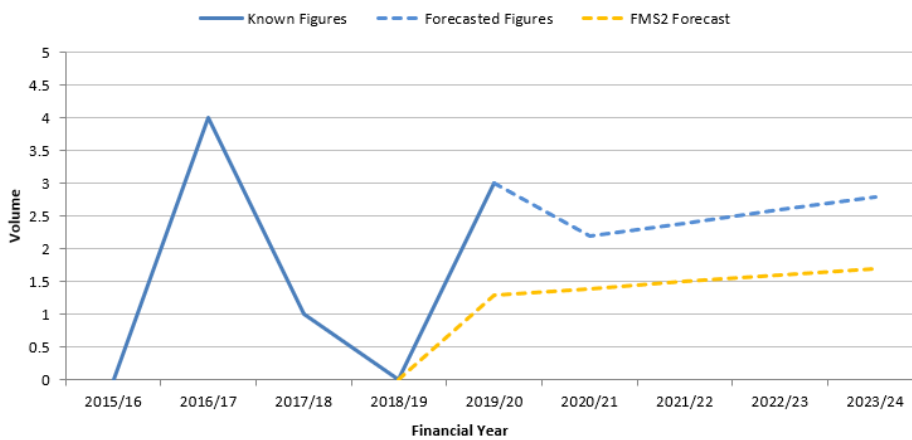


The forecast for the number of Disclosure Applications is anticipated to increase by 41% between 2019/20 and 2023/24 from 24832 to 35055

### Female Genital Mutilation/Honour Based Abuse and Forced Marriage

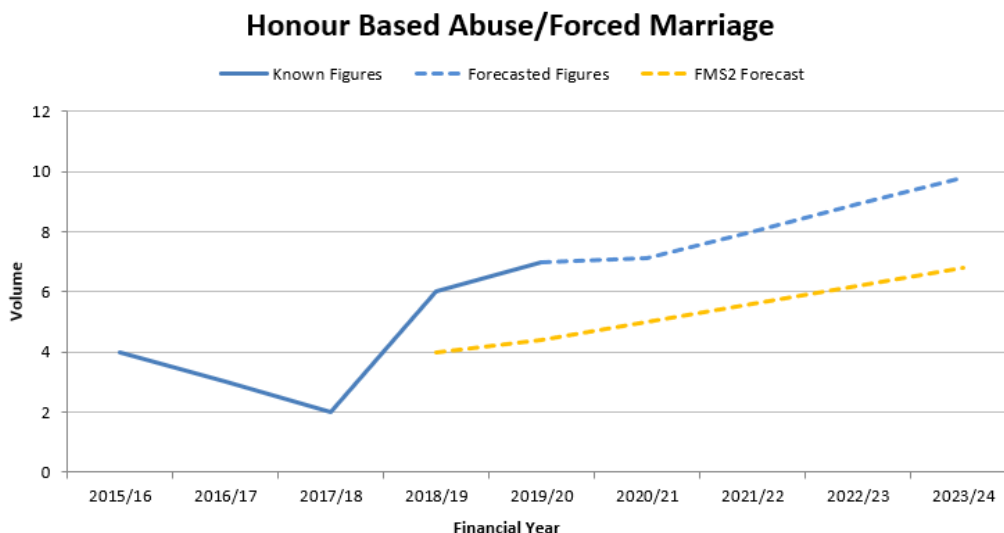
Instances of Female Genital Mutilation is expected to stay the same over the next 4 years.

### Female Genital Mutilation



The forecast for the number of FGM is anticipated to remain the same between 2019/20 and 2023/24

Honour based abuse and Force Marriage are expected to increase over the next 4 years. Although predicted to rise, current reporting is not statistically significant and as such is only expected to see Honour Based Abuse and Forced Marriage rise from 7 to 11.



*The forecast for the number of Honour Based Abuse /Forced Marriage is anticipated to increase by 57% between 2019/20 and 2023/24 from 7 to 11.*

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

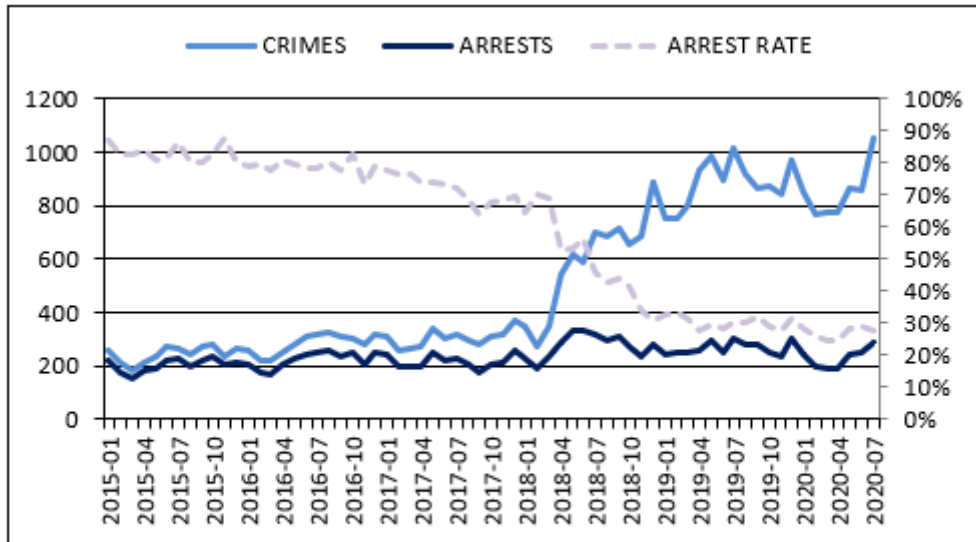
Domestic abuse in Lincolnshire is managed by Response policing and the Criminal Investigation Department (CID).

There is enough capacity within both resources to manage current and future demand.

The current performance of domestic abuse in Lincolnshire needs to be better:

Performance can be measured on many levels in respect of domestic abuse but for the purpose of the Force Management Statement, it is focused on several areas:

- Outcome 1, Charge or alternative charge = 6% - national average 11%
- Outcome 1 – 4, Charge, Summons, Caution, TIC = 9 %
- Outcome 16, victim declines/withdraws support = 67% - national average 52%
- Outcome 15, Police or CPS named suspect; victim supports evidential difficulties = 19% - national average 23%
- Arrest rate of 20% in 2019 – in April 2018 a rise in recorded crime commenced with additional offences being recorded out of a single report. Additional offences of controlling and coercive behaviour and stalking and harassment created a rapid increase. This number has continued to grow as a result of the crime data integrity review – this is demonstrated on the below graph



Graph 2: Number of arrests against crimes since 2015

Location	crime rate	Arrest record	Arrest rate (%)
BN	1086	402	37.0
CO	1355	396	29.2
SH	1395	353	25.3
ST	868	295	34.0
Lincoln	2280	681	29.9
NK	1068	281	26.3
GR	842	271	32.2
WL	1047	269	25.7
WO	1002	256	25.5
OOFB	104	35	33.7

Crime and arrest rate by area shown below

- Referrals to EDAN Lincs our only DA support services within the county for standard and medium cases – between January 2020 – March 2020 EDAN Lincs received 37 referrals form Lincs Police. In that same time period 1326 standard/medium DASH PPNs were completed where the victim consented to share their data with partner agencies. Lincs Police referred 2.8% of the total DA cases that could have been referred.
- Evidence led prosecutions – It is unclear from the data how many successful ELP Lincolnshire has secured within the last 12 months however with 61% of victims not will to support a prosecution this should be high on the agenda to track and review.
- Voice of the child – utilising operation encompass data we can see that only 64% of children are welfare checked who are caught up in a domestic abuse environment.

Children welfare checked by officers			Children present at incident		
YES TOTALs	2665	64.00%	YES TOTALs	2820	68.10%
NO TOTALs (inc blanks)	1473	36.00%	NO TOTALs	1011	24.40%
	4138	100.00%	UNKNOW N	307	7.50%
				4138	100.00%

- Suspects outstanding – As of the 28<sup>th</sup> September 2020 there are recorded 195 suspects outstanding for domestic abuse.

Suspects Outstanding as of:	07-Sep	14-Sep	21-Sep	28-Sep	05-Oct	12-Oct	19-Oct	26-Oct	Trend
High	14	15	11	9					
Medium	75	76	82	76					
Standard	41	42	50	45					
No Grading	66	69	60	65					
<b>Total</b>	<b>196</b>	<b>202</b>	<b>203</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Domestic Violence Protection Notice/Order – the force according to Niche issued 55 DVPNs in the last 12 months. This is in relation to 29 crimes of domestic abuse on average per day. There are only 7 DVPOs recorded on niche for the last 12 months – little reassurance can be taken from the numbers listed as being accurate for the force activities and will be a data recording issue. To improve on this current performance level the force has:

Response and CID officers have received Voice of the Child and Adverse Child Experience training.

Commissioning the nationally recognised DA training DA Matters to be delivered in 2021/2022.

Produced a performance pack that is used by district Inspectors and detective Inspectors (who own the assets who respond to DA).

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

Response policing under the Horizons uplift of Police resource has made a bid to increase the number of response and patrol staff in order to meet the demands placed upon them.

The force will also continue to review their management of DA to understand if the current policing model is fit for purpose.

Provisional plans are being discussed regarding the creation of a DA investigative team and what that would need to consist of. Please see Appendix [A5] for the full draft scoping document.

A bench marking request to other forces has also been placed to understand how other forces are managing DA. Please see Appendix [A6] for a copy of the benchmarking responses.

The **Make a Change Project** has also been important for trying to reduce demand in Domestic Abuse.

The Make a Change Project in Lincolnshire, which has been funded for three years, officially commenced in January 2018. The project has produced interim findings with a full evaluation of these findings due in early July 2020.

The Police Transformation Funding ended 31/03/2020 but the force alongside Lincolnshire County Council has funded a three-year contribution with National Lottery funding to continue until end of March 2023.

This will allow the continuation of the Make a Change model in this period, ensuring that as a county we have a fully evaluated, accredited service for those concerned about their behaviour, outside of the criminal justice system.

### **Domestic Abuse Partnership Review**

Whilst Make a Change is funded until 2023, the wider response to domestic abuse offenders is to be considered further by the DA Partnership under the Safer Lincolnshire Partnership.

A review is to be completed to agree recommendations for a future commissioning model for an early intervention, accessible perpetrator programme for the county (outside of existing Building Better Relationships which are ordered through criminal justice outcomes). This review will report to DCC Harwin, PCC Marc Jones and LCC Chief Executive Debbie Barnes. As a county we cannot rely on external funding to support core business and this will need to be completed in advance of the existing Make a Change funding end date.

### **A Wide Range of Interventions**

As a county we must ensure we have a wide range of interventions that can both respond to those individuals within the criminal justice system and outside of it. We know that many perpetrators of domestic abuse do not feature in the criminal justice system.

As part of the wider DA partnership review, we need the mapping of existing interventions to be completed in 2020 and ensure we have a view of our gaps in order to seek improvement.

For example, we have;

- Existing Building Better Relationships Programme run by our CRC colleagues, following a court order.
- ARC (IOM) model picking up some domestic abuse within their cohort
- A newly proposed Offender Management Unit building capacity and capability in force
- Make a Change – our voluntary accredited behaviour change programme based in the community
- Conditional Cautions are being trialled nationally for domestic abuse and we should anticipate changes in the future – and will need an appropriate service to divert those offenders to
- We also have a range of projects that look at costs and benefits of technical products such as AAMR, Buddi Tags, TecSOS for use with domestic abuse perpetrators

We must ensure that as a county partnership we have an overview of core service provision and commissioned services in this area of work to enable us to build capacity and improve our response to perpetrators, alongside the pivotal services for victims and their dependents.

**Culture**

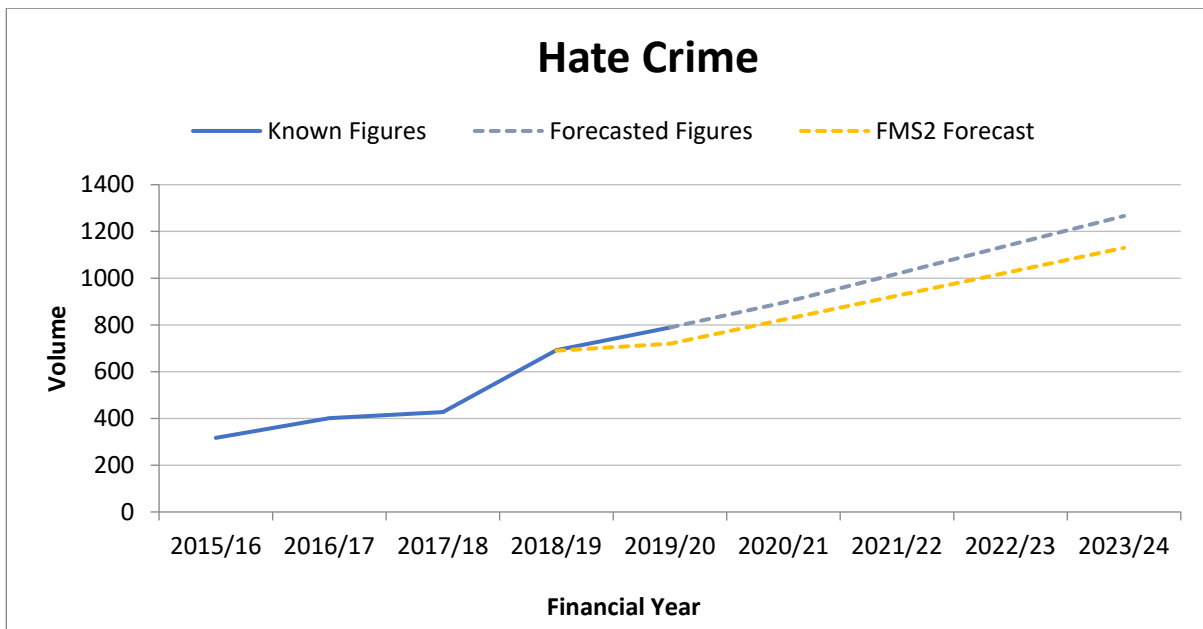
While the force acknowledges that review and interventions are vital to stop behaviour increasing and turning into domestic abuse, the force also understands the importance of changing culture in this area. There is a need to shift culture, from asking ‘why didn’t the victim leave?’ to ‘why doesn’t the abuser stop?’

Perpetrators are the people committing domestic abuse but are often missing from the narrative and the response.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

It is anticipated that with the flexible and agile work force, the uplift in staff and removal of responsibilities from departments the force will be able to meet the expected demand and improve performance. With the right interventions at the right time forces and organisations can stop abuse from occurring, recurring, or escalating. We need to continue to coordinate our responses, with our partners and ensure that we hold perpetrators to account for their behaviour.

**Hate Crime**



*The forecast for the number of Hate Crimes is anticipated to increase by 60% between 2019/20 and 2023/24 from 789 to 1266*

Hate crime is expected to rise over the next 4 years by 49% (from 690 to 1027). Although apparently nearly doubling in demand, the recent clear rise in Hate Crime has been brought about through improved crime data recording and the appropriate identification of flags as opposed to this being due to newly reported crimes of this type. As a priority for Lincolnshire Police, and remaining so over the

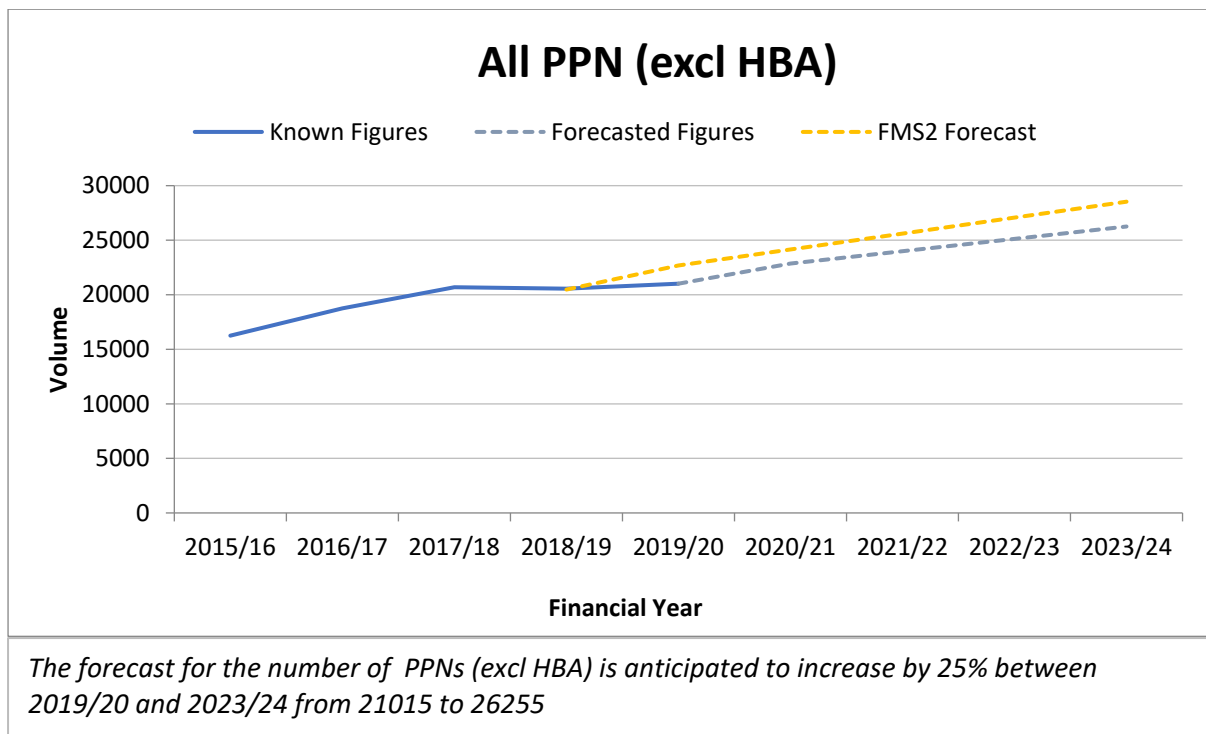
next 4 years as part of protecting the vulnerable, Hate Crimes have been scrutinised to ensure they are properly flagged to inform the strategic picture; as such this demand increase is not identified as being of significant concern at this time. The current political climate is being monitored to identify any adverse effect on public tolerance and those committing offences of this nature.

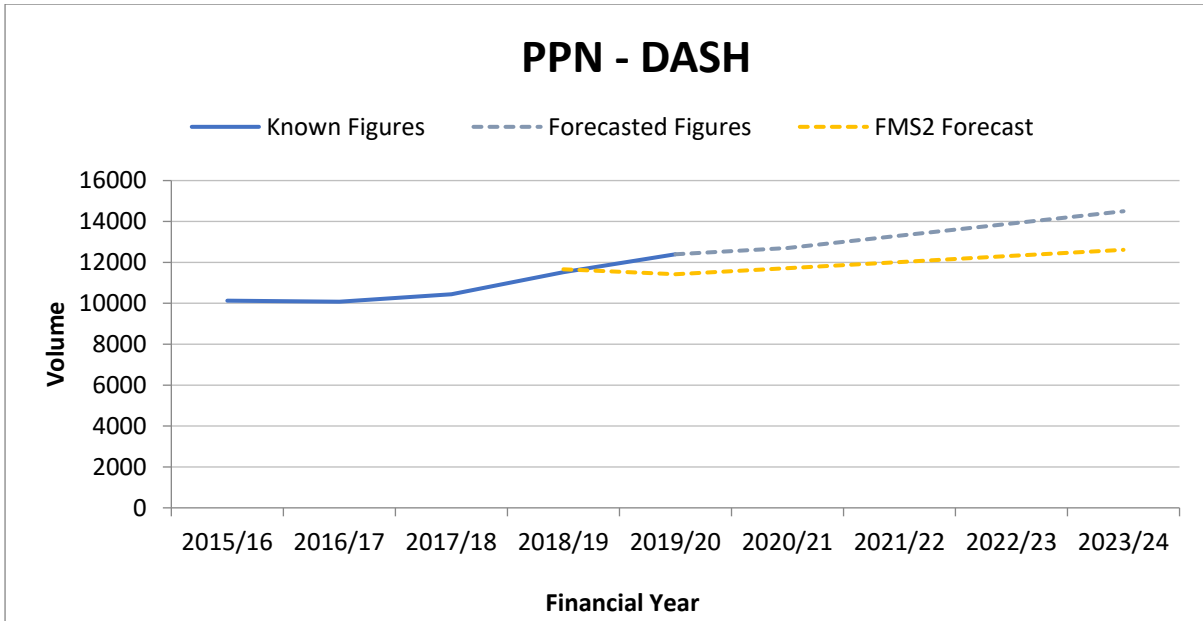
Significant work has been undertaken by the Force Hate Crime lead to ensure there is awareness of this crime type and a clear response in place to monitor and tackle this issue. Scrutiny of all Hate Crime cases is undertaken by the Force Equality and Diversity Panel in the first instance, with the response reviewed and fed back to staff, teams or departments as necessary. This is to continue to be managed through the Force Threat and Risk Meeting, with any identified trends or issues to be addressed through this forum. At this time this is not thought to bring any significant difficulties to the response or demand faced by Lincolnshire Police.

## Child and Adult Safeguarding

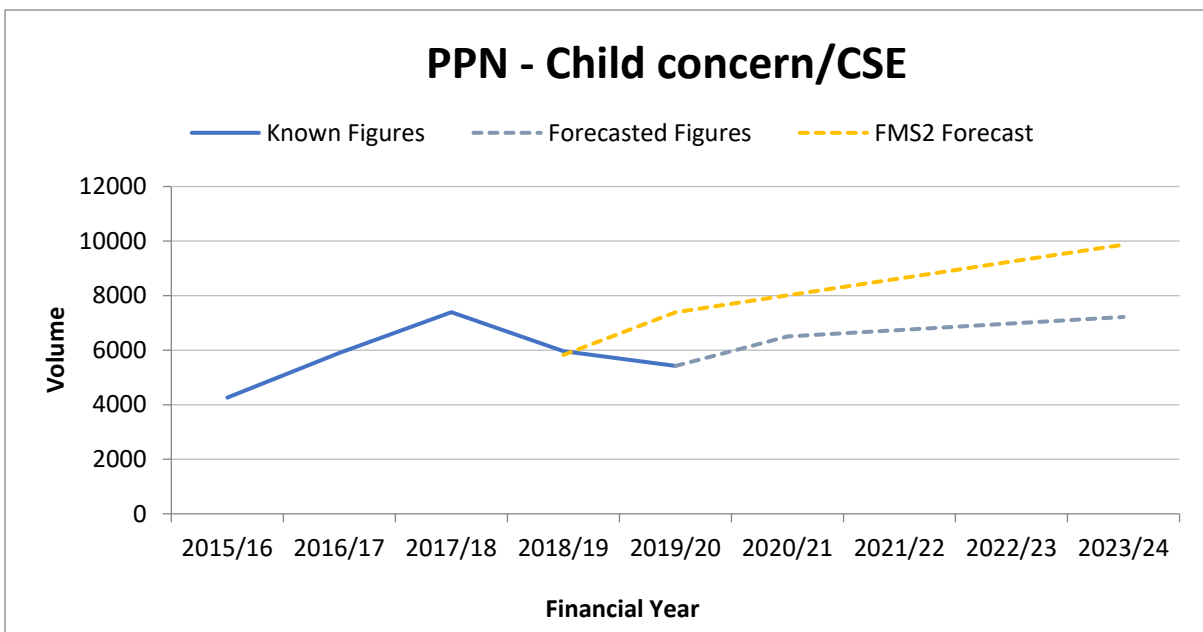
**Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

*PPNs went live on the 5th May 2018. Prior to this, the Force submitted 'Stop Abuse' forms. For the purposes of the forecast, the number of Child Stop Abuse submitted have been used prior to the introduction of PPNs. Data for 2014-15 cannot be provided accurately due to data quality issues.*

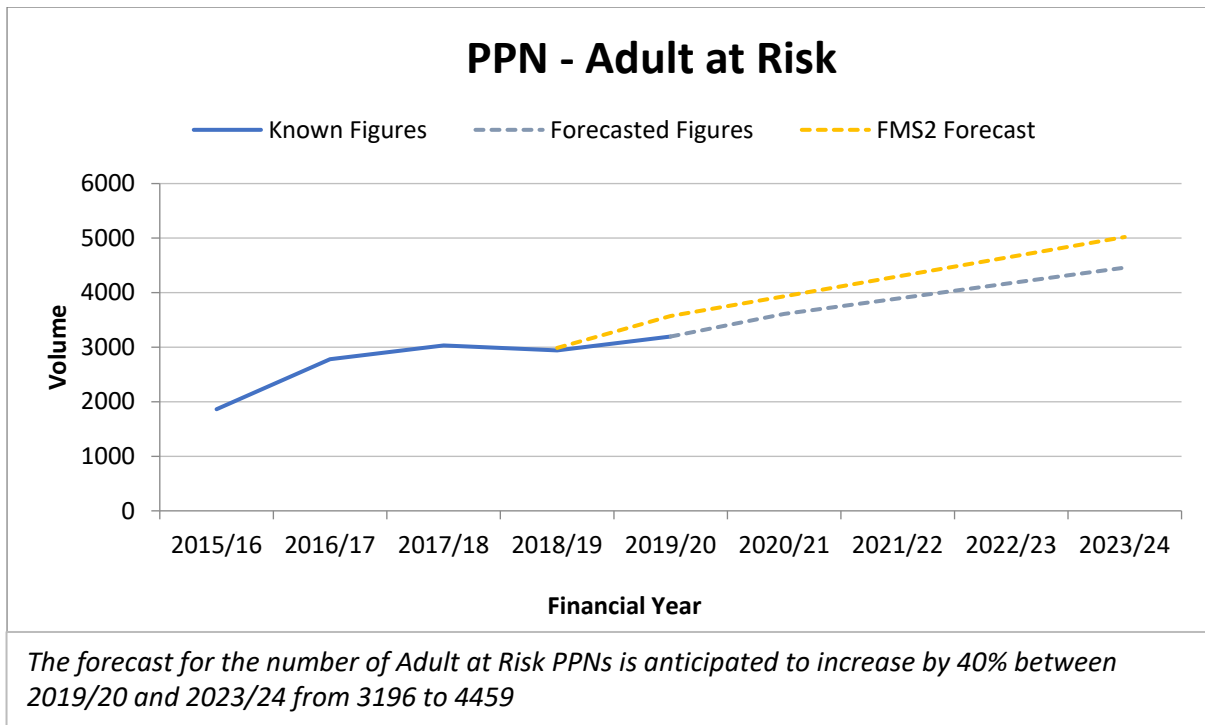




*The forecast for the number of Domestic Abuse PPNs is anticipated to increase by 17% between 2019/20 and 2023/24 from 12397 to 14501*



*The forecast for the number of Child concern/CSE PPNs is anticipated to increase by 33% between 2019/20 and 2023/24 from 5422 to 7217*



The identification and recognition of vulnerability, and the use of partnership working is a key strategic priority for the force, detailed the Distinctively Lincolnshire Strategic Plan and the Crime Department delivery plan. Following significant work by the force over previous years, demand is well understood in this area. The Police Safeguarding Hub (PSH) have a daily report of all Public Protection Notices (PPNs), domestic, child and adult. There is no hidden demand as all PPNs are processed through the PSH as a daily 'pot'.

It has been noted that there is excess demand for the PSH where multiple PPNs have been created for the same DA incident. Internal communications have been issued via the force intranet to highlight the issue. The creation of multiple PPNs create some additional demand for the hub in collating PPNs together before making the appropriate referrals. The reduction in child concern PPNs demonstrated in the graph above is due to accurate recording over what was done previously, not a reduction in the number of children subject to a concern.

It is expected that the number of Domestic Abuse (DA) perpetrators should reduce in the future as a result of enforcement (see DA Perpetrators Project above). As a rough measure, the increase in housing and populations mean that there will be a resulting rise in DA; but the volume it will increase by is dependent on vulnerability index and other factors relating to the population.

The force has previously conducted a significant amount of work in relation to the recording of PPNs, and so it is expected that this will result in members of the public being more likely to report incidents to the police. There is a cultural inhibitor for some people in calling the police because of the length of time it can take, and it is anticipated that this will improve with new tech for making contact, including video, apps. It has been seen in other forces that the ability to text to a dedicated number has increased recorded crime. The rising demand that has been predicted is not expected to plateau in the next decade, due to increasing population as a result of new housing in the county.

Multi Agency Risk Assessment Conference (MARAC) meetings have undergone a review in December 2020 and will move from one full day to two half days per week. Approximately twenty high risk cases

will be reviewed during the meetings, and during the height of the demand there was a second day of MARAC cases discussed also. With an anticipated rise in Domestic Abuse in the future, it is highly likely the number of high-risk cases will rise as a proportion of this also, and as such a new model for dealing with them effectively.

There are several strategic meetings which require attendance by the force, to ensure that there are effective arrangements in place to deal with issues relating to vulnerability throughout the county.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The Police Safeguarding Hub (PSH) is a centralised function for Lincolnshire Police, coming under the Protecting Vulnerable Persons (PVP) umbrella within the Crime department. The PSH incorporates several branches to manage all safeguarding referrals, identify wider safeguarding requirements and all partnership interaction/escalation as necessary. This includes, but is not limited to, vulnerabilities from Domestic Abuse, Adult Abuse, Child Abuse, Exploitation, County Lines, and Missing Persons. The PSH works with a huge number of partners – Lincolnshire County Council Adult and Children’s Services; Futures 4 Me; YOS; Housing provisions; LPFT; Safer Communities; We Are With You; Nursing LCHS; Probation; Barnado’s; The Children’s Society; Childline and many more. All of these partners and others assist us in working together to safeguard and support vulnerable people.

The Police Safeguarding Hub is made up of 22 members of staff; D/Sgts, Coordinators, Administrators, Case Conference Officers, DA Administrator, Missing Person Coordinators and Intelligence Support Officers.

The DI PSH sits on partnership boards, national working groups, and is the Chair of other meetings for multi-agency discussions on safeguarding

Case Conference Officers attend Initial Child Protection Conferences, Reviews, and Pre-birth meetings, dealing with children who are at risk and working with partner agencies as to what the future looks like for those families.

MARAC meetings are held each week and about 50 cases are prepped for the agenda each month between partner and Police referrals. The DA Administrator in the PSH researches this and completes actions that come from the meetings.

Intelligence Support Officers process Lincolnshire Police’s National Referral Mechanisms for modern slavery and human trafficking; they extract intelligence from all Missing persons Return Home Interviews; they receive intelligence from partner agencies, including Operation Insignia, and process this onto Niche to build a picture of intel which is wider than the Police would have in isolation.

The force has an agreement in place with Children's Services that all requests sent to PSH will be cleared. While this is not a legal obligation, it has been adopted as policy. The PSH currently meets the expected performance standard. There is national statutory guidance regarding how agencies must work together, and there is a legal framework to support this. Governance takes place through county level boards (Multi Agency Child Exploitation [MACE], Lincolnshire Safeguarding Children’s Partnership [LSCP], Lincolnshire Safeguarding Adults Board [LSAB] and the Safer Lincolnshire Partnership [SLP]), and there are review processes for escalation of significant incidents.

There are no skills gaps identified for existing staff within PSH. Prior to the Covid 19 pandemic, it had been identified that there were insufficient vehicles for team. This was because all meetings, such as the Multi Agency Risk Assessment Conference (MARAC) were attended in person because of a lack of

video conferencing capability. Staff were only able to attend meetings in person because of issues conferencing with partners.

While the PSH has sufficient IT equipment in relation to phones and computers, there is a lack of modern teleconference and presentation facilities at the meeting rooms in Grantham to facilitate partnership meetings in the most effective way, meaning that prior to the global pandemic, staff would travel to partnership offices to take part in meetings that could not be hosted locally, resulting in inefficient use of time and additional cost to the force in relation to travel expenses.

In the next year, one coordinator is likely to leave to retire. It will be difficult to replace them with someone of similar capability as the role requires specialist skills gained through experience to be able hold strategy meetings regarding child safeguarding. Suitable applicants are likely to come from partner services or retired police officers with experience in this area.

There are minimal wellbeing issues within the PSH - most staff have a good level of wellbeing, despite increasing demands of work, numbers of PPN's that need to be processed each week. The nature of the work is tiring and involves constant telephone calls. Importantly there is no fallback resource available in the organisation for the PSH.

The expedited rollout of the Office 365 suite of applications, including Microsoft Teams, has had a significant impact on the efficiency of the PSH by allowing meetings to be held remotely in an effective way.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

It is anticipated that to continue to meet future demand, a further three members of staff in coordinator and administrator roles may be required. Requests for these posts have been made to D/Supt PVP and a second DA Administrator position is being applied for by the DA Coordinator. A third D/Sgt post has been bid for as part of the Horizons Change Programme Uplift Project.

Work is ongoing to create a Multi-Agency Safeguarding Hub (MASH) that could bring additional benefits in relation to partnership working including efficiency and the timing and quality of decision-making that will lead to positive outcomes for vulnerable people. The creation of a MASH is dependent on several factors locally, but the force is committed to pursuing this piece of work.

The development of management information such as a performance dashboard relating to the volume of PPNs and the time taken to process could support the PSH in managing demand. This may be possible when the force makes an investment in Business Intelligence (BI) software in the next year.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

While there are some efficiencies gained through remote working and some virtual meetings, with increase in demand, without increase in staff, fleet, or conferencing technology, current assets won't be able to meet future demand, as there will be insufficient staff time to meet the increase. Reducing demand is difficult for the PSH as the PSH not only processes the concerns, but it aims to proactively prevent instances by raising concerns from intelligence and piecing together information. While some

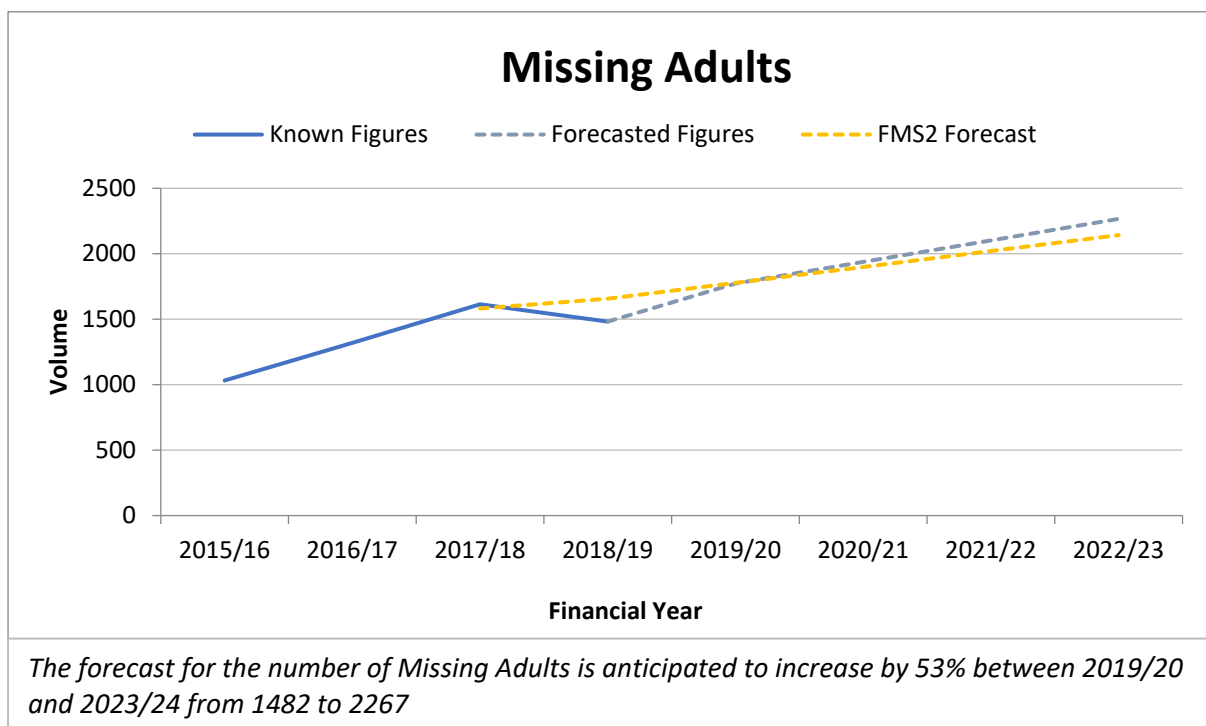
work is ongoing to reduce multiple PPNs, other areas of work such as strategy meetings and MARAC meetings cannot be reduced, or attendance declined.

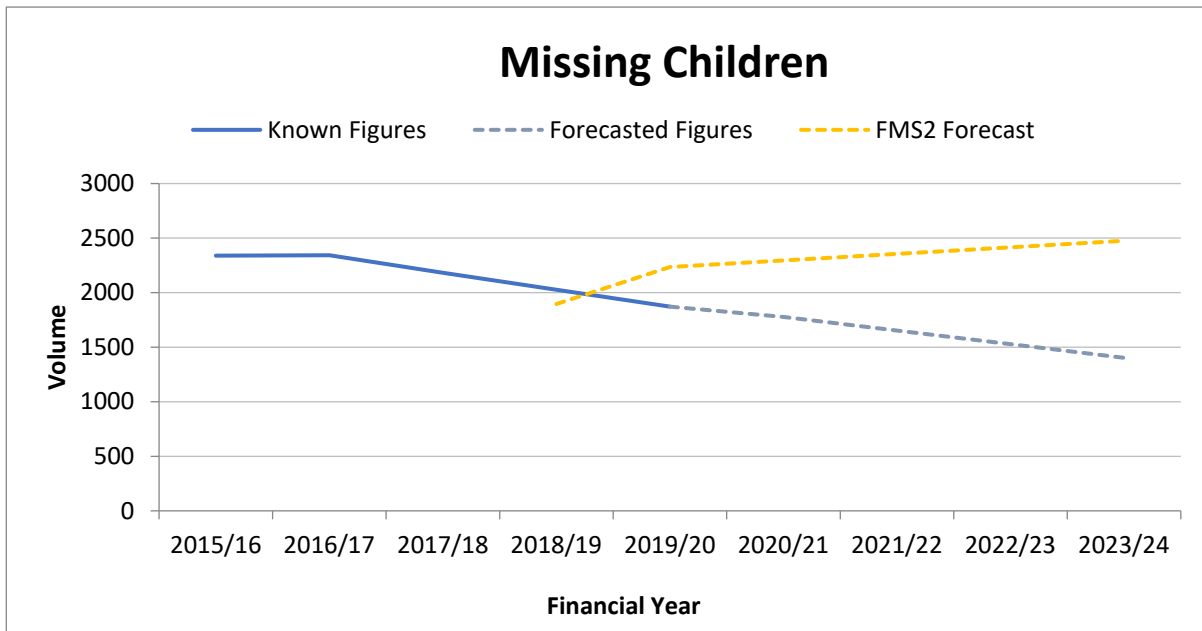
Despite reworking the processes throughout the last year to maximise efficiency, it is likely that in the next four years there will need to be a large investment and understanding around vulnerability to ensure that processes are met, as no additional budget or resource is currently dedicated to the PSH

If demand is not met fully in the future, there could be significant harm to vulnerable individuals, as issues will not be detected and referred to the appropriate partners. This could result in a severe incident review or Domestic Homicide Review if the consequences of failing to meet demand are severe. There is a high level of reputational risk to the force if demand is not fully met in the future.

## Missing Persons

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**





*The forecast for the number of Missing Children is anticipated to decrease by 25% between 2019/20 and 2023/24 from 1872 to 1403*

The force projects a significant rise in Missing Persons (Mispers) demand over the next four years. The details shown in the graphs show a decline in adults and children through changing in definition and recording in Lincolnshire, from using the ‘Absent’ category up to 2019 but not since. This differs from other forces nationally because of local issues regarding recording. The demand regarding mispers is currently approximately 50:50 between children and adults, but because of wider partnership engagement around responsibilities to record and investigate missing persons, as well as the introduction of Prevention Interviews in December 2020 to try to reduce repeat missing persons, this is forecasted to change as the demand from missing children reduces.

The force has experienced an increase that did not match previous projections, as a result of a change in the definition of missing person changing in 2017 within the Approved Professional Practice (APP). This definition removed several caveats that has led to an increased level of recording of missing persons in Lincolnshire.

The level of demand is dependent on two factors; firstly, reporting and secondly recording. The former element is limited in the way the force can control it, as the public will continue to report. The introduction of Trigger plans and partnership work from the Police Safeguarding Hub, to have appropriate reporting from care providers, has reduced some demand. Recording is certainly within the organisation’s grasp, and work is ongoing with the PSH and the FCR about accurate recording. The resulting change in demand from 2017 is not the same for all forces, which suggests that there are cultural factors, i.e. risk-averse recording practices taking place.

There are in the region of 20 OFSTED regulated Children's Homes in the Lincolnshire Police area and new Homes are opening across the county on a regular basis. Whilst the number of missing persons incidents from Children’s Homes account for a small proportion of the total missing episodes of children, the risks that children in Care are potentially exposed to is disproportionate to that number.

Missing Persons Coordinators act as the force’s administrators of the COMPACT missing persons application, and work with the creator of the system on developments.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

There are two Missing Person Coordinators, who research and support missing person enquiries, long term reviews, plans around high-risk missing persons, and have strategy meetings with partner agencies about force policies and individuals of note. They link with OFSTED around Children's Homes, complete assessments for ones wishing to open and manage the Child Abduction Warning Notice (CAWN) process.

Wellbeing is generally good in the PSH, despite the work being difficult and with continuous demand. The role of Missing Persons Coordinator is a full-time role, and there is no additional capacity within the current provision. There is also very little resilience in the number of coordinators should numbers reduce due to sickness absence etc. The role requires specialist knowledge that can be trained, but there would be a skills and knowledge gap for new recruits into the role that would require experience to fill.

**Step 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The force has a Missing Persons Working Group, led by a Chief Superintendent, which looks at internal systems and processes to make improvements, but also leads on contact with the College of Policing regarding improving the wording within the Missing Persons APP.

The PSH has produced significant guidance to officers and partners to help reduce the over-recording of missing persons; but also to support the identification of vulnerable children and adults, for whom it would be appropriate to highlight to multi-agency processes to manage the risk that they pose to themselves and others. This is a difficult balance to achieve but is supported by the PSH and Missing Persons Coordinators specialism in their subject, their knowledge of individuals at risk, and relationships with partners.

**Step 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The PSH DI is currently engaged with ongoing work to change the definition of missing person in the APP nationally, which will support all forces in recording. Work to improve internal recording processes should make a significant difference to future demand, but the area of Missing Persons contains significant risk to the organisation around the harm to the person and while there is some recognition of this by some areas, the force still needs to appreciate the demand and concerns. If demand continues to increase significantly, a greater number of missing persons coordinators will be required in order to be able to provide the appropriate level of service in this high-risk area.

## Section 7: Managing offenders

### Assisting Rehabilitation through Collaboration (ARC)

Assisting Rehabilitation through Collaboration (ARC) commenced in July 2016 and is Lincolnshire's approach to Integrated Offender Management. It combines a co-located central hub with a county wide multi-agency team that implements a desistance approach to rehabilitation, targeting the most prolific offenders in Lincolnshire.

ARC's Strategy is *"To work together in collaboration to ensure that identified ARC Clients have access to timely and appropriate interventions that support their identified pathway needs and contribute to their rehabilitation and reduce the risk of reoffending."*

ARC delivers a local response to address prolific offending behaviour within our community, with a flexible and agile approach to those appropriately selected for management by the team. ARC aims to be a short-term intervention to stabilise a client's circumstances, enabling them to be signposted to and maintain engagement with other services that provide the support needed for long term rehabilitation.

#### ARC team:

- 1 Police Sgt
- 4 Police officers (Compliance)
- 2 Police officers (Youth Offending Service based)
- 4 PCSOs (Support team)
- 1 Civilian staff (Compliance)
- 1 Chaplin
- 1 Business support (Lincs County Council)

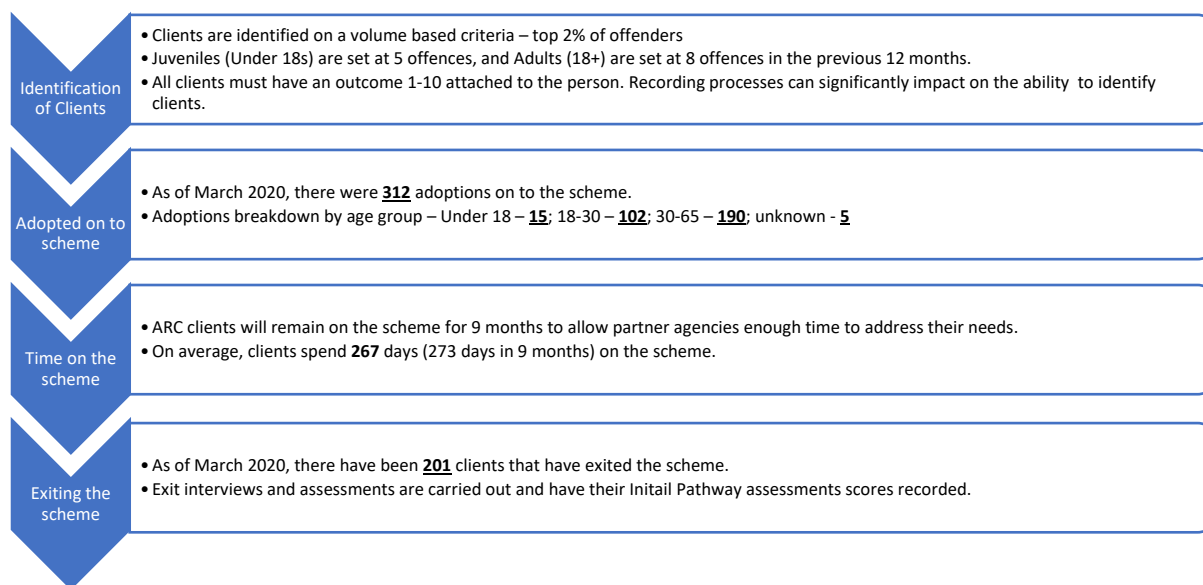
The team are based around Lincolnshire with a predominant number co-located within the partnership out of LCC building, Myle Cross.

The following agencies have made a commitment to ARC relevant to their organisations.

- Probation, both NPS and CRC
- Bluelight
- Addaction
- Framework
- Lincolnshire County Council (LCC)
- Lincolnshire Action Trust (LAT)
- Mayflower Housing
- Shelter

Each month an East and West area partnership meeting takes place to discuss each client, their progression, concerns and formulate any appropriate plans or interventions should they be needed. This platform allows for all partners to voice concerns and equally suggest extensions on the scheme with an evidence base.

**ARC Criteria and process:**



All MAPPA clients will remain within the MAPPA framework and ARC involvement will be to assist with identifying any interventions they can undertake to support the control of any threat, risk or harm the ARC case poses.

**ARC Success and future demand:**

ARCs numbers have remained relatively constant since its inception. This would be expected based on the criteria of top 2% of offenders within Lincolnshire. It is acknowledged that this does not address necessarily the Threat, Harm and Risk of offenders. ARC is currently going through a review of all available data since its creation (July 2016), this to establish if it is having a positive impact on the cohort that it works with, the current data shows:

Measure	Cohort size	Offences (1-10)	Crime Severity	Crime Cost (estimate)
12 months before adoption	139	1641	78016	£7,800,628
12 months after exit	139	581	41511	£2,372,219
Volume change	n/a	-1060	36505	£5,428,409
Percentage change	n/a	<b>-64.6%</b>	<b>46.8%</b>	<b>69.6%</b>

*The above data ranges from 2015 to 2020 (12 months prior to ARCs creation and includes all those clients who have had the ability to evidence 12 months prior to being on a cohort, 9 months on it and then a full 12 months having exited)*

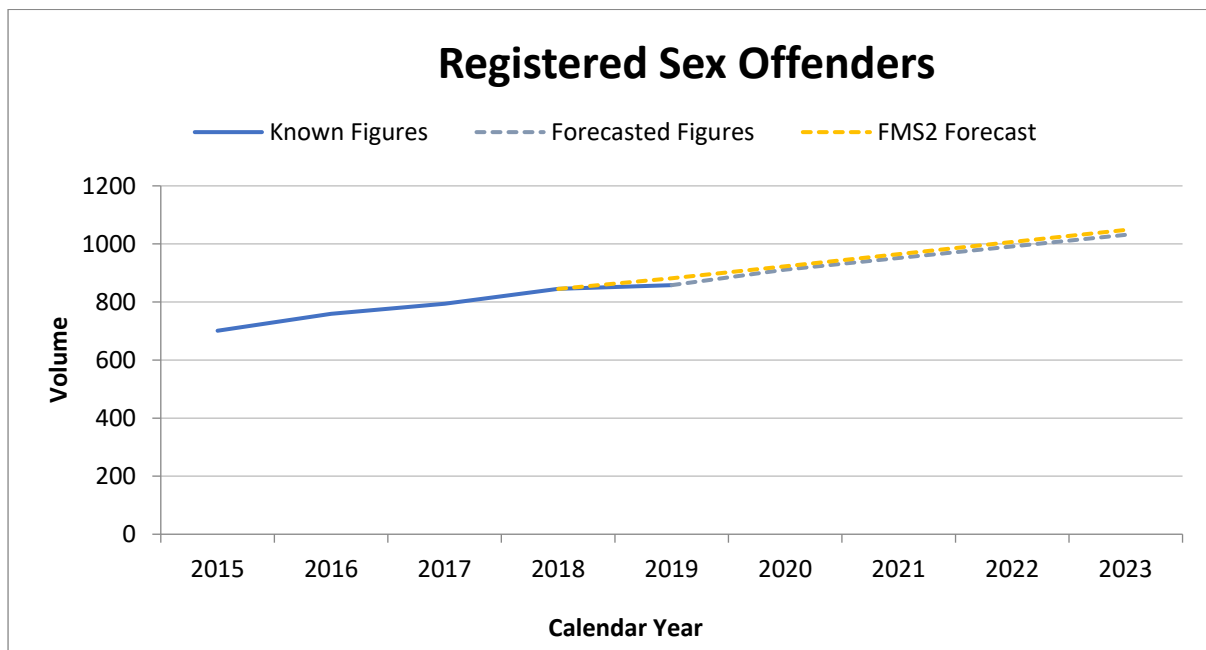
What must be highlighted with the above is that although this shows a significant reduction in offender behaviour, we do not have a Randomised Control Group (RCG) to show a comparator, this is being looked as part of the review. Also, it is acknowledged that some of the data above relating to '12 months after exit' will be during the year 2020 with the Covid Pandemic, this where crime in certain areas had naturally decreased.

The full review will also consist of evaluation and support from Lincoln University to ensure a full understanding of where we can develop. It is also to be noted that a new national IOM strategy was released by MOJ in Dec 2020. This is looking at identifying a 'Fixed, Flex and Free' cohort aligned to 'Neighborhood crimes', these consisting of Burglary, robbery, Theft from the person and Theft of motor vehicle. Lincolnshire is cognisant of this for any future development of their IOM and await the national Operational guidance due for release in April 2021.

There is no intention to grow ARC specifically although it will be interesting to understand any changes developed through the National IOM strategy (December 2020) as demand in this area appears to be consistent. However, offender rehabilitation and diversion away from criminality can be applied at any stage of offending behaviour with its results directly reducing the overall crime in an area and ultimately the number of victims. At this time, we are exploring how cohorts could be identified to see how we can intervene in a person's climb up the offending ladder at an earlier stage, this giving us a greater chance of diversion success.

### Registered Sex Offenders

Lincolnshire Police has teams committed to managing those offenders deemed the highest risk of causing harm to the Public. The Management of Sexual Offenders and Violent Offenders (MOSOVO) Unit is currently made up of 1 Detective Sergeant, 1 Police Sergeant, 2 Detective Constables of which 1 is part-time, 1 Police Constable part time and 12 Civilian Risk Management Officers. Processes are well established in this team for managing Registered Sex Offenders and Violent Offenders with ancillary orders; such as Violent Offender Orders, Sexual Harm Prevention Orders and Sexual Risk Orders.



*The forecast for the number of Registered Sex Offenders is anticipated to increase by 20% between 2019 and 2023 from 858 to 1031 - Data only collated in calendar years*

Whilst administratively these functions are well managed, there are increasing demands faced with the number of Registered Sex Offenders within the County; with the projected number rising by 20% (from 858- 1031). The previous FMS anticipated a 19% increase from 845 to 1007.

This will see on average the number of Registered Sex Offenders being managed by the Detective Constables and Risk Management Officers rising from 60 each to 72 in the next 4 years. The Nationally recognised ratio for management of sex offenders is 50:1.

Currently the numbers of offenders subject to a Violent Offender Order and Sexual Risk Order are of such low numbers they do not cause concern (1 and 7 respectively, with some previous offenders subject to these being now registered as sex offenders). Although not causing concern at this time it is recognised that this is an area that needs more awareness across the Force; and will be subject to communication and training plans. It is anticipated that such activity will see these be more readily applied for, however the impact of such a communication and training plan cannot be assessed at this time, so demand is difficult to predict accurately. The orders will continue to be subject of management scrutiny and review, to ensure effectiveness of the plan, and that they remain manageable within the current Force arrangements.

Recognising the need to ensure this team remains as effective as possible, and given the risk that they are holding, a full review of the MOSOVO Unit was completed in 2019. This review will enable staff to inform the processes and outcome. A clear performance framework has been established for this team ensuring monthly updates and scrutiny of issues, and where concerns around heightened risk can be identified, for options to be considered and managed. The reporting of these updates is to the monthly Protecting Vulnerable Persons Performance Meeting, which in turn reports to wider Force governance structures.

With continued annual rising demand, options have been considered regarding what can be changed now. Identifying those Registered Sex Offenders who have been on the sex offenders register for the required period of time and fit the criteria to be considered for removal from the register, the approach has been to be proactive in highlighting the opportunity to apply for removal from the register to the offender. This has seen a number of additional applications from those deemed of sufficiently low risk of reoffending, ensuring capacity in the team to remain focussed on those deemed highest risk of harm. Current expectation is that 20 Registered Sex Offenders will be applying for discharges that are likely not to be formally challenged.

In addition to this there has been an update to national guidance enabling an internal review of those held on active management. The guidance change has allowed a further review of the offending type those deemed low risk of reoffending are believed to be involved in, and if not of a sexual nature then to still consider them to be moved to reactive management. This will see an immediate reduction of 85 actively managed Registered Sex Offenders, with the anticipation of a further 20 through 2020. This has enabled changing practices to have only those of concern of causing harm remaining under active management, although it is too early to anticipate what the overall impact will be at this time.

Changes nationally to the guidance regarding the Active Risk Management System (ARMS) process have meant a reduction in some bureaucracy where there has been and is not anticipated any significant change to a relevant offender's circumstances through the year. This will assist in ensuring the efficiency of the team. The Force currently has an 93% ARMS completion rate; with this equating to Lincolnshire Police having 30 outstanding and Lincolnshire Probation Service having 25 outstanding. Recognising the anomaly this causes around not being able to establish the exact risk posed, we work at as close to 100% completion rate for the Risk Matrix 2000 assessments as possible which enables prioritisation of those outstanding and an interim assessment of their potential risk level. With

increasing demand this will likely be challenging, which is where significant work is currently underway to ensure we are effective in our identification of risk and how we seek to manage this in the future.

Outstanding visits to Registered Sex Offenders are at an improved position of 47 down from 165, which is seen as a significant improvement. Work is ongoing to understand the blockage around the completion of these visits, and where efficiencies can be gained to improve this dramatically in the coming months to a more suitable and sustainable position. Due to the continual rising demand and the need to ensure as a service we remain focused on the risk such offenders pose, there is a need to consider wider ideas on how lower level risk cases can be managed differently within the community, as opposed to just continuing in the same approach. The MOSOVO review allowed for the force to explore this area looking into Cumbria and Durham's MOSOVO units, national leads and professional judgement to ensure for a more extensive review. The focus was ensuring there is proportionate scrutiny on those deemed low risk of harm, whilst ensuring capacity and capability for robust continuation of managing the risk of those deemed highest risk of harm pose.

In order to ensure previously identified gaps in our effectiveness of the MOSOVO teams, investment was made for the Inspector and new DS to be sent on the nationally recognised ARMS and MOSOVO courses. All staff have been trained to the appropriate level within the team, and with this investment in the managers it will mean the team remain current and can be upskilled to be able to operate at the expected level and generate new considerations and working practices to improve the overall effectiveness. Demonstrating the capability of the staff within this team, we represent regionally and nationally as part of this portfolio, with some being members of national MOSOVO working groups.

## Offender Management Unit (OMU)

The OMU will sit alongside the MOSOVO team but it will be responsible for the oversight and management of a number of different ancillary orders across the force, not just the sexual or violent orders. The unit will comprise of 1 ViSOR Registrar/OMU Manager, 1 OMU coordinator and 3 ViSOR/OMU Administration Support Staff.

The purpose of the team will be to maintain a centralised oversight of all the existing orders in the force and provide support to officers applying for new orders.

The unit will have oversight of a number of orders currently held against nominals in Lincolnshire. These include non -priority orders such as;

- Animal Disqualification Orders
- Antisocial Behaviour Civil Injunctions
- Community Protection Notices
- Criminal Behaviour Orders (not linked to drugs/SAC)
- Dog Control Orders
- Exclusion Orders
- Occupation Orders
- Premises Closure Orders
- Restraining & Non-Molestation Orders
- Sports Banning Orders
- Youth Rehabilitation Orders

And orders identified as carrying a higher level of risk, including:

- Criminal Behaviour Orders (relating to drugs and serious acquisitive crime only)
- Domestic Violence Protection Notices & Orders

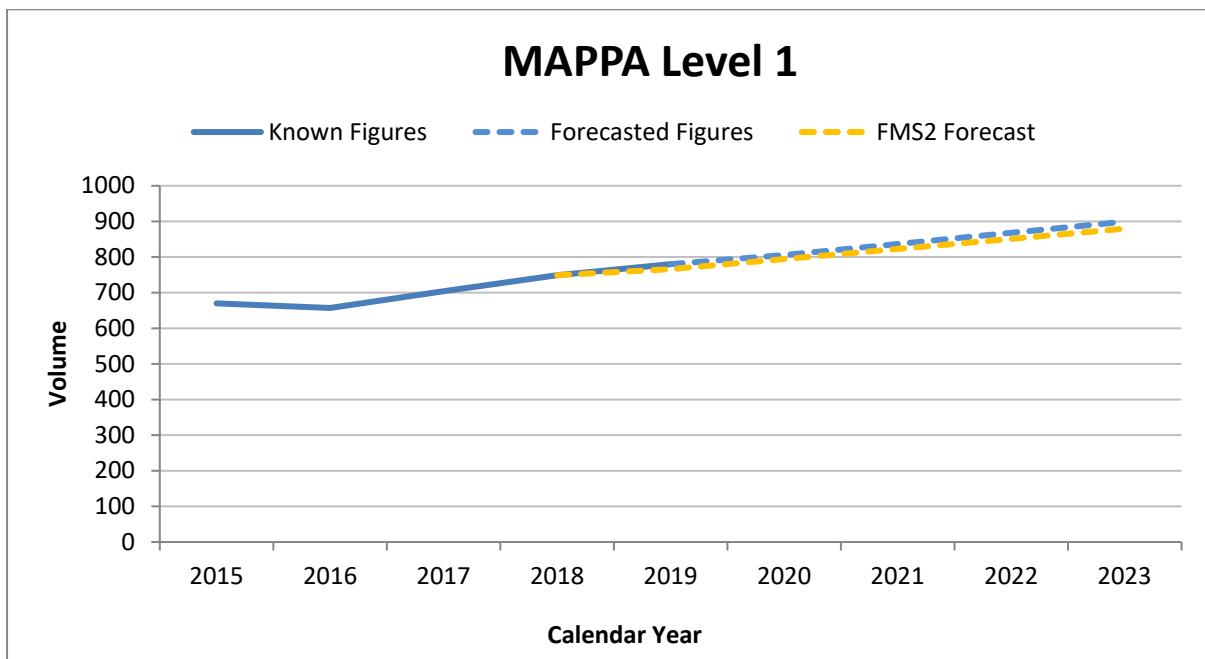
- FGM Protection Orders
- Serious Crime Prevention Orders
- Slavery & Trafficking Prevention Orders
- Stalking Protection Orders
- Violent Offender Orders

The administration of these orders will be overseen by the OMU with a new Niche process taking place to ensure the relevant documents are available for viewing and managed appropriately. There are a number of other orders which will be available for investigators to apply for which are currently not in place, within which prohibitions/conditions could be placed on an offender’s foreign travel, financial reporting obligations and criminal associations.

For ‘non-priority’ orders, the OMU will produce a briefing document which will be available on the intranet to notify staff that an order is in place with a summary of the conditions for the offender. The information of any new order is also shared within the force DMM process to ensure the local teams are made aware if appropriate and resources can be directed if required in support of management of the order.

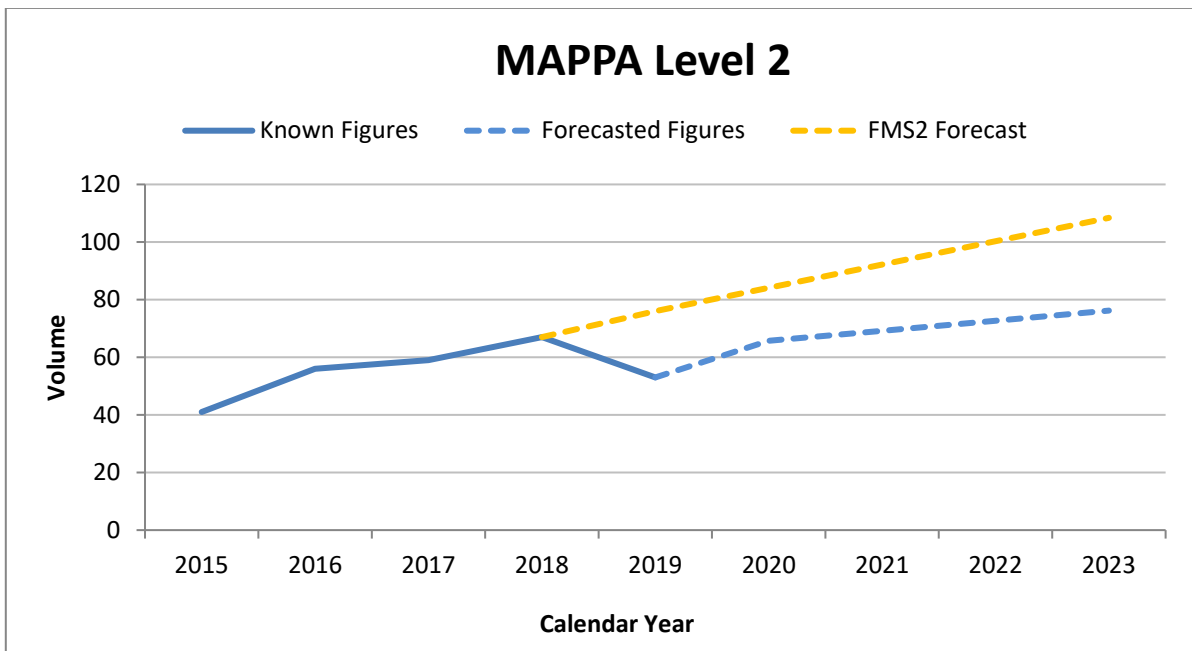
### Multi-Agency Public Protection Arrangements

Multi-Agency Public Protection Arrangements (MAPPA) are well established throughout Lincolnshire. The MAPPA staff are employed as part of the National Probation Service; but are located within Lincolnshire Police Headquarters where they have been situated for several years. MAPPA 2 meetings are chaired on the East and West of the county by the respective Chief Inspector’s and in the South by the MAPPA coordinator. MAPPA 3 meetings are held centrally at either Lincolnshire Police Headquarters or Lincoln Probation Service, chaired by the PVP Superintendent to a similarly high standard. All meetings have the appropriate level of representation from core panel members and those who are responsible for updates and offender management plans accordingly.

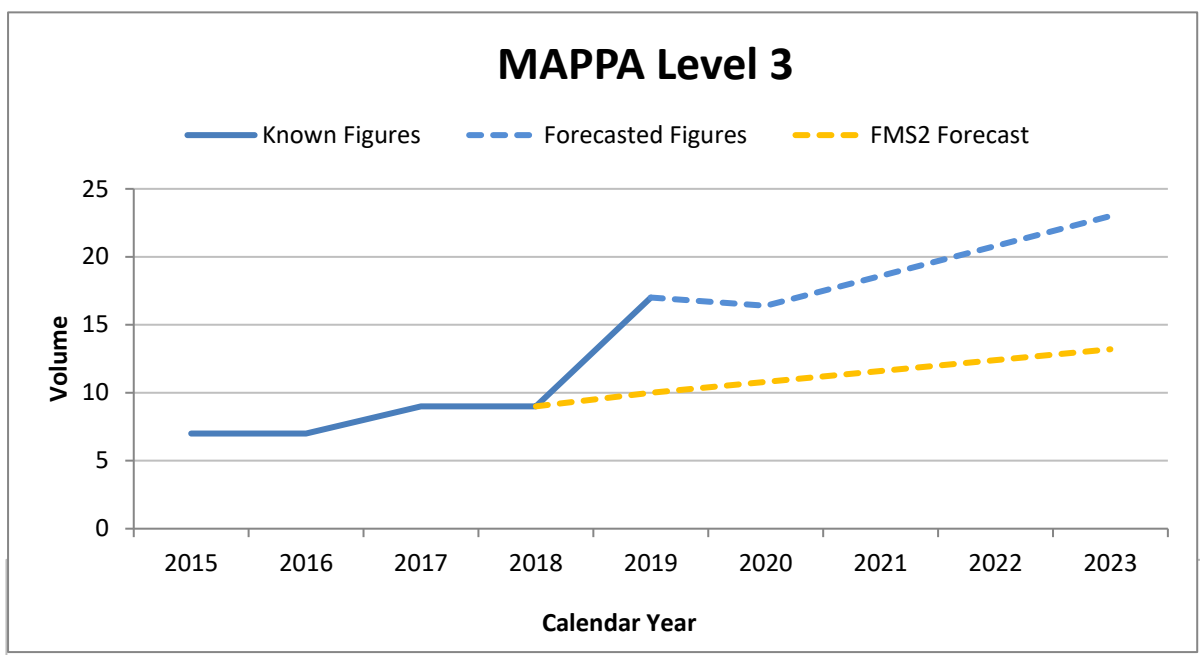


The forecast for the number of MAPPA Level 1 Offenders is anticipated to increase by 15% between 2019 and 2023 from 780 to 899 - Data only collated in calendar years

Offenders classed as MAPPA Level 1 are expected to rise by 15% (from 780 to 899). Although not managed through formal multi-agency meetings, these are a rising number that rightly need significant scrutiny and clear agency ownership. MAPPA level one makes up around 90% of the MAPPA workload and are managed by the MOSOVO department. These will be spread between Police and Probation mainly and as such will continue to impact on demand. Risk management plans are in place for MAPPA Level 1 individuals. These numbers are not seen as significantly problematic at this time due to these offenders requiring less scrutiny, although a number of these will be raised to Level 2 and/or 3 at some point and this will cause additional burden. While MAPPA Level 1 individual numbers are predicted to increase over the next four years, these numbers are expected to be manageable for the force.



*The forecast for the number of MAPPA Level 2 Offenders is anticipated to increase by 43% between 2019 and 2023 from 53 to 76 - Data only collated in calendar years*



Although some of the categories for Level 2 and 3 fluctuate in different ways, recognising they are all cases discussed in a multi-agency arena, taking them as a collective they each have a predicted increasing demand; Level 2 rising by 43% (from 53 to 76), and Level 3 rising by 35% (from 17 to 23). The MAPPA Level 3 graph has rapidly increased from 2018-2019 and this is reflective of the success of Op Pottery with these individuals being managed this way. Increase or decrease of MAPPA Level 1 or 2 is also dependent on the sentencing patterns at the time and therefore can often be difficult to predict demand in this area. Demand will also be hard to predict in the upcoming years due to political changes through Brexit which could impact demand through legislation changes. Further to this, awareness has been raised regarding offences of coercive and controlling behaviour and stalking and harassment as offences. This is also likely to impact on demand.

Currently the MAPPA team has maximum staffing levels to manage the level of demand with one MAPPA coordinator and two MAPPA administrators. The MAPPA staff are established in their posts and have completed all the necessary training. There are set working patterns and schedules which allow for the team to manage and plan for changes in demand by adjusting these schedules. They also plan external multi-agency training for partners; which happens three to four times a year, adding structure to their work patterns. As there are only three members in this department, it allows for a good team ethos, and wellbeing can be closely monitored. There are no wellbeing concerns in this department. There is a concern for the security of supply regarding the availability of rooms for the MAPPA meetings, as there is not a dedicated room for use.

The additionality of Potentially Dangerous Persons for the MOSOVO team does not pose a risk of significant numbers or rises; with numbers granted for the last 5 years being:

2016: 1 | 2017: 0 | 2018: 2 | 2019: 2 | 2020: 1

They are reviewed at meetings with MAPPA agencies, but fall outside of the statutory MAPPA framework, however, advice and assistance are sought from all agencies present.

Demand is monitored, but with numbers remaining low and static it is not an area of concern at this time. There is a program being rolled out in 2020 to enhance knowledge surrounding this type of nominal amongst all operational staff within Lincolnshire Police. This may well cause a rise in numbers in the coming months/years.

Although having a specialist team for the management of Sexual offenders and Violent offenders, there is a set terms of reference this team work to, ensuring they remain effective in the overall management of those offenders deemed highest risk of causing harm. As such there is a collaborative approach across Lincolnshire Police for ensuring Police activity and ownership of management of actions to manage those offenders who do not necessarily come under the remit of the MOSOVO unit. This approach remains appropriate at this time to ensure there is a neighbourhood policing responsibility and approach to managing those locally based, whilst having the additional specialist resources supporting activity.

The geography of Lincolnshire is a challenge when managing specific specialist roles and responsibilities, such as offender management. The use of neighbourhood policing teams to support activity around offender management and to own a proportion of these offenders is an effective process to ensure enhanced coverage and engagement and ensuring those that are likely to come into contact with them on a more routine basis know who they are and can engage in an appropriate manner, whilst monitoring their behaviours. Due to the geography of Lincolnshire neighbourhood policing teams now have access to an intranet page where they can view the sex offenders in the

locations. This will increase the information shared at a neighbourhood policing level with additional tasking for staff where appropriate.

Significant investment in technology such as laptops for staff has seen additional efficiencies and more effective use of staff time. Limitations brought about by the ViSOR system mean this will not completely enable staff to work in an agile manner, but it does mean the ability to information share and update computer systems in a more streamlined way. In addition, it is hopeful that once the new IT capabilities (i.e. Office 365) have been rolled out across the force it will allow for staff to readily communicate with and update peers. With rising demand across the Level 2 MAPPA meeting process this will also enable a secure link option for those unable to travel (or not needing to unnecessarily travel) to be part of the meeting, and ensure the continuation of an informed planning meeting to appropriately manage any identified risk these offenders may pose. Ensuring a secure link that partners can also utilise will ensure improved time and resource management supporting the processes against the increasing demands faced.

## Section 8: Managing Serious and Organised Crime (SOC)

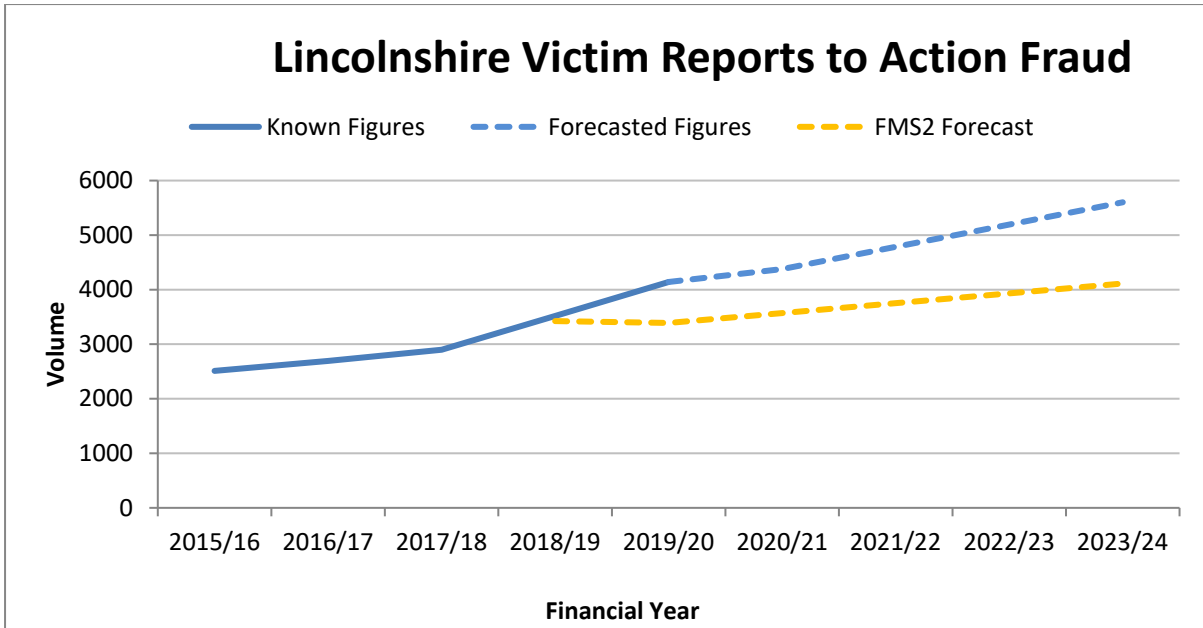
### Prosperity – Cyber Crime, Fraud and Money Laundering

The Cyber Crime and On-line investigation element to this strand is assessed under the FMS Section 5: Investigations.

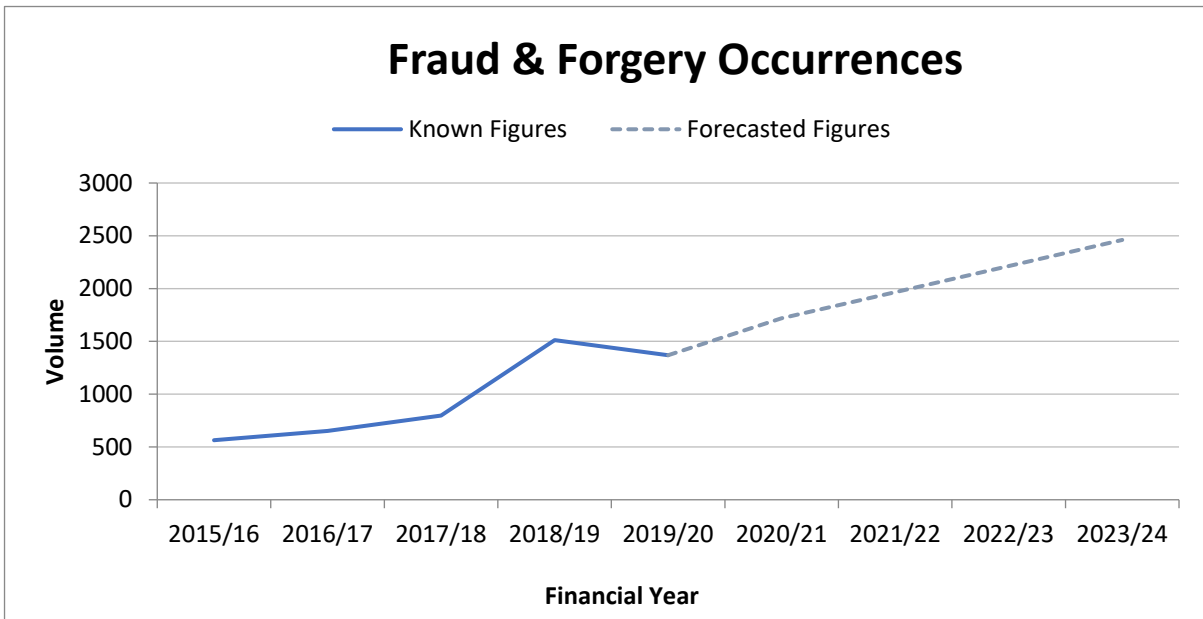
The Economic Crime Unit (ECU) are primarily responsible for identifying and recovering the Proceeds of Crime and providing financial investigative support, assistance, intelligence and guidance force wide. The ECU has limited capacity to investigate serious and complex fraud and money laundering offences, with primary responsibility for over 99% (mainly of a volume nature as opposed to serious and complex) being investigated on Division. This figure is based on the current position of the unit managing five investigations against the overall figure of around 2,000 across the force in 2019, which equates to ECU having responsibility for 0.25% of all fraud investigated annually.

**STEP 1: Establish the gap between current demand and demand you expect in the next four years.**

**Fraud**



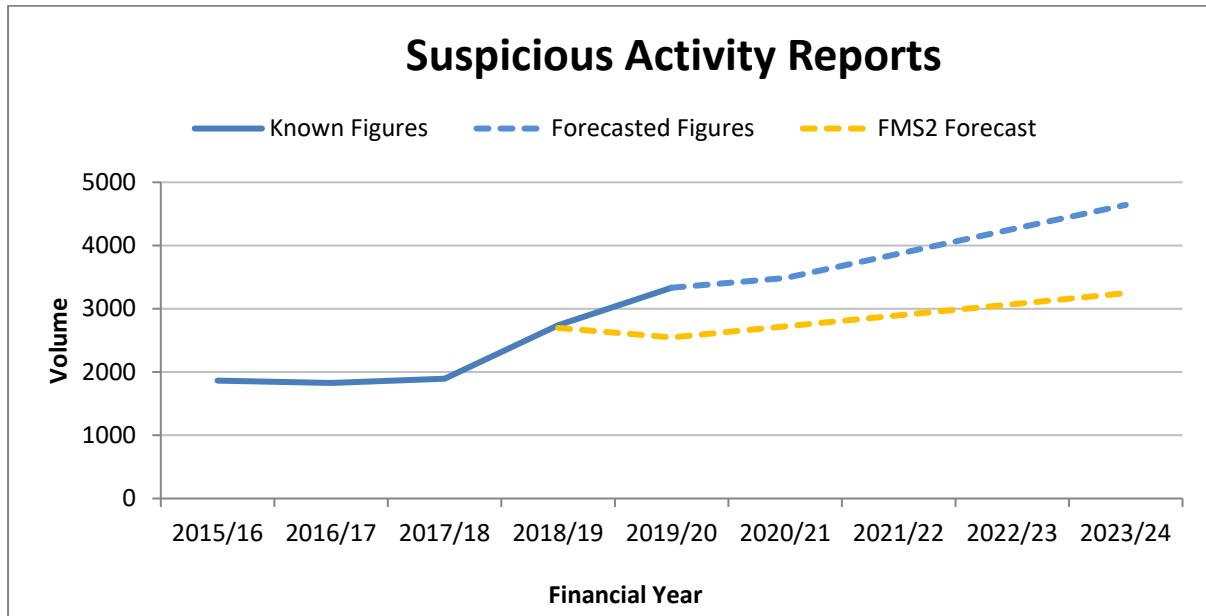
*The forecast for the number of reports to Action Fraud by Lincolnshire Victims is anticipated to increase by 35% between 2019/20 and 2023/24 from 4141 to 5602*



*The forecast for the number of Fraud & Forgery Occurrences is anticipated to increase by 80% between 2019/20 and 2023/24 from 1369 to 2461*

There continues to be an increase in reporting to Action Fraud with victims residing within Lincolnshire. It necessarily follows that total losses to victims will increase over the same period. The cyber enabled elements of this crime make it a complex area of investigation. Prevent and Protect measures are at the forefront of protecting people from this type of criminality, an increase in public awareness is liable to lead to an increase in reporting. It is as yet unclear what effects the UK departing the European Community will have upon this crime type.

Fraud continues to rise, and fraudsters are constantly finding new methods of committing fraud. From Identity theft, Impersonation, Courier and Romance fraud, through to using the young and/or vulnerable as ‘money mules’ to launder money. The economic and social harm both nationally and locally is growing and countering this increase will present challenges, including that associated with Section 8 SOC.



The forecast for the number of Suspicious Activity Reports is anticipated to increase by 39% between 2019/20 and 2023/24 from 3333 to 4642

Suspicious Activity Reports (SAR’s) alert law enforcement to potential instances of money laundering or terrorist financing. SAR’s are made by financial institutions and other professionals such as solicitors, accountants and estate agents and are a vital source of intelligence not only on economic crime but on a wide range of criminal activity. They provide information and intelligence from the private sector that would otherwise not be visible to law enforcement. SARs can also be submitted by private individuals where they have suspicion or knowledge of money laundering or terrorist financing.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

### The Economic Crime Unit

The unit head is Superintendent Crime and Investigative Quality with Staffing as of November 2020;

- 1 Detective Inspector (DI)
- 1 Detective Sergeant (DS)
- 1 Senior Financial investigator
- 11 Financial Investigators (FIs) (Including 2 Police Constables)
- 2 Financial Intelligence Officers (FIO)
- 2 Detective Constables (DC)

All ECU staff are based at HQ and are adequately equipped in terms of office space and IT equipment required for their roles. Except for the newer members of staff who await courses, staff are fully trained and accredited, where required, in respect of their role as Financial Intelligence Officers, Financial Investigators and/or Fraud Investigators. Any new team members have the required training and accreditation structured into their development in a timely manner. There are adequate SPOC's/staff trained for specific functions e.g. AFO – Account Freezing Orders & LAO – Listed Asset Orders. All staff have access to the necessary financial systems to remain effective and efficient in their roles.

All staff have a nominated line manager and the line manager to staff ratio is currently 1: 7.5. Staff receive monthly wellbeing and development meetings with their line managers and are generally happy, well and supported in their roles. Workloads are managed effectively.

There is both short and longer-term storage facilities available and managed by ECU, primarily for historic case work, which is being gradually reduced through compliance with the management of police information.

The unit has use of two dedicated vehicles.

**The Primary functions of the Economic Crime Unit (ECU) are;**

- To identify and recover the Proceeds of Crime
- To provide financial investigative assistance, intelligence and guidance force wide

**Its other functions are;**

- To support serious and complex Fraud investigations and to provide guidance to investigators, where required, for all Fraud investigations
- To coordinate the force response to Fraud – Protect, Prevent, Pursue, Prepare
- To investigate reports of Election Malpractice

**There are several roles performed by the ECU that only Accredited Financial Investigators, or SPOC's within the ECU, can perform including;**

- Pre-Order enquiries (when a bank or other financial institution is requested by telephone to disclose confidential client information to assist with the progression of a criminal or confiscation investigation or a high-risk missing person enquiry)
- Confiscation investigations and applications
- Restraint Order applications
- Account Monitoring Orders
- Cash Forfeiture investigations and applications
- HMRC Gateway requests
- Checks of the National Crime Agency (NCA) Suspicious Activity Reports (SARs) (confidential financial intelligence) database

**The ECU also deal with the following proceeds of crime matters:**

- Account Freezing Orders
- S47 Search and Seizure

- Listed Asset Recovery

### Proceeds of Crime

The Proceeds of Crime Act 2002 (POCA) provides for the confiscation or civil recovery of the proceeds from crime and contains the principal money laundering legislation.

It gives prosecutors and financial investigators the power to locate and seize money made by criminals which can disrupt criminal networks, prevent the funding of further illegal activity and compensate victims for their ordeals. The powers are further bolstered by the Criminal Finances Act 2017.

POCA is designed to take the profit out of crime, to crack down on money laundering and to recycle confiscated criminal assets for the benefit of the community.

Funds recovered through the Proceeds of Crime Act are paid into a consolidated fund and a sum equivalent to 50% of the value of assets recovered is allocated for use under the Asset Recovery Incentivisation Scheme (ARIS) and is distributed to frontline agencies. In broad terms the sums allocated under ARIS are divided between investigators, prosecutors and enforcing authorities.

Funds remitted to Lincolnshire Police under ARIS are managed by the Police and Crime Commissioner (PCC). The past twelve years figures are:

Financial Year	Value
2008/09	£ 92,809
2009/10	£ 79,712
2010/11	£ 91,016
2011/12	£ 76,263
2012/13	£115,006
2013/14	£117,198
2014/15	£113,431
2015/16	£105,877
2016/17	£106,354
2017/18	£134,400
2018/19	£ 98,364
2019/20	£312,397
2020/21	£ 15,199.74 (Q1 only)
TOTAL	£1,458,033

There are processes in place to exploit all opportunities across the force where there is the potential to apply for a confiscation order on conviction. The demand this places on ECU staff is determined by the relevant criminal cases heard at court across the force area.

With the introduction of the new Intelligence/SOC model within force it is anticipated that, with improved intelligence and enforcement collaboration, there will be more demand for FIs to be assigned to and/or assist with serious & complex investigations in general.

**Confiscation Orders;**

Financial Year	Drugs Case Orders	Crime Case Orders	Total Orders (No.)	Total Orders	Benefit
20/21 Q1 and Q2 only	£103,347	£57,705	21	£161,052	£1,729,100
19/20	£298,022	£4,157,811	58	£4,455,834	£10,600,585
18/19	£372,600	£ 4,181,656	84	£4,554,256	£1,654,949
17/18	£215,817	£ 2,357,725	90	£2,573,542	£8,852,317
16/17	£253,544	£458,459	87	£712,003	£5,734,566
15/16	£138,334	£292,518	56	£430,852	£1,742,408
14/15	£277,122	£257,344	69	£534,466	£1,777,774
13/14	£249,406	£78,954	69	£327,360	£2,300,713

A confiscation order is made after conviction to deprive the defendant of the benefit that they have obtained from the crime and it follows that it is wholly dependent on the conviction rate of relevant crime types across the whole force. As can be seen from the confiscation and cash forfeiture order data, there is no specific trend up or down and this fluctuating pattern is anticipated to remain in the foreseeable future.

The figures from 2018/19 and 2019/20 are inflated due to the long running SOC operations, Pottery and Tarlac. Most of these confiscated funds are returned to victims and therefore the force receives no income from ARIS in respect of such.

The ECU has provided assistance to investigations run by EMSOU in the past when their own in-house capability has been reduced. Such investigations tend to be drug supply conspiracies with multiple suspects. Current SOC operations where confiscation is being investigated and pursued by Lincolnshire ECU include Radar, Saracen and Intruder, each having approximately between 16 and 20 defendants.

**Cash Forfeitures;**

Financial Year	Forfeiture Orders
20/21 (Q1 & Q2 only)	£19,813
19/20	£172,925
18/19	£21,786
17/18	£227,432
16/17	£20,615
15/16	£27,210
14/15	£111,645
13/14	£36,391

Cash forfeitures comprise mainly of POCA forfeitures, but other deprivation orders are obtained such as those under the Misuse of Drugs Act. Every effort is made to detain cash that has been seized by officers should their prosecution fail or is not suitable of a confiscation investigation, specifically when the cash is deemed to be recoverable property. The ECU detain the cash through a civil process and seek to have it forfeited on the balance of probability rather than to the criminal standard. Most cash seized, however, remains seized as part of the criminal investigation and if it is successful then it will form part of the confiscation process. As a result, apart from spikes seen in 2014/15, 2017/18 and 2019/20, when particularly large individual cash seizures were made, the forfeitures remain relatively

constant year on year. The heading ‘Proceeds of Crime’ on page 111 addresses in part what happens with regard funds recovered through the Proceeds of Crime Act, be it through confiscation, or civil recovery, the latter being cash forfeitures, listed asset orders and account freezing orders.

When funds are not awarded in compensation through confiscation to the victim, the funds are paid into a Home Office consolidated fund and a sum equivalent to 18.75% is distributed to the owning Force following a top slice for administrative costs.

For civil recovery, as outlined above, a sum equivalent to 50% is distributed to the owning Force.

The sums paid under the Asset Recovery Incentivisation Scheme (ARIS) are currently paid quarterly in arrears to the Force, such funds being managed by the Police and Crime Commissioner (PCC).

### Money Laundering

Money laundering is a term used to describe a scheme in which criminals try to disguise the identity, original ownership, and destination of money that they have obtained through criminal conduct. The laundering is done with the intention of making it seem that the proceeds have come from a legitimate source. Put simply money laundering is a series of financial transactions that are intended to transform ill-gotten gains into legitimate money or other assets.

#### *Lincolnshire Police Money Laundering Investigations;*

2018	GUILTY	Not GUILTY	No Verdict	Non-Court Positive Outcome	NFA	TOTAL
S.327	1	0	0	0	3	4
S.328	1	1	0	0	1	3
S.329	1	0	1	0	6	8
Other	0	0	0	0	0	0
<b>TOTAL</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>15</b>
2019	GUILTY	Not GUILTY	No Verdict	Non-Court Positive Outcome	NFA	TOTAL
S.327	1	2	0	0	7	10
S.328	5	0	1	0	7	13
S.329	0	0	2	0	7	9
Other	0	0	0	0	0	0
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>21</b>	<b>32</b>
2020 To date	GUILTY	Not GUILTY	No Verdict	Non-Court Positive Outcome	NFA	TOTAL
S.327	0	0	0	0	2	2
S.328	0	0	0	0	1	1
S.329	0	1	1	0	5	7
Other	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>10</b>

#### **Explanatory notes:**

*Proceeds of Crime Act 2002**Section 327 – Conceals, disguises, converts, transfers or removes Criminal Property**Section 328 – Arranges the acquisition, retention, use or control of Criminal Property**Section 329 – Acquires, uses or possesses Criminal Property*

*All 'No Verdicts' are because the case has been charged to court, but the court case is still ongoing.*

As the previous table highlights, the number of individuals investigated for Money Laundering offences in Lincolnshire is relatively low. This is probably due to a lack of understanding and confidence from police officers to investigate the money laundering aspect when they are dealing with the predicate offence(s). The ECU webpage has recently been upgraded with a link to Money Laundering which provides guidance on the principal offences, S327, S328 & S329 to assist investigators, in addition to information that was provided on the intranet for better awareness of the offence.

The predicate offences linked to the reported money laundering offences shown in the table are primarily related to drugs supply through organised crime groups.

Suspicious Activity Reports (SARs) are reviewed by the Financial Intelligence Officers (FIOs) with subsequent intelligence disseminated where appropriate to specific departments and OCG plan owners.

SAR's involving vulnerable victims are referred through to Op Signature for safeguarding considerations. SAR's are prioritised by threat, risk and harm then flagged for further development where necessary.

A second FIO will commence employment in November 2020 which will assist in processing the forecasted increase in SARS over the coming years. It will also improve the forces ability to scrutinise SARs and commence intelligence packages for further development, providing more opportunities to act against those persons suspected of Money Laundering offences and connected criminality.

**Fraud**

Historically, Lincolnshire Police operated with a specialist 'Fraud Squad' for serious & complex fraud investigations. Members of that team were incorporated into the newly formed ECU leading up to the Proceeds of Crime Act 2002, working alongside civilian FIs in a new approach to tackling economic crime.

Since its creation, staff within the ECU have been employed as either FIs or Fraud investigators. However, with the historic skills of some ex-police officers, the aspirations of FIs to assist in Fraud investigations and the demand placed on the unit to investigate serious and complex fraud there is mixture of functions performed by staff with those dedicated to financial investigation, those dedicated to fraud and others involved in both.

In Lincolnshire around 99% of Fraud is investigated on Area, with the remainder falling into the serious & complex criteria being picked up by either ECU or elsewhere, such as our Serious and Organised Crime Unit (SOCU).

Around 2000 Fraud investigations were conducted by Lincolnshire Police in 2019.

In total for 2019 there were 4223 victims of Fraud within Lincolnshire, a 29% increase on the previous year, with a total loss exceeding £15 million. With no real fraud specialists on Division, the ECU are the default for all fraud queries for advice and guidance.

Reported Fraud continues to rise and there is no sign that this upward trajectory is expected to decline in the near future. In December 2019, following discussion with Chief Constables, the National Crime Agency (NCA) Director General issued a 'Voluntary Tasking' to all force areas to improve the response to fraud. Fraud is now a National and Local policing priority and has a big impact on the National and Local Economy in terms of the loss to business and the public. Harm caused to individuals by fraud can be considerable in terms of finances and the psychological impact.

National and Regional obligations for fraud performance data and support of campaigns, such as Courier and Romance Fraud, are currently coordinated by the ECU and divert staff away from their primary roles as financial and fraud investigators.

The ECU works closely with our local partners through the Safer Lincolnshire Partnership SOC Fraud group in coordinating efforts to combat fraud, publicising campaigns, particularly targeting vulnerable victims, as we seek to better inform our public, protect them and prevent offences. Our crime prevention department will soon accommodate a newly appointed Fraud Protect officer and with Lincolnshire County Council (LCC) having recently employed a Fraud Coordinator to work closely with the existing Trading Standards 'Scams Officer', there will be an improvement in the joined up approach to our protect and prevent strategies.

The current arrangements of staff roles within the ECU are mixed. Due to the current establishment, in order to meet the demands placed on the unit to manage serious and complex fraud investigations, the support of FIs enables those investigations to be managed successfully. Of the eleven FIs there are nine who have varying capacities to investigate and/or assist serious and complex fraud investigations. Of these, it is understood that the three most experienced Fraud Investigators will be retiring within the next 18 months leaving a vulnerability to the units' capacity in this area. One receives his pension in November 2021 and has stated he will not remain after then. The other two are expected to stay into early 2022 but have given no firm date yet and one of these has reduced their hours to a three-day week. To mitigate the fraud gap which will be left by the retirements as far as possible, one DC is in the process of being released to fraud investigation from the gatekeeper role and another has recently been recruited onto the team, primarily as a fraud investigator. Both will spend time learning from their experienced colleagues as well as completing specialist fraud training.

The units continued involvement with investigating fraud has a detrimental impact on the primary responsibility of the FIs, to maximise the potential from proceeds of crime investigations and their ability to provide additional funds that feed back into the force, in addition to the disruption to organised crime gangs. Additionally, those FIs engaged on longer term fraud investigations are still required to fulfil a certain amount of financial investigations in order to achieve their annual accreditation. This situation is far from ideal.

The SPOC role for electoral malpractice sits within the ECU. Consequently, any investigations involving local councillors through to Members of Parliament are managed by the department.

**STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.**

The ECU is currently being reviewed, with the potential outcome that the Proceeds of Crime and Fraud activities will be split into two distinct groups within the unit. This is anticipated to bring benefits in terms of efficiency and capacity for both elements, primarily due to the fact of staff being able to concentrate their efforts on their specific roles. There will be some delay whilst legacy cases, crossing both areas, are filtered out over time before the benefits of this minor re-structure are realised. Fraud investigative capacity will be increased when the Fraud Gatekeeper role reverts back to Crime Management Bureau (CMB) management in November 2020, releasing a detective who will concentrate on S&C fraud. In recent months all investigators, force wide, have received best practise guidance in terms of Fraud investigation, notably in terms of following the Fraud Investigation Model (FIM). This guidance is posted on the ECU intranet page and remains a source of reference for investigators with the aim of conducting proportionate and timely investigations, improving effectiveness, preventing offences and protecting the public. These changes will have some impact in meeting the forecasted increased demand in terms of reported fraud.

As previously stated, a second FIO will commence employment in November 2020 which will assist in processing the forecasted increase in SARS over the coming years.

The force planned uplift in 2020- 2023 of officer numbers has meant that the ECU have bid for two additional staff as part of this project. There is no guarantee that the bid will be successful but, any additional staff will help to address the projected increased demand across both proceeds of crime and fraud.

As highlighted previously, the introduction of the LCC Fraud coordinator and our own Fraud Protect officer will provide a greater capacity to prevent offences and protect the public and business, than has previously been the case.

#### **STEP 4: State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.**

Serious & Complex Fraud investigative capacity is the vulnerable area and as things currently stand, the unit is operating at capacity in this regard. This has the effect that some S&C fraud investigations are being managed by other departments, including Area CID and SOCU with ECU support.

Some of the forecasted increased demand may be mitigated through the changes and efficiencies as described at step 3 but, there is a realisation that the demand will more than likely outweigh the capacity, unless further resources are secured or current projections are reversed e.g. through local, regional and national crime prevention collaborations and strategies, enabling improved protection and prevention of offences.

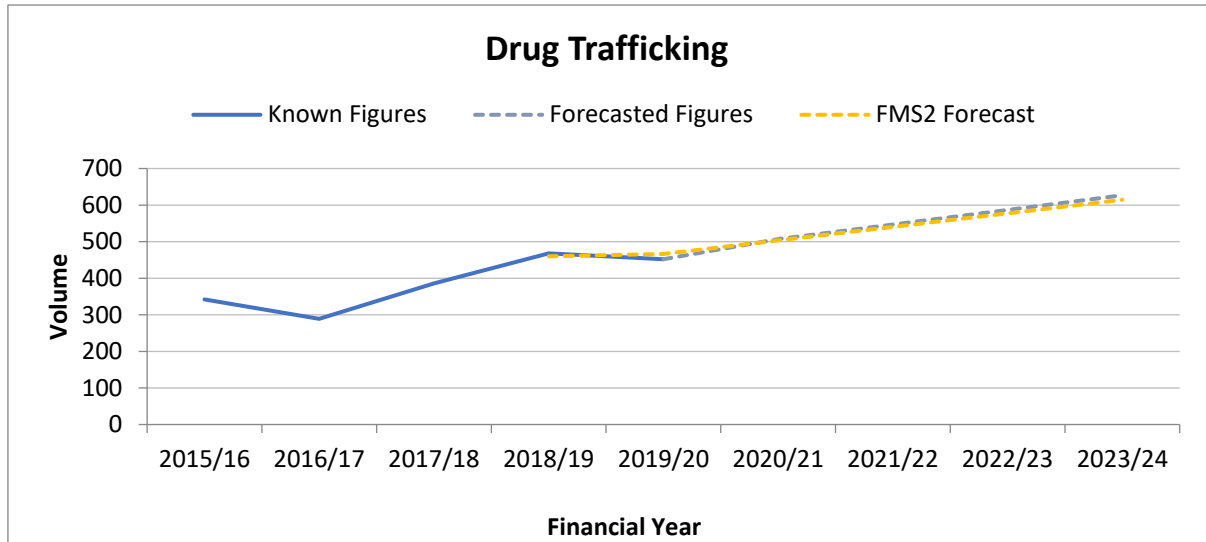
Additionally, as previously mentioned, three FIs who are also our most experienced fraud investigators, will be retiring within the next 18 months, leaving a vulnerability to the units' capacity in both areas, proceeds of crime and fraud. Even with recruitment to fill these posts there will be a relatively lengthy period to enable skills and experience to bring about a re-alignment of capacity.

## **Commodity – Drugs, Firearms and Illicit Trade**

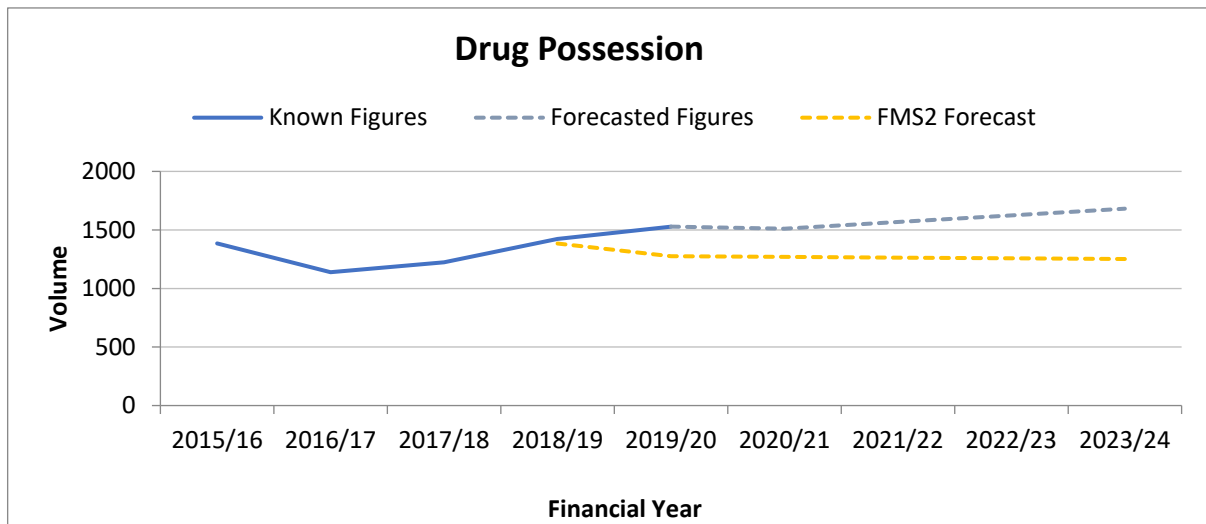
### **Drugs**

#### **STEP 1: Establish the gap between current demand and demand you expect in the next four years.**

Demand within this area is expected to remain relatively stable, except in the area of Drug Trafficking. This area has increasingly been concentrated upon, particularly with the advent of County Lines and the emergence of such issues within Lincolnshire. Presently this type of criminality is dealt with upon Areas utilising Area pro-active teams. The new Force intelligence structure will see the advent of area targeting teams and a Force SOC team to combat and target such issues. The force now has a County Lines management Group as part of its OCGM process to oversee and develop 4P plans in response to County Lines. Covert surveillance assistance is bid for during Regional Tasking processes and is supplied through EMSOU collaborative arrangements.



*The forecast for the number of Drug Trafficking offences is anticipated to increase by 39% between 2019/20 and 2023/24 from 452 to 627*



*The forecast for the number of Drug Possession offences is anticipated to increase by 10% between 2019/20 and 2023/24 from 1528 to 1682*



The expansion of the drug market within Lincolnshire, particularly the growth in synthetic cannabinoids and opiate based pain relief medicine, is a risk with reputational issues for the force. The force has also seen changes in the method of delivery, increase in violence and firearms attendances and further recruitment of vulnerable individuals. All impact demand and the forces approach to dealing with these offences. Cannabis cultivation linked to Albanian criminality is an increasing issue and likely to evolve as intelligence gaps are filled.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The force has no specific resource dedicated to specifically target drug criminality, being mainly dealt with by local pro-active units, which have limited covert surveillance capabilities. These units are tasked locally to meet divisional needs. The teams have been effective in tackling local County Lines Issues and identified upstream supply for larger metropolitan areas.

The introduction of a centrally managed intelligence function will assist in pro-active capability with the advent of Area intelligence development teams linked to Area targeting teams. A force level SOC team has been established to target higher end criminality that sits below Regional activity. This will go on line 01/09/2020.

There is limited proactive capability in this area with focus on diversionary paths for those vulnerable. This is due to lack of resources and staff available to meet demands. While workloads are manageable it is clear that more needs to be done in this area.

Staff skill sets in this area is a varied picture for the force. Intel individuals need to be accredited under IPP however the lack of surveillance and covert experience is constantly decreasing. This results in the use of external training providers to try and fill these gaps.

**STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.**

The force intelligence structure has seen the creation of a Serious & Organised Crime Unit (SOCU) and a Force Pro-Active Unit (PAT). The SOCU respond to higher threat OCGs within this area tasked through Force Tasking and OCGM meetings. The PAT are concerned with local area criminality and concentrate their efforts in this area on mainly County Lines related activity. The force has a County

Lines Management meeting on a monthly basis that assess threat, harm and risk caused by individual lines that is linked to Safeguarding procedures for vulnerable victims caught up within the criminality. The Intelligence Development Unit and Source Handling Unit support these operational functions.

Both units are foot and static surveillance trained. Mobile surveillance assistance and operations are provided through EMSOU and Regional tasking processes.

All OCGs, current operations and County Lines are scored through SOC systems tasking that feed into the Regional and local picture.

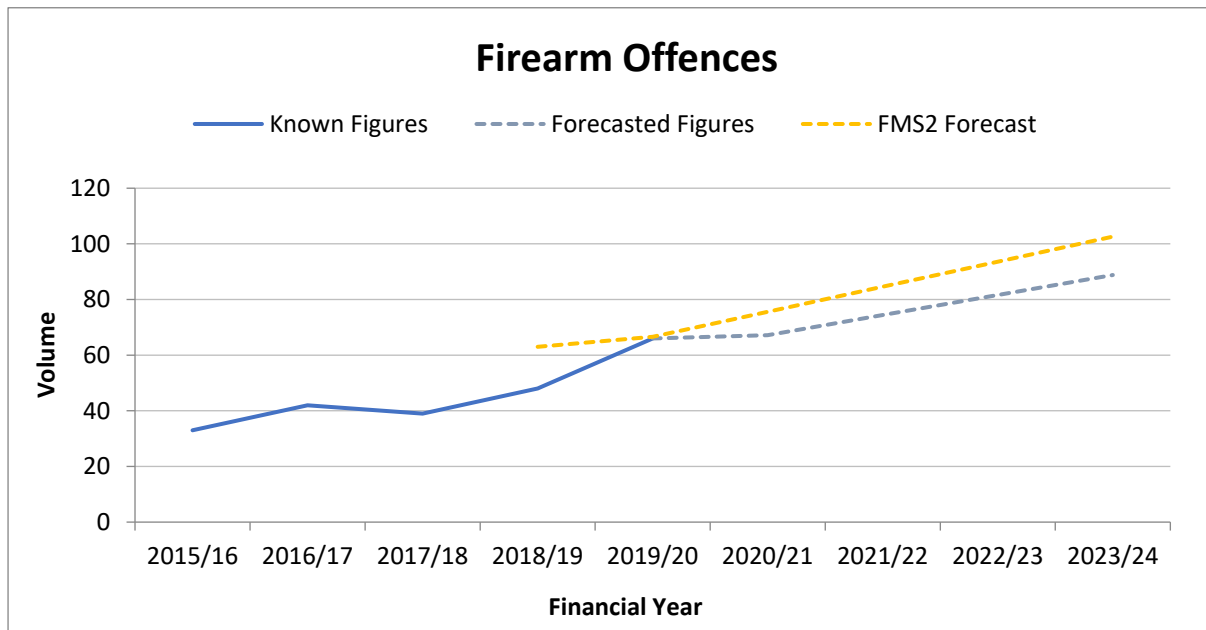
**STEP 4: Estimate the extent of future demand that you expect to be met having made these changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The advent of the new Intelligence structure and operational teams has helped the force develop a greater understanding of the nature of drugs supply and use. Because of this there has been an increase in the identification of County Lines and mid-level drug suppliers. It is a case of pro-activity increases awareness of demand. At present this is manageable in terms of capacity and capability, but an increase in the prevalence of County Lines into rural counties poses a risk for the force and local communities that cannot be tackled through enforcement alone. The force county lines meeting has an overarching 4P plan exploring the issues. The Force Drug Strategy will overarch this as the force seeks to implement initiatives such as drug testing upon arrest, Diversion schemes and partnership early warning systems as an over-arching set of measures to combat the drugs issue in the round.

**Firearms**

**STEP 1: Establish the gap between current demand and demand you expect in the next four years.**

The force has seen an increase in the use of firearms as shown below. This area of demand is not fully understood, and the force has seen a recent increase in firearms in criminal incidents. Most firearms offences are linked to the fact that the force is a rural county with a high prevalence of shotguns and rifles. As demand in this area is not widely understood there are gaps in intelligence.



*The forecast for the number of Firearm offences is anticipated to increase by 35% between 2019/20 and 2023/24 from 66 to 89 ( Based on Home Office ADR data where a firearm is used to cause injury to a person or as a threat where there is belief of intent and the offence is of a violent nature)*

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Investigation of firearms offences mirrors that in terms of Drug trafficking on a force wide basis, in that they are primarily dealt with by Divisional investigative resources due to the current lack of Level 2 investigative capacity. Those crimes posing the highest risk are mapped and referred to EMOU investigative resources, be that Major Crime or covert investigation.

The force's firearms licencing department carry out a flagging process on those persons arrested or that are involved in incidents of Domestic Violence. Flagging processes are also carried out in respect of 'trigger' offences such as child sexual abuse.

However, it is clear that there are not enough resources currently to proactively gather intelligence and resources to meet future demand.

The intelligence review was implemented on 01/09/20 and the re-structure around intelligence development units will enable a more pro-active approach to developing firearms intelligence. A 24/7 intelligence function will also enable the force to respond to dynamic threats in this area.

**STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.**

The force has conducted an intelligence review and has now formed an Intel Review Implementation project to restructure and introduce all Intel Assets under the DOI. There is currently an intelligence gap surrounding the criminal use of firearms, particularly among emerging communities and this is an area to be addressed. The intelligence review should hopefully resolve this issue through the recruitment of new posts into intelligence which will increase availability of Intel support to frontline policing, firearms commanders and major incidents (24/7). Further to this there will be increased availability of proactive capability across the county to support actionable intelligence. The programme aims to realign intelligence staff to Head of Crime in June and July with an implementation date to all units, processes and governance in place by September 2020. With these changes taking place this should reduce the demand pressure in this area particularly in intelligence. Further to this, adding more support in this area will aim to improve the moderate wellbeing issues currently being experienced in this area.

There was a review into the Firearms Licensing department in February 2020 which resulted in twenty-eight recommendations to improve this department. The review focused on managing the level of demand with a focus on better planning to make demand more predictable. Through these recommendations being implemented it is hopefully that this department will be able to predict and manage demand to a higher level. This should result in a better understanding of the extent of firearms in Lincolnshire and therefore the offences.

**STEP 4: Estimate the extent of future demand that you expect to be met having made these changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

Currently, the resources and limited intelligence gathering taking place in this department would mean that future demand would not be met. However, with the changes raised in step 3 and the extra resources due to the intelligence review, the force will be able to meet future demand.

## Commodity – Illicit Trade

### STEP 1: Establish the gap between current demand and demand you expect in the next four years.

Economic crime within Lincolnshire has strong associations with counterfeit and illegal cigarettes, alcohol and medicines. Products are split into those which have avoided duty or been smuggled into the country, rebranded foreign products or counterfeit products. The sale of such goods is typically from shop premises including license and non- licensed premises. The business model for all three products is very similar in that the shop provides a front for selling the illegal products resulting in significant profits. The risks are extremely low in terms of enforcement and prosecution and initial outlay for products is minimal compared with a comparative drug supply business. As the business grows expansion into further retail outlets, larger supermarkets and fast food takeaway premises act as both avenues to sale and money laundering. There are geographic pockets of offending across the county in Boston, Gainsborough, Grantham, Lincoln and Spalding; and the level of offending is such that there are likely to be regional distribution centres, providing cigarettes and alcohol.

The distribution and sale of illicit alcohol and cigarettes in Licensed Premises in Lincolnshire falls primarily under the control of Lincolnshire Police's Alcohol Licensing Team (ALT). The ALT consists of a Sergeant and four constables covering the whole County from a central office at Force HQ. The enforcement/prevention work around the sale of illicit goods is not their primary function and has to be carried out alongside all the other demands placed on the Licensing Role. ALT have been extremely effective at targeting Licensed Premises involved in the criminality and removing their alcohol premises licences. Despite this the number of stores encountered selling these illegal products remains constant with new premises opening regularly. We have also witnessed a trend towards using non-licensed premises such as Barbers as an outlet for illicit cigarettes around the county. It is anticipated that the criminality will increase over the next four year period as the groups involved become further embedded within the County and the likely increase in legitimate alcohol and cigarettes products over that period will be a significant contributing factor, as undoubtedly the low retail price of the illegal goods makes the public more likely to purchase them.

The ALT is currently up to date in relation to all relevant legislation and enforcement powers. All enforcement work is targeted intelligence led, ensuring that despite the smallness of the team outcomes can be maximised. To meet the likely increased demand ALT increasingly works with partner agencies – many of whom have a wide range of powers which can prove effective in combating the illegal activity. Multi-agency operations are increasing to supplement the work carried out by ALT. The ALT has deliberately increased the publicity and press releases surrounding the outcomes of their work. This raises profile across both County and region, increases intelligence being received and promotes public confidence in police ability. With this proactive work the force has seen a demand increase in this area. Partner agencies include – HMRC, Trading Standards, and Immigration. Organised Criminal Gangs are behind the distribution and sale of these products, operating at regional and national levels. We have identified links to neighbouring areas – Derby, Leicester, and Nottingham. These groups are making large sums of money which is then being used for other criminal activity, such as child sexual exploitation; or more frequently invested into other businesses which operate legitimately, but are actually used for the purposes of laundering cash made from the sale of the illicit goods. The force understands the importance of mapping Organised Criminal Gangs and monitors these groups to be more proactive within this area.

While the force acknowledges the importance of mapping Organised Crime Gangs there is still an intelligence gap in this area. Ongoing work to improve communication with partnership agencies such as HMRC, Trading Standards, and local councils will hopefully support this area.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Resources in this area are limited and support from GAIN at EMSOU and partner organisations are vital.

While there is proactive intelligence gathering in this area, intelligence gaps exist that would assist in recognising and mapping Organised Crime Groups engaged in this criminality. There is also moderate skills gap in this department as there is no intelligence training available to brief local policing teams of these groups meaning.

**STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.**

The intelligence review provides a force wide pro-active SOC capability to assist in targeting OCGs linked to this criminality.

Mobile surveillance capacity is provided through EMSOU SOC which is bid for via Regional Tasking mechanisms

Similar to the Firearms Review described above, the Intel Review Implementation supports these intelligence demand issues, as there will be an increased availability of proactive capability across the county to support actionable intelligence.

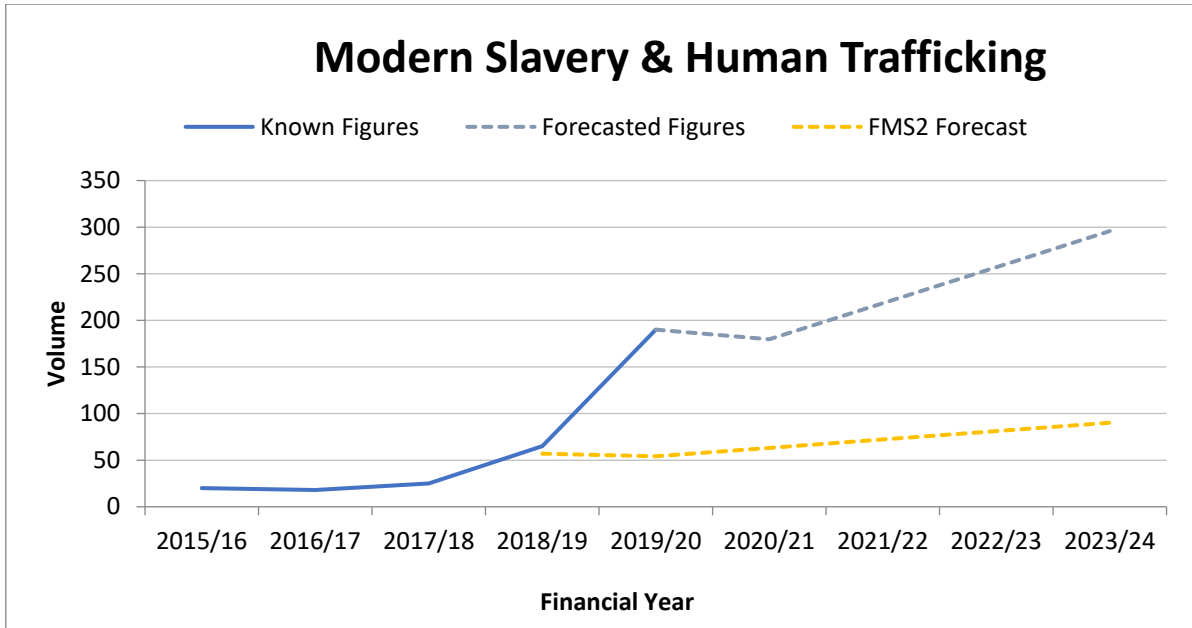
**Step 4: Estimate the extent of future demand that you expect to be met having made these changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The answers to Step 3 and Step 4 are the same for all SOC areas as each area faces the same issue of capacity verses capability. The force has plans to close the gap between those SOC areas that sit between local area investigation and Regional investigation.

## **Vulnerabilities – Modern Slavery and Human Trafficking**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Modern Slavery and Human Trafficking (MSHT) remain a key national and regional threat and demand is likely to increase in all areas as the issue becomes more prevalent. Modern Slavery and Human Trafficking within Lincolnshire Police is one of the forces priorities.

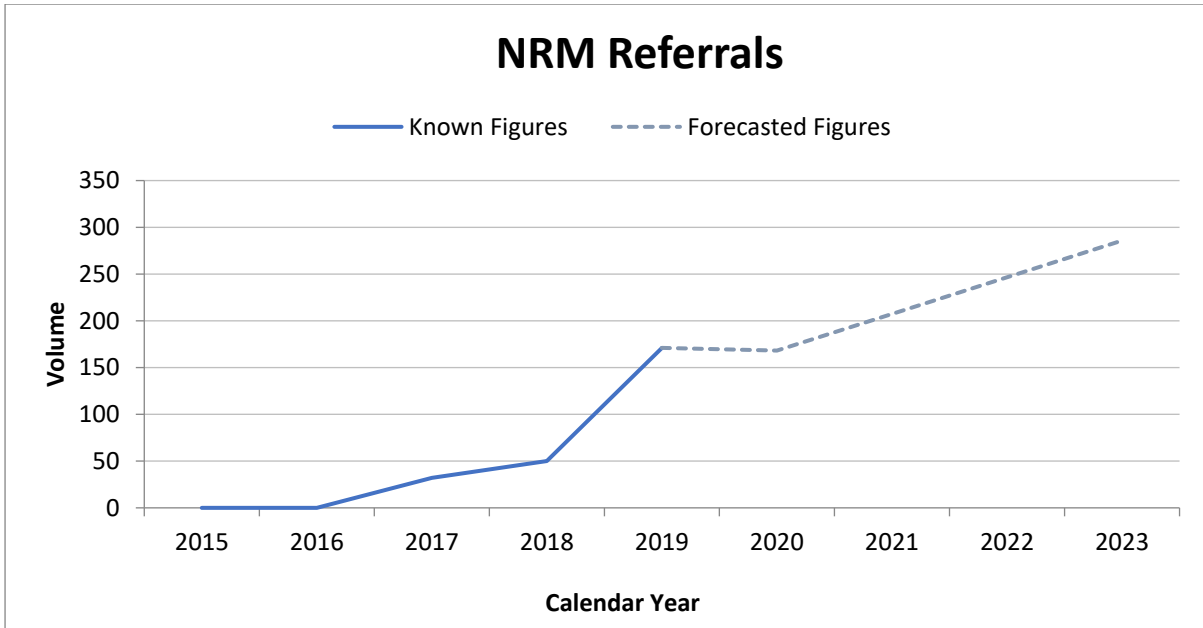


*The forecast for the number of Modern Slavery/Human Trafficking offences is anticipated to increase by 56% between 2019/20 and 2023/24 from 190 to 296*

Regionally there is a Co-ordinator dedicated within this area. This is funded from a Policing Transformation (PFT) Grant, which now includes organised immigration crime. The funding for this will finish on 31/03/2021.

It is widely accepted that the true figures of MSHT demand within the UK are underestimated. The demand has grown each year and within Lincolnshire this is believed to continue to grow over the next four years as the police and other agencies improve their practises and awareness of MSHT. However, predicting future demand in this area can be difficult and the real figures as seen in the graph can be very different to the predict figures as seen in the FMS2.

This issue also overlaps with existing crime types, for example, CSE, CE, and County Lines, and therefore closer links and working practices with partners will need to be established and cemented. This also makes investigations more complex due to these overlaps; and some cases can take over two years to progress to court. The investigations involve complexity around phone downloads, interpreting finances and establishing victims. Demand will also be hard to predict in the upcoming years due to political changes through Brexit which could impact demand through legislation changes and potentially immigration changes.



*The forecast for the number of NRM Referrals is anticipated to increase by 67% between 2019 and 2023 from 171 to 286 - Data only collated in calendar years*

Lincolnshire Police has seen an increase in the number of National Referral Mechanism (NRM) referrals made, although it is accepted that this is not an accurate way of recording demand, as the process is voluntary for adults, and many people choose not to enter this scheme. The current Coronavirus pandemic has also seen a current dip in NRM referrals, and this will have impacted the current and future predictions. The NRM referral process is also being reviewed within force with PVP receiving and distributing the referrals received. PVP will respond to CSE referrals and everything else will be distributed to CID.

Modern Slavery and Human Trafficking is often still referred as a hidden crime, which can be interpreted as a crime which police and other agencies need to look for, as the signs may be subtle (even though the personal impact can be great) and the victims are not always able to report the crimes perpetrated against them. As a result, demand is likely to increase as police forces and partners get better at identifying the signs, and looking for the vulnerability, rather than simply responding to calls for service (like other crime types). It is also vital that the force continue to actively develop investigations in this area as while the public are becoming more aware of the issues. The majority of intelligence is still coming through police routes.

Modern Slavery and Human Trafficking is also a priority at a multi-agency Modern Slavery Core Priority Group (MS CPG) which sits under the Safer Lincolnshire Partnership. This meeting has representatives from Lincolnshire Police, the Police and Crime Commissioner’s office and other agencies, such as District Councils. Year on year the number of referrals are increasing, and in Lincolnshire the main challenge remains around finding emergency accommodation which is appropriate for the victims. In 2017 there were 31 referrals, 2018 50 and 2019 235. LSCP are also undertaking a modern-day slavery policy review and this will also influence this area.

The MS CPG has also hosted a number of events in order to raise awareness in this area. With these events the force may see an increase in referrals and therefore demand.

- 24.05.2018 MSHT conference for businesses, Sleaford
- January to March 2019 Modern Slavery Awareness (school engagement) via Just Enough Group

- 18.10.2019 MSHT (Transparency in Supply Chains) Conference for local employers, Grantham
- National Modern Slavery Conference in Birmingham 6<sup>th</sup> February 2020 (External conference)

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Staffing levels within this department are currently seen as problematic as there is currently only 1 DC and 2 PCs.

Currently this area has not experienced any issues with retention, however it is acknowledged that the morale of staff in this department is low and this may negatively impact retention in the future. While staff do have access to wellbeing services the overall feeling in this department is that work loads are too high currently. There is also a lack of training available to officers and staff in this area. However, there is currently work being conducted with the force and our G4S partner to establish a course for new detectives.

Lincolnshire police utilise the Government Agency Intelligence Network (GAIN) and the Multi-agency Intelligence Network (MAIN) to share intelligence and information. The force is working towards meeting the objectives within the Modern Slavery National Action Plan but there is still some work to do in relation to this; as well as a Modern Slavery and Organised Migration Crime Programme 2020-2021 with seven strategic aims.

Technology is in place; although it is considered outdated, and there are issues experienced around delays in phone downloads for evidence, and access to mobile VWI (Vulnerable Witness Interviews) laptops. There is also uncertainty about the renewal of the current Longarms software which is soon to expire. This software enables the removal of IP addresses in order for the force to conduct covert searches. If this software is not renewed and different software is installed, there may be a delay in using the software; as training packages will be needed in order for it to be integrated fully into departments.

Covert Human Intelligence sources will also require further resources in order to continue to collect intelligence from individuals outside of policing.

**STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

MSHT is a cross cutting theme of concern for all areas of vulnerability and wider criminality. As a Force Lincolnshire Police has now finished and published an officers guide to vulnerability (Vulnerability, Everyone's Business) to ensure that front line staff understand what this crime type is, how to spot the signs, the impact and what expectations there are of them. The introduction of MSHT training packages will also support this demand by continuing to raise awareness in this area and providing new detectives the right tools to investigate.

The Intelligence review will further influence and support this area once the changes have been implemented in the force.

Demand in this area, as mentioned in the previous steps, is often difficult to predict. However, it is managed through a prioritisation process. While there is not a dedicated MSHT team the force is able to manage these workloads through CID officers. The cases are assessed using THRIVE and those deemed highest risk will be developed and investigated further. Using this process allows for the force to meet demand, as they are able to risk-assess and investigate the highest risk cases first. However,

the highest risk cases can often be the most time consuming as MSHT cases are more complex and require CID officers to provide several indicators for evidence. Training will therefore be vital to ensure these indicators are sought throughout the investigation. The force is also developing a quality of investigations booklet for MSHT to support officers; and this is currently in its final stages of development and approval, before rolling out across the force. Training will also need a greater focus on the management of the victims. As these cases can be time-consuming, victims can be lost along the route, and there needs to be more focus for CID officers throughout the process to manage their victims and support them along the way.

EMSOU are also creating a vulnerability pod which will not be dependent on external funding with two coordinators for MSHT/OIC and CSAE/CCE/CL. This will further support the force in meeting future demand.

### **Strategic Policing Requirement (SPR)**

EMSOU capabilities are structured such that they can flex in response to any major SOC or terrorist incident, or any major SOC or terrorist threat. This includes the ability to brigade large numbers of investigators, analysts and other key staff, but also the ability to bring capabilities together as a range of specialisms to mitigate risk and overcome complex investigative issues.

A recent example is the national Operation Venetic intelligence windfall. This was an NCA led operation, which highlighted threat, risk and harm in an unprecedented way. EMSOU resources from most capabilities came together as specialists and as 'boots on the ground' to triage, assess and react to huge amounts of SOC intelligence in short timescales.

**STEP 4: Estimate the extent of future demand that you expect to be met having made these changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The force struggle to develop intelligence and pro-actively investigate such areas of criminality due to the lack of resource within this area. However, the Intelligence Review will support this department. While demand in this area is difficult to predict; if it continues to increase and be assessed as high risk, this could result in more operations such as Operation Pottery. While there is no dedicated MSHT team the force has capacity to put teams together when appropriate for such operations; meaning that demand will continue to be met in the foreseeable future.

## Section 9: Major Events

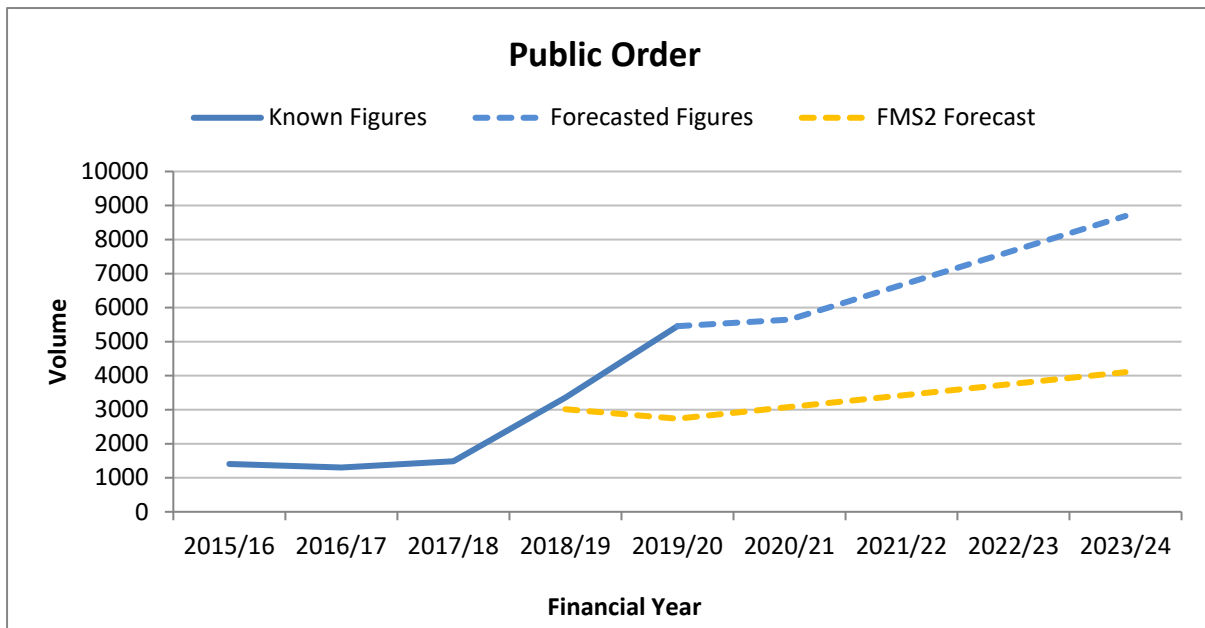
### Public Order

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

In recent years, demand has been driven by a very small number of public order themes. For example, between 2009 and 2017, defence leagues such as the EDL dominated demand for public order policing. From 2014 onwards the rise in the environmental movement particularly around onshore oil exploration created significant demand in different locations. Student fees; Iraq war; austerity, have also created public order related issues.

In the last two years, Extinction Rebellion has been the driver for Public Order demand, which is likely to continue, and the political backdrop will always be the main consideration for demand in this area.

Demand forecasts for Public Order have been produced statistically and visualised in the graph below. Despite these forecasts, the long-term implications of Covid-19 are not yet understood, so these figures may be subject to significant change in the coming years.



*The forecast for the number of Public Order offences is anticipated to increase by 59% between 2019/20 and 2023/24 from 5455 to 8693*

### Policing Football

Demand for football policing has decreased slightly in line with a national trend. The primary cause for this decline is the composition of the league that Lincoln City FC is in.

Football demand is intelligence led and a national matrix is used to score risk based on home and away. The composition of the football league changes each season due to promotion and relegation and so it is not possible to gauge this until near the end of the season. Variables such as cup success

can alter the fixture list making it very difficult to predict what demand will look like. The success or failure of the team can dramatically alter the demand.

Before the Covid-19 pandemic, Lincolnshire Police saw a rise in football related ASB which began emerging from a youth group associating themselves with Lincoln City FC. However, since the football season was postponed due to pandemic, this has not been a continued cause of demand and until the full effects and implications of the Coronavirus are understood, future demand in the policing of football is impossible to predict.

### **Protest Demand**

In 2019, protest demand for the Force included POTUS visits; NATO conference; Extinction Rebellion which all required national mutual aid and requests for Protest Removal Teams.

Protest related policing has remained steady in Lincolnshire, with environmental protests taking the place of extreme right-wing, anti-Islamic defense leagues which previously caused the most demand in this area.

The rate and consequence of climate change is a matter for debate however very few deny its existence. Climate change is now the galvanizing factor in what has fragmented the environmental movement in the past. Historically, many environmental protest groups have been left wing, anti-capitalist leaning but these are now joining forces with a wider more liberal type of protester.

Due to the increasing prevalence of Climate Change issues and the broader network of protesters, the number of environmental protests is expected to increase in the future which will subsequently increase the need and use of specialist Protester Removal Officers.

### **Pre-planned Events**

Demand relating to pre-planned events is likely to remain the same. More detail on this will be covered under Specialist Operations – Events Planning.

### **STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire Police have an active and diverse demand for its Public Order resources. It has no full time dedicated public order officers. All of Lincolnshire Police's public order officers are volunteers and carry out public order policing duties on top of their full-time role. Most of the public order trained officers come from uniformed response or NPT policing however there are officers from several different investigative and specialist roles.

The current level of Public Order demand in Lincolnshire allows resources to be drawn from all departments on a voluntary skill basis and are mobilised by the Resource Management Unit (RMU) rather than requiring a dedicated Public Order resource.

Spontaneous events are dealt with in the first instance by response units. On duty Police Support Unit (PSU) officers are then identified and deployed as required. If insufficient officers are available, then officers can be called out or request mutual aid or a combination of both. The more trained PSU officers we have, the more likely there is to be available resource when required.

Both calling out officers and requesting mutual aid are expensive and must be balanced against the cost of maintaining more PSU officers. PSU numbers can fall for various reasons and are therefore difficult to maintain and forecast. The number of 150 (twice our Strategic Policing Requirement (SPR) commitment) + 20 specialist should be a minimum and not target, so that there is always enough capacity. It can take significant time to recruit and train PSU officers and even longer to train specialists.

Our Public Order resources are based around the force's SPR. The force is required to provide 3 PSUs comprised of 25 officers per unit, to the National Mutual Aid programme. To meet our PSU mutual aid requirement, we train 150 PSU Officers to Level 2.

In addition to regular Police Officers, Lincolnshire Police have also trained Specials in Level 2 Public Order training. It is hoped that this process will continue so that Specials can assist with managing local demand.

Deployment of Public Order Officers routinely includes officers from a variety of departments. Response, CID, proactive, training, Ops Support, PSD, NPT and a few firearms officers have been deployed on PSU jobs in recent times. We aim to ensure that Public order officers are drawn from all departments to allow for the least impact when officers are required. Unfortunately, this has not been achieved and the majority of Public Order trained officers are Response Officers.

Public Order training requires a minimum of 4 days training a year. Some officers with additional skills can be required for as many as 10 days a year. Although the force can train its own Public Order officers with the use of associate Public Order trainers, it does not have a permanent training venue for public order training. Currently officers are trained out of force which incurs costs. The force must pay a daily hire cost for the venue, travelling cost including officers time, fuel costs and wear and tear on the vehicles. As a force we are reliant on the host force for availability. There is also the risk involved in removing at least a PSU worth of officers from within the county should they need to be deployed. Discussions around a local training venue have been ongoing for many years without progression. There are plans to move training to a fixed base within Lincolnshire in 2020.

Specialist teams include Evidence Gathering, Protester Removal, Medics and Tactical advisors. These teams and officers must be equipped and trained according to COP guidelines. Protester Removal Team equipment and related training develops in line with tactics used by protest groups.

The Force ensures that officers are equipped with the most up to date and appropriate public order equipment. This is regularly reviewed, and equipment is updated when developments are made. Public order PPE is expensive but essential for the confidence of officers deployed on public order duties.

We have 12 PSU protected vehicles which equates to 4 PSU's (it is 25% over our SPR commitment). 5 of the vehicles have met the fleet criteria for replacement based on age and maintenance costs. This is a great expense to the Force, as PSU carriers cost approximately £65,000.

Protesters are continually changing tactics, so specialist equipment requirements can occur unexpectedly and can be difficult to forecast. For example, Extinction Rebellion have previously super glued themselves to objects in protest which required the purchase of safe de-bonding agents. The use of bicycle locks, vehicles, bamboo poles, plastic, steel and concrete tubes for arm locks all require a tool or equipment in order to deal with the protest activity.

We are expected to meet our SPR commitment and are tested on our ability to mobilise mutual aid requests by NPOCC. PSU officers are required to meet a minimum standard that is measured during CPD training that is mandated by the College of Policing (COP). The training is Quality Assured by maintenance visits by the COP every two to three years.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating;**

Officers are now encouraged to retain their Public Order skill if they move from Response to other departments in order to maintain the required number of trained officers at any one time. This requires a culture change within the organisation in departments that historically have not provided many, if any PSU officers. Deployments can be managed by RMU who are best placed to see the whole organisational picture.

Public order training is a voluntary skill. An officer can choose not to attend refresher training at any time. It is expected that they maintain the skill for at least three years when they initially volunteer. When an officer wishes to leave PSU, they are required to ask the force tactical lead, however as mentioned this is a voluntary skill.

Nationally the discussion around PSU recruitment and retention has revolved around either rewarding officer who have the skill as recommended in the Winsor review or mandating that certain roles are Public Order trained.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

The force's increase in available PSU resource means that the previous service gap between requirement and available resource has been closed. Although future demand is difficult to quantify in the current climate, this additional resource should hopefully ensure that Lincolnshire Police is able to meet future demand with ease.

The lack of suitable training facilities for Public Order training within Lincolnshire has been an identified risk for several years. The associated risks linked to this issue are significant. Temporary and often sub-standard fixes to this problem have been adopted over the years. Investment is still required to address this issue.

A long term or permanent multi discipline training venue is a strategic issue and requires the willing and determination from Chief Officer level with the support of the PCCs office. The expense of daily venue hire; travel; feeding; overtime; officer moral and the risk of having officers out of force all need to be balanced against the cost of investing in a suitable local venue.

## Counter Terrorism (Special Branch)

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

### Current Demand

Lincolnshire Police Special Branch (SB) is part of a collaboration of police forces, working together as the East Midlands Counter Terrorism Intelligence Unit (CTIU). The CTIU is supported by neighbouring Counter Terrorism Units (CTUs), the wider Counter Terrorism (CT) policing network, and the UK intelligence community when significant investigations are required.

The core demand currently being experienced by Special Branch is from Right Wing Terrorism, which is a rising threat within both the county and the East Midlands region. A Lincolnshire based male was arrested in January 2020 by CT Officers on suspicion of terrorism offences and is currently under investigation. A similar arrest was made in January 2021. Most investigations taking place in Special Branch are currently based on Right Wing Extremism (RWE) and groups of people who pose a threat to National security. To support this, demand is focused on maintaining the knowledge and capability to deal with this type of threat through intelligence.

There is a significant threat posed from online activity due to the difficulty in policing the online space. The level of demand in this area is difficult to quantify due to the latent nature of the internet meaning that online criminals naturally attempt to shield from police and terrorist services, adding complexity to assessing new and developing threats. Much of the demand that comes from the internet is hidden and therefore harder to forecast or prepare for.

Other demand comes from Strategic Protests such as animal rights and extinction rebellion. An example of this was an incident where 200 people trespassed onto a pig farm last year which caused demand through resourcing, but also additional follow up work.

On the 16th January 2020 the National Police Chiefs Council made the decision that CTPHQ's Strategic Protest function and the Strategic Briefing Function would move to the National Police Coordination Centre (NPoCC). This took effect on the 1st of April 2020 when NPoCC SIB (Strategic intelligence and Briefing) was established.

Following the Christchurch attack in March 2019, it was recognised that the term Domestic Extremism (DE), covering a broad spectrum of groups and activity from protest through to terrorism, was no longer appropriate. The higher level of DE threat is now referred to as Right Wing Terrorism (RWT) and Left, Anarchist and Single Issue Terrorism (LASIT). In April 2020, "Partner 1" took primacy for RWT and LASIT investigations.

The cessation of the term "DE" along with the transition of lower level threat intelligence to NPoCC, and the shift of primacy for higher level threat intelligence to "Partner 1" meant that Counter Terrorism Policing (CTP) needed to set new thresholds and language.

As a result, the Thresholds and Terminology Matrix was collaboratively developed to define the language and categorisation of low level activism through to terrorism. The Matrix categorises the spectrum of activity by various groups in to four headings.

1. Terrorism (MI5 and CTP)
2. High Level Aggravated Activism (CTP and NPCC)

3. Low Level Aggravated Activism (NPCC)
4. Lawful Activism (NPCC)

### **Prevent Referrals**

9% of Prevent referrals for the East Midlands for 2019/20 came from Lincolnshire, an increase on the previous year. Prevent referrals for Lincolnshire for 19/20 were heavily weighted in respect of the Extreme Right-Wing ideology, after which referrals consisted of Islamist as well as mixed / unclear / unstable ideologies.

Most referrals in Lincolnshire within the last twelve months have been for males between the ages of 14 & 21. Referral numbers were slightly higher within the city of Lincoln, East Lindsey and Boston Borough areas however referrals were received from all parts of the county over the previous year.

### **Future Demand**

The Joint Terrorism Analysis Centre provides intelligence and information about the trajectory of certain thematic areas such as Strategic Protest Groups.

Forecasting demand is more of a national activity rather than local or regional. It is achieved on a rolling basis as opposed to a fixed long-term forecast, as trends and themes can change in a short space of time, particularly when new threats emerge, and risk is increased. Demand from terrorist activities is hard to predict as much of the forecasting is based on historical figures, for example recent Islamist Extremist attacks in the past few years have built momentum, and therefore increased expected demand. Additionally, aspirational groups require investigation, but may not necessarily cause further demand beyond intelligence gathering.

Due to the rise in Right Wing Extremism investigations, the CT community has recently increased resources for the management of this demand, which has resulted in more intelligence being uncovered surrounding this threat. This threat is where most of the future demand is expected to stem from.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Current staffing levels within Special Branch are listed below:

- 1 x Detective Inspector
- 1 x Detective Sergeant
- 2 x Prevent Staff (1 x Constable 1 x Civilian)
- 2 x Intelligence Officers Detective / Constables
- 2 x Ports Detective/Constables (Boston & Sutton Bridge Ports plus 54 x GA & Military sites)
- 1 x prison Intel Detective/Constable
- 1 x Intelligence Support Officer
- 1 x Analyst
- 1 x Officer Manager/Intelligence Assessor (part-time)
- 3 x Counter Terrorism Security advisors (Civilian)

The Lincolnshire SB Prevent Team consists of one Constable and one Police Staff member who manage all Lincolnshire Prevent referrals and work with partner agencies through the Channel process.

Lincolnshire has a fully functioning Channel partnership in place which meets on a monthly basis. Channel is a multi-agency mechanism that supports individuals from being drawn towards terrorism and extremism. This is achieved via a bespoke wrap around package of support including de-radicalisation.

Alongside the requirement for managing individuals is the proactive element of the Prevent role which within the last twelve months has consisted of significant women's engagement, media engagement, the creation of a new county wide communications group as well as increasing use of social media in a bid to promote key messages to members of the public.

Performance within the team is managed using a regionally recognised Annual Development Audit (ADA) which are carried out with individuals and their line managers on an annual basis. This allows personal objectives to be set and achieved according to job role, and performance and progress to be discussed.

The department's resilience is low where staff is concerned. Due to the specialist training and secure nature of the work there is no extra resource that the department can utilise in force if there are sudden peaks in demand. Additional resource is not recruited based on demand as this can fluctuate and vary widely. Instead, there is some additional capacity and specialisms available to Lincolnshire Special Branch within other regional and national CT Units. Regional analysts; Surveillance and Investigation teams; Regional Internet Investigation teams from EMSOU are available for use by Lincolnshire as a resource and these extra resources have recently been utilised.

The workload is evenly distributed amongst the team and regional support is requested if required. The pace of investigations is usually at a steady pace which allows time to adjust and manage the workloads accordingly. Overtime is not a regular issue and is a weekly occurrence, as opposed to daily, so the wellbeing of staff in this department is not affected by burnout. The force's wellbeing provision and other rest and relaxation services is enough to deal with any impact the work may have on individuals.

Sickness, absence and resignations must be closely managed, and any issues must be acted upon quickly due to the low resilience of the department. Regional assets can be called upon in emergencies, but only on a short-term basis.

Officers are required to have specific training according to their role. Officers dealing with terrorist offences must be forensically trained to ensure they can obtain and photograph forensics and evidence in situ. There are also set regional standards of intelligence processing and the governance surrounding this. Training is delivered by the regional EMSOU-SB training team and most training is role-specific, so the frequency and length of courses and accreditations vary. These are prepared for in advance to keep training updated and maintain staffing levels while training courses are completed.

IT infrastructure must be completely secure and up to date due to the sensitive nature of work carried out in Special Branch. A national secure network is used as well as standalone systems which ensure that there is additional security for secret messages, documents and conversations.

### **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating;**

By April 2020, all posts within Special Branch will be filled and there is no indication that any staff members are due to leave in the immediate future, so there has been no risk identified regarding the level of demand that will not be met.

Recruitment of staff and officers within Special Branch is carried out to fill vacancies and maintain the department's resilience.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

The department is confident in its ability to meet future demand and currently has no policies in place to deal with a sudden increase in work or incidents.

If there is a protracted long-term increase in demand, the department would be required to put forward a business case for more staff.

## Specialist Operations

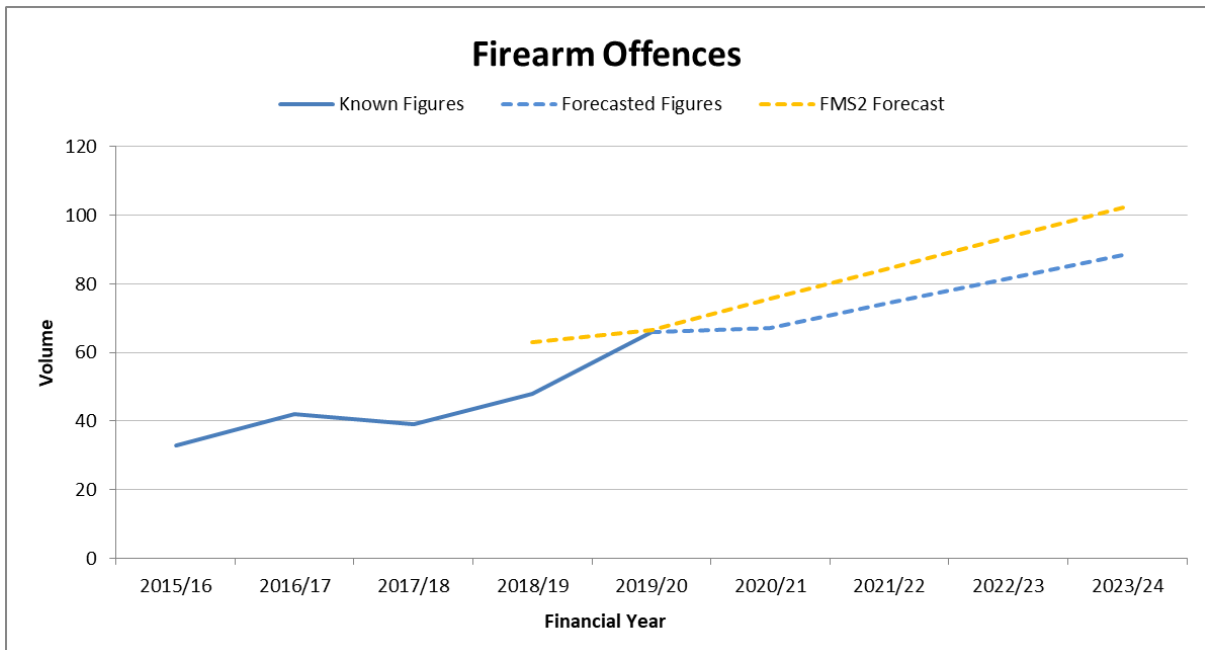
**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Since the publication of FMS2, the Tri-Force collaboration, EMOpsSS, has disbanded meaning that the services previously delivered for the region have come back in house for the individual forces. In some instances, this has been both financially and operationally beneficial for Lincolnshire Police and in other areas has been the cause of increased demand; risk; reduced resources. Specialist Operations is now the department in force which houses those functions.

### **Armed Policing and Armed Response Vehicles (ARV)**

The data obtained and analysed below has been extracted from the Chronicle Data Management Systems for the period January – December 2019. Forecasts are produced with actual data up until the end of December 2019 and predictions are made for the final three months of 2019/20.

### **Forecasted Firearms Offences**



*The forecast for the number of Firearm offences is anticipated to increase by 35% between 2019/20 and 2023/24 from 66 to 89 ( Based on Home Office ADR data where a firearm is used to cause injury to a person or as a threat where there is belief of intent and the offence is of a violent nature)*

The threat posed by Firearm offences can be anticipated to an extent by the predicted number of offences over the next four years as shown in the above graph.

The forecast for the number of Firearm offences is anticipated to increase by 35% between 2019/20 and 2023/24 from 66 to 89 (Based on Home Office ADR data where a firearm is used to cause injury to a person or as a threat where there is belief of intent and the offence is of a violent nature).

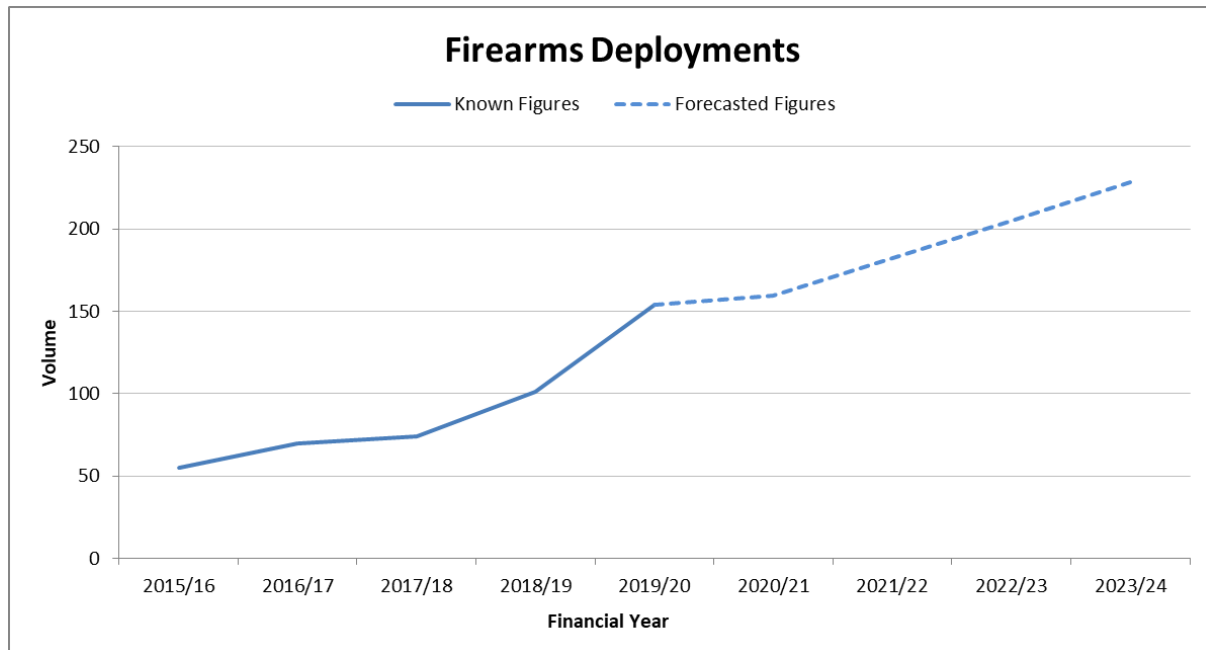
**Firearms Deployments**

The number of spontaneous deployments has seen the biggest increase in 2019 equating to 79% of all firearms deployments for the year. This compares with around 77% during 2018 and 74% during 2017.

FIREARMS DEPLOYMENTS	2018	2019	% CHANGE
Spontaneous	72	101	40%
Planned	20	22	10%
<b>TOTAL</b>	<b>93*</b>	<b>127*</b>	<b>35%</b>

\*Note that there was one Firearm deployment in 2018 and four in 2019 that were not categorised as either spontaneous or planned but these have been included in the overall totals for each year respectively.

**Forecasted Firearms Deployments**



The forecast for the number of Firearm Deployments is anticipated to increase by 45% between 2019/20 and 2023/24 from 154 to 228

There has been a 35% increase in Firearms Officers (FO) deployed in the last year. This is in line with the forecast included in FMS2 which suggested that the number of deployments would rise. We have provided better support to Firearms Officer Commanders who make the initial decision to deploy, which allows them more time to consider the decision with less pressure allowing their decision making to be more informed/decisions to be made with more confidence. This may have contributed to the rise in deployments.

Firearms remains the most frequently recorded initial threat for firearms deployments at 44% (71). This is a slight decrease compared to the previous year where firearms accounted for 55% of all initial threats recorded. An initiative carried out last year to further reduce demand in this area was Operation Raptor; a dedicated campaign to tackle weapons offences. It was the latest action in an intelligence-led intensification campaign which saw more than 30 people arrested and over 30

weapons seized. In addition to this, Op Aztec was a national Firearms Surrender which we took part in as a force. We had 63 firearms surrendered across the force over the 2-week period.

The next most frequently recorded initial threats during 2019 are Edged Weapon-Long at 15% followed by Violent Subject at 10%. These have both seen increases compared to 2018 where proportions were recorded at 6% and 5% respectively.

September/October 2019 saw an increase in Firearms incidents, but figures are now in line with other forces and more realistic numbers are now being seen.

### **Dogs**

Since leaving EMOpSS, Lincolnshire Police has become more self-sufficient within our dog handling department and although demand in terms of incidents that require dogs hasn't increased, there has been an increased use of dogs and handlers due to the number available to the force.

Between 2017/18 and the same period in 2018/19, Lincolnshire experienced a 94% increase in Dog Deployments to incidents. This is seen as a true reflection of Lincolnshire's requirement and performance compared with the previous years when the Force was part of the EMOpSS collaboration.

### **Roads Policing**

Prior to 2019, EMOpSS, delivered Roads Policing for Lincolnshire Police with a dedicated team however following the retirement of the collaboration, Lincolnshire Police no longer has a dedicated Roads Policing function. Armed Response Vehicles (ARVs) currently manage the demand along with local policing teams who have been asked to carry out more roads policing functions within their existing workload.

Due to the nature of Lincolnshire's road networks and high volumes of freight traffic passing through the county, Killed and Seriously Injured (KSI) rates are high and therefore cause significant demand for the force.

Figures for collisions with a fatality have remained relatively static for the last 8 years (circa 55 per annum) with almost a 2% reduction in fatalities between 2018 and 2019; however collisions where a person was seriously injured have increased significantly in the last 5 years (circa 500 per annum) and experienced a 5.8% increase since 2018. This is a trend that is expected to continue if changes to our roads policing function are not made.

The A1 is the cause of a lot of incident demand for Roads Policing due to the lack of investment in road improvements. Currently, the onus is on ARVs to patrol the dangerous stretch between Newark and Stamford, however this demand is expected to increase with the work for HS2 which will re-route drivers causing more people to use this stretch of road.

The increased volume of traffic using the A1 in Lincolnshire will include a rise in HGVs. These are the types of vehicles that often result in 2-lane closures and diversion of traffic into surrounding roads. Whilst the force is continuing to engage with Highways England to secure more support on the A1 itself, and their early attendance at incidents, we can also reasonably anticipate a rise in "off-A1" diversions. These typically result in traffic deadlock through Grantham and/or the minor roads surrounding the A1 to Stamford and beyond, with impact on our ability to maintain normal policing for a number of hours.

At this time, Highways England provides limited support to incidents on the A1 in Lincolnshire, and we are working with them to develop a sustainable solution that limits the demand on Lincolnshire Police, however this has not been achieved yet.

### **Tactical Search Teams (TST)**

The TST are a reactive resource that provides specialist skills for the force. The teams are utilised by various departments daily to assist with search warrants, House-to-House, Missing Persons searches and Scene Guards for serious crimes, amongst other things. The task they assist with most currently is Paedophile Online Investigation Team (POLIT) Warrants for the Protecting Vulnerable Persons Unit (PVP). However, there is limited data available for the demand experienced by TST. Due to the reactive nature of their request for service, future demand is hard to quantify. However, we do know that POLIT investigations are significantly increasing along with PVP tasks, it is safe to assume that demand for searches in this area will only increase further.

### **Serious Collisions Investigation Unit (SCIU)**

SCIU investigate road traffic collisions resulting in fatality, life threatening or life changing injuries. The current demand for SCIU has seen little change since the work was completed by EMOpSS.

### **Events Planning**

The Events Planning team assesses policing requirements and resource for events throughout the county and their demand remains very similar each year, with annual events such as the Lincolnshire Show and Christmas Market alongside regular county sporting events. Planning for local events is dealt with by the relevant area team (Lincoln, East & West Lindsey and North/South Kesteven, Boston & South Holland).

Currently, there are around 50 events planned per month across the county (circa 600 per year), but future demand isn't expected to increase noticeably from current demand in this area.

### **Firearms Licensing**

Lincolnshire currently has 19,000 Firearms License holders every year whose licenses must be renewed every 5 years.

The certificates are undertaken by expiry date, in order to maintain license-holders stay in lawful possession of the firearms. Every renewal is risk assessed to ensure that public safety is maintained. There are currently peaks and troughs in the demand of certificates being issued which relates to changes of legislation around the time period of the certificates.

This is the same for every Firearms Licensing Department (FLD) in the country and some forces have looked to level the demand, but none have managed to do so effectively. Lincolnshire Police are looking at leveling the demand having learned the lessons from other forces failure to find an effective way to do this.

Currently certificate numbers are declining, mainly due to the increased medical scrutiny and secondly due to the additional GP costs.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Across all teams and departments within Specialist Operations, training is received regularly because of the specialist nature of the roles. Additionally, retention is good in most departments which maintains resilience.

**Armed Policing & Armed Response Vehicles (ARVs)**

The Armed Policing Strategic Threat & Risk Assessment (APSTRA) document identifies strategic, tactical and operational risks and mitigating recommendations, such as informing the training plan to ensure staff are trained, equipped and accredited to deal with current and emerging risks.

Within the APSTRA, a tactical review is completed which informs and assists with priorities for training for the next training year linked to the agreements reached with the NPCC lead and the Minima document. Information about tactics authorised and used, environments and mode of arming etc. are gathered from Armed Deployment Forms (ADF) after every incident / operation and entered into Chronicle. This facilitates the 360-learning cycle and the reviews are captured on an emerging issues log which has influenced training during 2019 and will into the future.

AFOs receive regular training due to the nature of their roles. Staff retention is also good and the team retains officers for long periods of time which minimises risk for the force, however it is difficult to have contingency staff due to the specialist training required; which doesn't allow for non-trained officers to be moved into post.

Despite regular training, the Force has a lack of trained and accredited Authorised Firearms Officers (AFOs). The current establishment for Firearms Officers (AFOs) is 45, however our deployable strength is only 32, meaning that the force is only running at 75% capacity of what we should be at for the Armed Policing model to work correctly (45 FTEs). Due to this, the force is paying officers significant amounts of overtime per month and is now in a position where Officers are asked to come in on days off for the force to meet minimum capacity for each shift. A request has been made to the Horizons project for an uplift of 55 AFO's.

Tactical Pursuit and Containment (TPAC) is a skill that rests predominately with the ARV unit. Due to the reduced numbers presently assigned to the Roads Policing unit (4 officers) there is just 1 officer trained. Tactical pursuit trained officers play a key role in the resolution of pursuits within the Force. If sufficient numbers of trained officers are not immediately available to a Pursuit Manager (normally the FCR Inspector) then APP stipulates that any initiated pursuit must be aborted.

Considering the establishment in both the ARV and Roads Policing Units, there are 15 TPAC trained officers in total spread amongst the different roles and ranks. However, 5 of these hit their 3-year expiry date in March 2020 for this skill. Out of the remaining 10 officers, 9 of them will hit their 3-year expiry in October 2020. This then just leaves 1 trained officer whose training is due to expire in 2021.

Certain TPAC tactics are resource intensive and can require between 4-6 trained drivers. In Lincolnshire we operate a 24/7 shift pattern that is spread across 5 groups of officers. This currently gives an average of 3 trained officers per group. There are an insufficient number of trained Police driving instructors in Force to plan either initial TPAC courses (4 days) or refresher courses (2 days). Prior to Covid-19 early discussions were taking place into collaborative options with Humberside Police to train officers from both Forces.

As it presently stands and without an assumed extension in the competencies of the trained officers, this Force will effectively (except for 1 officer) have no tactical pursuit capability from October 2020. Extensions are in place and courses booked so we are hopefully by the end of February 2021 we will have 15 trained TPAC officers.

As a result of the excess overtime that is required of the AFOs, there is a concern for their wellbeing where work-life balance and morale is concerned.

The performance of ARVs is measured by the response times which are reported in the APSTRA. The force is not currently achieving the required response times (currently 25% of which is highlighted on the departmental risk register. This is a result of the resource levels, dual role of ARVs and rural nature of the county.

Equipment for the Armed Policing team is generally of a good standard; however, the vehicle fleet has reduced to 10 vehicles which were purchased during the height of austerity and have been found to be lacking in certain aspects required for the dual role. The fleet is in the process of being refreshed and a business case submitted for an increase in fleet vehicle numbers. G36 rifles will be replaced nationally which will be supported by Government uplift, although this has not yet been signed off for 2020/21. Mobile Data Technology (MDTs) and Laptops are also provided to officers where required.

### **Dogs**

Staff resilience within the dogs team has improved since leaving the EMOpSS collaboration following our increase in available dogs and handlers. There are currently 10 General Purpose (GP) dog handlers, with 6 of these dual handling (1 x GP, 1 x specialist trained dog). This is an increase on our previous capability, which subsequently increased the Force's use of them. Supervisors previously didn't request the resource because it wasn't always available (1 dog for all forces under EMOpSS). The increase in the capability for specialist dogs in force has been significant since leaving the EMOpSS collaboration and will therefore allow Lincolnshire Police to meet future demand with the current capacity.

Currently, Lincolnshire only has 1 Tactical Firearm Support Dog (TFSD) who is only licensed for buildings and vehicles. This dog is coming nearer to the end of his working life and also requires relicensing.

The Dog Sergeant is now quality assuring Dog Deployment Forms (DDFs) which has spurred an increase in the submission of forms as well as the number of deployments that are now being recorded. The DDFs show the activity of dog handlers, whenever the dog is used in an operational capacity.

The training for dogs is still delivered by a regional collaboration and is governed and standardised by the NPCC. Regional training locations mean that occasional travel to Leicestershire is required for handlers and their dogs which is a long journey for the short training times (2 hours) and can impact on the dog's concentration and performance in the sessions. However, there are also sessions in Lincolnshire, which improves the efficiency of training.

### **Roads Policing**

Without a dedicated roads policing team to manage this demand, it is difficult to provide a detailed assessment of the current status of the workforce and assets within this area.

Where resourcing the A1 demand is concerned, Specialist Operations have assisted the Learning & Development department in fast roads training for local officers covering this stretch of road and work is ongoing within North & South Kesteven regarding vehicles and equipment required for this task.

Overall, Lincolnshire lacks capacity and capability through inadequate numbers of roads policing officers, skills and experience required to deliver this service. Additionally, with the improvisation of local policing and ARVs to cover the existing demand, serviceability and security of supply requirements are impossible to meet. A bid has been made to the Horizons project to provide an PRU team.

### **Tactical Search Teams (TST)**

The TST is currently comprised of 14 officers and staff retention is generally good. These officers are split into 2 teams who work opposite one another and the resource is bid for by each area daily through DMMs if the request is urgent or via an intranet tasking page for long term planning. Tasking is a process which needs to be refined within force, as it isn't always clear which incidents need specialist training officers, and the order of priority of those incidents. Where there are competing bids, a clear decision-making process should be in place through the Daily Management Meeting or Duty Superintendent.

Regular training of these officers and abstractions for other duties such as Taser training; Underwater Search Unit; Working at Heights, places high demand on the small number of available officers left to meet operational demand. The shift pattern has now improved to provide a training day every 8 weeks.

### **Serious Collisions Investigation Unit (SCIU)**

In 2020, forensics collision investigating is being standardized by the Government into an ISO accreditation. The 2-year timeframe required for individuals to obtain this qualification will impact on financial and operational resources for the force through allowing training time for officers to complete academic work, reducing the available resource to manage demand; investing in buildings for sterile training. An additional difficulty with this accreditation will be retaining the qualified Forensic Collision Investigators (FCIs), as they will be able to utilise the accreditation in non-policing roles and therefore poses a risk to this force if they leave.

SCIU perform well and get some excellent results at court for some serious offences involving unlawful deaths of road users. This is particularly significant when the size of the team is taken into consideration. Road deaths in Lincolnshire are amongst the highest in the country and the team is one of the smallest, taking on many complex and lengthy investigations which increasingly reveal additional offences on top of the driving offences.

ISO 17020 will require new processes and procedures to be implemented which will result in each investigation taking longer than it currently does. This will add benefit through additional techniques and evidence analysis methodology to enhance the evidence, combined with certified and accredited reliability of the evidence minimizing any challenge of the evidence at court. However, it will inevitably impact on capacity and workloads of the Forensic Crash Investigators (FCIs) if numbers remain as they are. This will be further affected through training abstraction as required through the upskilling of all FCIs.

With current numbers of FCIs there are occasions where must be cancelled to provide cover on certain days to accommodate annual leave, training and court abstractions. FCIs also work on call. This

additional pressure to cover days is detrimental to their work-life balance and their overall wellbeing, particularly as they inevitably must study in their own time for the upskilling qualifications. Additionally, the continued and increased exposure to fatal and serious injury collisions which results from fewer FCIs will have an impact on mental wellbeing.

Accommodation for SCIU is at Witham House which, in many ways is an ideal location for the staff. ISO requires certain changes to the storage and office space for SCIU. A business case has been prepared for this, but it is thought that SCIU can remain at Witham House with appropriate changes to improve the working environment for all (not just SCIU) and accommodate the ISO requirements. That said, technology within the office is far from ideal and can add frustration and unnecessary delay in processing data for collisions investigation.

### **Events Planning**

The Events Planning Team consists of 1 Sergeant, 1 PC and 4 civilian members of staff and there is good retention of staff in the department with very little changes in personnel.

Each member of the team has their own area of responsibility and are skilled in planning events with partner agencies.

The wellbeing of the team is managed through line management on an individual needs basis. By 2020, it is hoped that there will be a Force Dedicated Football Officer (a PC) who will sit within the Events Planning to ensure a joined-up approach.

### **Firearms Licensing**

Although the team is efficient in completing the work, the risk management and resourcing within the department needs to improve. Additionally, the peaks and troughs cause by the existing licensing review process means that there are busy and quiet periods for staff meaning that their capacity isn't being used efficiently.

Lincolnshire Police is the best performing Firearms Licensing Department in the country. We manage performance and report KPI data monthly. We also hold monthly 121s with all staff and ensure PDRs are completed, and that the objectives link into Distinctively Lincolnshire's strategic aims.

Staff retention is very high apart from the Firearms Inspector post which will have its third Inspector in the last 13 months.

Training across the department is completed and up to date, in addition learning is shared across the department by monthly newsletters and office training on a regular basis.

### **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating**

#### **Armed Policing & Armed Response Vehicles (ARVs)**

To address the shortage in AFO numbers, there is currently a business case in progress requesting additional resource recruitment to 55 total FTEs. This will build resilience where there currently is none. This plan will require a 2-year recruitment programme including a 12-week course that AFOs

must pass, the pass rate of which is only 75%; which must be considered in establishing applicant volumes.

The additional resource alongside a dedicated Roads Policing function should improve the performance of the ARVs in meeting the response times.

The National Police Firearms Training Curriculum (NPFTC) determines which tactics are required to be trained in order to achieve the ARV role profile. A number of these tactics are clearly seldom if ever utilised. Therein lays a risk of 'skills fade'. It will be for the Chief Firearms Instructor (CFI) to consider how many contact hours and how frequently these seldom used tactics should be trained in order to maintain meaningful and effective capability should it ever be required.

### **Dogs Policing**

To increase capability where the force is expected to lose a Tactical Firearms Support Dogs, there is a Firearms Support Dogs course planned for November 2020.

### **Roads Policing**

Due to the lack of dedicated roads policing function, there are plans to increase resource and deliver a force-wide roads policing strategy which should be finalised in April 2020. The business plan to develop this unit should manage any risks surrounding demand management that currently stand. It should be noted that the implementation of the new strategy may be delayed due to implications from the Covid-19 pandemic.

The new strategy and resources are expected to deliver proactive initiatives such as social media and other targeted campaigns. Additionally, there will be a focus on how to target repeat offenders (e.g. alcoholics for drink driving) in order to reduce demand in this area.

Before resource is increased, Highways England will be providing 16 hours per day assistance on the A1 as a temporary measure. This is expected to reduce the pressure on ARVs until we have more suitable resource to patrol the area.

### **Tactical Search Teams (TST)**

To improve security of supply, TST is recruiting for 2 new posts. This should make demand easier to manage for operational staff when numerous officers are on training sessions.

Wellbeing has improved following changes have been made to shift patterns and two teams now work on opposite shifts, 4 on 4 off.

Specialist Operations are looking at different shift patterns for the officers to improve the work-life balance while maintaining the coverage they currently provide.

### **Serious Collisions Investigation Unit (SCIU)**

With a risk of losing investigators once they are accredited with the government accreditation, it is under consideration that only officers will be accredited to retain accredited persons.

### **Firearms Licensing**

Resourcing within the department has improved with an additional decision maker being introduced to the team. The licensing review process will also be amended to flatten out the demand and make it easier to manage for the team. However, careful considerations will take place during this review as every case should be risk assessed effectively in order to maintain public safety and ensure the applicants suitability. Not visiting certificate holders may save time and money but the additional risk to public safety should also be of paramount importance and consideration.

We have recruited an additional Duty Manager which will enable us to meet our known demand over the next 4 years. We are also looking at options to reduce demand including demand leveling and utilising digital technology more effectively moving forwards. This will require additional technical support for the Firearms online (FLO) system.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

### **Armed Policing & Armed Response Vehicles (ARVs)**

With the recruitment of additional AFOs, the risk to both the public and the force should be mitigated through increased ability to manage the demand. Regular reviews and updates of the APSTRA will ensure that risks are identified and dealt with appropriately and demand that is not being managed effectively will be highlighted within this.

### **Roads Policing**

By implementing a new Roads Policing strategy and employing a dedicated resource, the force is expected to be able to manage the demand much more effectively. Despite an expected increase in Roads Policing Officers, the recruitment and training process will take time and the existing strain on demand will remain until a robust team is fully established. Once there is the sufficient resource in place, there will still be a period of time where knowledge gaps exist because of the lack of skills and experience. This will require additional investment in training to improve.

### **Tactical Search Teams (TST)**

The TSTs are now up to full strength and therefore have much more resilience for training and abstractions in order to meet demand.

### **Firearms Licensing**

Through making changes to the renewal process and increasing the resource within the team, it is expected that future demand within the team will be much easier to manage effectively. At present, there is no future demand that we expect not to meet as a result of the current status of the workforce and department.

## **Section 10 Knowledge Management**

All staff share responsibility for ensuring that information and intelligence is accurately recorded, securely stored and appropriately shared with partners and individuals in accordance with GDPR legislation. The management of this information is primarily handled by the force's Information

Management Unit (IMU) which monitors data quality and compliance as well as dealing with data protection and information sharing matters.

Crime data and business intelligence is produced and interpreted by our Performance and Analysis team who sit within the Strategic Development department and who supply senior management with a range of reporting to inform both tactical and strategic decision making.

The current intelligence model takes a largely geographically themed approach with Divisional Intelligence Units (DIUs) sitting under Area Commanders and several centralised functions are subsumed within the Crime department and coordinated by the Director of Intelligence. These include the Force Intelligence Bureau (FIB), Automatic Number Plate Recognition (ANPR), Sensitive Intelligence Unit, Serious Organised Crime Unit and the Dedicated Source Unit.

Initial incident reporting is recorded on NCIS and all crime and intelligence related reporting is held on Niche. Niche RMS is a single, unified, operational policing system that manages information in relation to the core policing entities - people, locations, vehicles, organisations (businesses or other groups), incidents (or occurrences) and property/evidence. There are six main functional areas in Niche RMS: crime management, intelligence management, general incident management, custody/prisoner management, property management, and court case preparation. Lincolnshire police are part of the Niche Regional Hub which allows intelligence to be shared across the five forces in the East Midlands.

## Information Management Unit

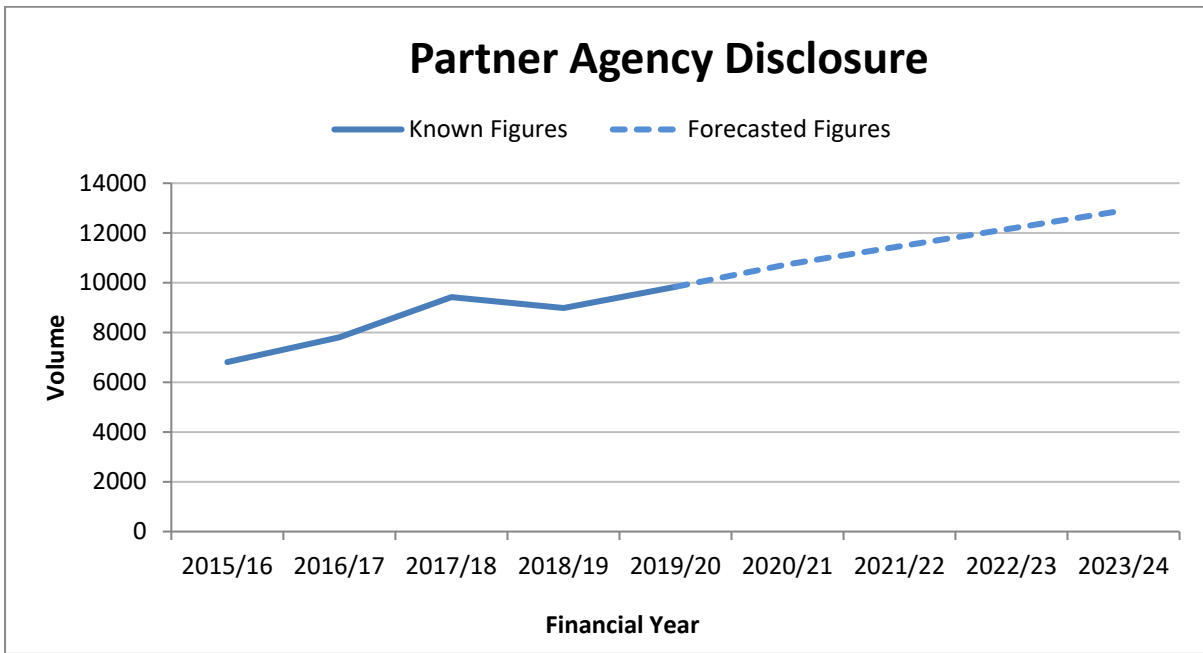
The IMU is responsible for the management of the force's legal obligations in respect of management of police information, freedom of information and subject access rights, data protection compliance and information security.

Within the Unit there are also teams that monitor and maintain data quality, undertake all force vetting requirements, process and issue DBS checks, respond to partner agency disclosure requests and conduct regular information compliance audits.

The Unit has long been a high-performing business area, receiving both regional and national recognition for best practice with regards to the management of police information. Given the range of activities undertaken, the skills and knowledge required for the different tasks vary. Apart from the more technical areas of work, most roles require a good level of education and computer literacy as a minimum and role-specific training is provided in-house. Staff retention is generally good and for the most part turnover is attributable to staff taking up opportunities for career progression elsewhere within Lincolnshire Police.

Demand on all fronts has continued to follow an upward trajectory, with the increase being most acute on staff servicing requests for information from partner agencies and members of the public. We recognise that heavy workloads combined with the necessity to adhere to timeframes can create pressures on staff. Sickness levels remain low across the Unit and there are no identified wellbeing issues. Welfare concerns are discussed and addressed through regular meetings at which performance targets are reviewed to make sure they remain relevant, fair and fit for purpose.

**Partner Agency Disclosures**

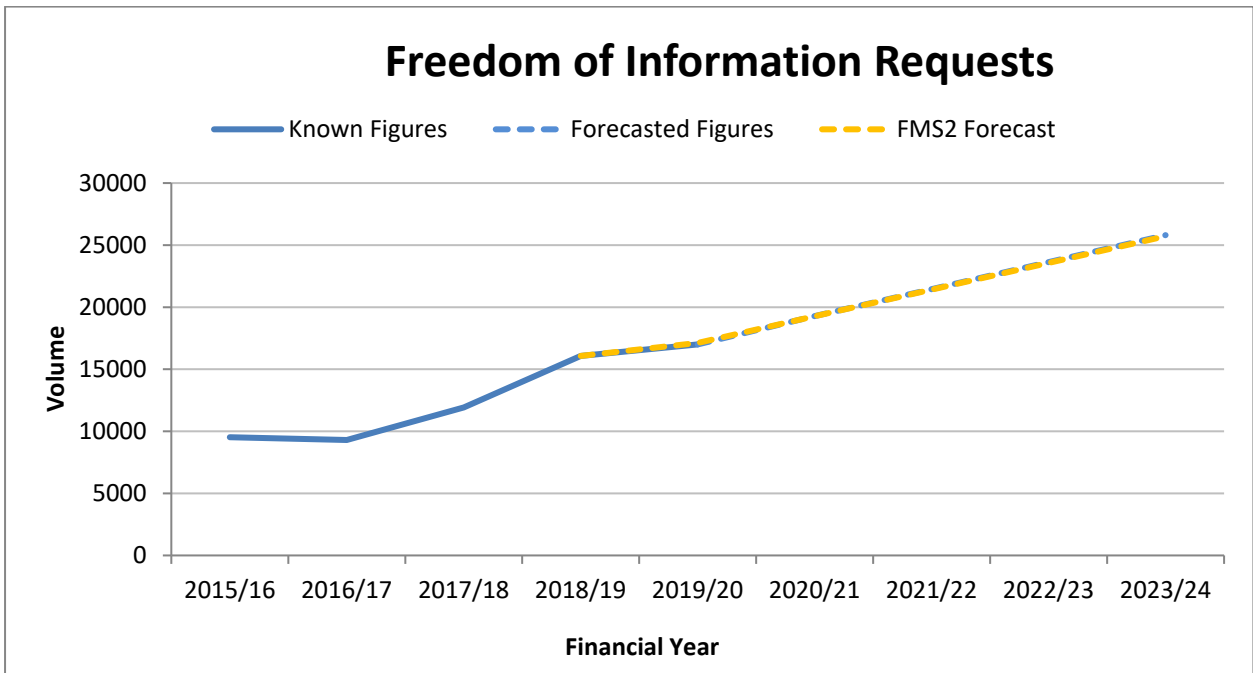


*The forecast for the number of Partner Agency Disclosures is anticipated to increase by 31% between 2019/20 and 2023/24 from 9836 to 12905*

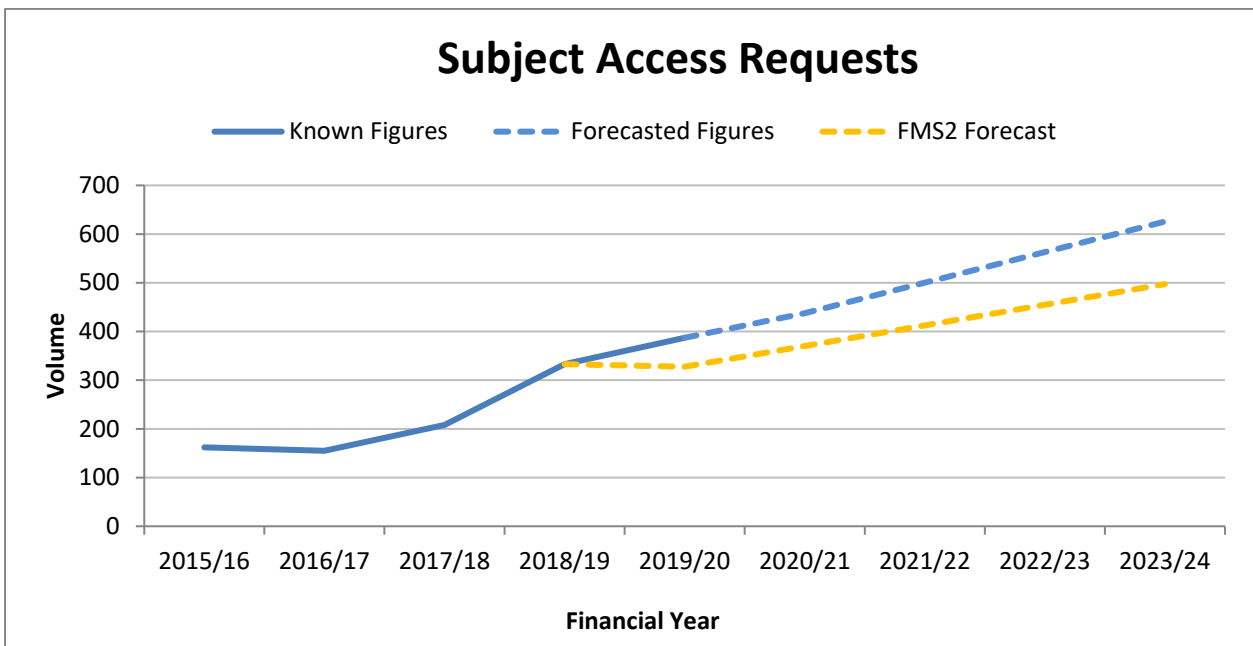
Over the last four years the number of partner agency disclosures rose from 6,400 to almost 10,000, an increase of 28%. The volume of requests has accelerated over the last year and is currently placing strain on available resources. The PADO team (4 FTE) is very experienced and performs to a high standard. There is limited scope for improvements to effectiveness and efficiency so it will be difficult for the team to absorb the anticipated increase in demand. As a measure to keep pace with the current volume of requests the Unit is utilising overtime, but this is not sustainable over the longer term.

Our forecasts indicate that by 2023/24 the volume of requests will increase by a further 31%. There is a risk that children or vulnerable adults could be put at risk if we were unable to respond in a thorough and timely fashion. An evidenced business case for additional staffing will be submitted if demand continues to outstrip capacity.

**Freedom of Information (Foi) and Subject Access Requests**



*The forecast for the number of Freedom of Information Requests is anticipated to increase by 52% between 2019/20 and 2023/24 from 17000 to 25805*



*The forecast for the number of Subject Access Requests is anticipated to increase by 62% between 2019/20 and 2023/24 from 387 to 626*

The Data Protection team (4 FTE) continue to perform to a high level with a good level of expertise and knowledge with regard to both Data Protection and FOI. Since the introduction of new Data Protection legislation in 2018 the volume of subject access requests has doubled, and this trend is expected to continue over the next four years. However, Subject Access Requests (SARs) represent a small proportion of the total workload with the majority of effort devoted to responding to FOIs (there

are 50 FOIs for every SAR). The team also processes other requests for information such as Court Orders, Protocols and Insurance requests, which have also seen an increase over the last few months. The team provides general data protection advice to both members of the Force and the general public.

The team consistently achieves the legislative timeframes for disclosure, but the increasing volume of FOIs, SARs and Court Orders presents a real challenge. Whilst the current staffing levels are managing the existing workloads, the continued anticipated growth in demand will exert significant pressures on our ability to maintain quality, compliance with legislation and staff wellbeing. There is now very limited resilience for increased service, and any efficiencies that could be made by improving processes and technology are also minimal (as this work has already been carried out). However, it is likely that as the breadth and depth of information held within the force increases (BWV, mobile phone evidence) and the complexity of requests received, the disclosure process will become more complex and time-consuming.

It is worth noting that the ripple effect from Freedom of Information requests also creates demand on other departments, with staff diverted from their core roles to process requests for information. It is therefore hard to quantify the true level of force-wide demand resulting from our obligations under the Freedom of Information Act.

### **Disclosure and Barring Services (DBS)**

The DBS team (8.31 FTE) consistently performs to a very high standard. Staff recruitment and training is unproblematic and Lincolnshire currently has a good blended team with no wellbeing or sickness issues. Performance and wellbeing are monitored through regular staff meetings and regular 1-2-1s.

DBS demand has experienced a gradual increase year on year with no indication that this will change over the short term. DBS resourcing is funded by DBS nationally and matched to demand. Effective planning is in place to ensure that funding bids for additional resource are submitted in a timely fashion so as to continue to manage demand effectively.

### **RRD and Data Quality**

Since 2016 the Unit has hosted the Regional RRD and Data Quality team, completing the role for the six force East Midlands and City of London Niche collaboration. This function is regionally funded by all collaborating forces and is covered in Section 12 of the FMS.

### **Information Security**

The Information Security team consists of a Force Security Officer and IT Security Officer (2 FTE). They deal with all aspects of protecting information and systems from illegitimate access, usage, alteration, disruption and destruction to ensure data integrity, availability and confidentiality.

Increasing external scrutiny (Information Commissioner's Office and HMICFRS) requires an approach that promotes security maturity and compliance. This places an expectation on the force to have ongoing proactive and reactive auditing of information and physical assets, systems and controls to check compliance against legislation, policy and procedures, and codes of practice.

A full security compliance regime is in place to ensure that minimum standards are met, codes of connection are in place and compliance is evidenced for accreditation purposes. The team work closely with the ICT department to progress both national and local technology programmes and is

currently providing support to NLEDS, ESN, NEP and the replacement of the Command and Control system.

A significant amount of input has been necessary to protect the confidentiality, integrity and availability of information during the replacement of the Command & Control system and associated technology. A new Risk Management Accreditation Document Set (RMADS) has been developed in order to identify and treat any risks that could affect the Force network. The Force Information Technology Security Officer (ITSO) has also carried out a full IT Health Check in connection with the implementation of the new system.

The Force Security Officer is responsible for the management of all security incidents. The number of security incidents reported during 2019 (160 incidents). This is primarily believed to be due to the implementation of GDPR, with staff becoming more aware of personal data breaches and the reporting processes in place. The management of such breaches is more onerous post GDPR, with there now being a requirement for a Data Breach team to meet and risk-assess the incident within 72 hours.

The Force Security officer also supervises the work of the Vetting and Auditing teams (3 FTE and 1 FTE respectively). The audit schedule is regularly monitored and reviewed to manage workload at achievable levels. Demand for vetting is manageable but will be impacted by the officer recruitment drive over the next couple of years.

### **Unmet Demand**

Based on current understanding and the continuing growth of SAR, FOI and Court Orders, the only area that is predicted not to be able to meet demand is under Data Protection & FOI area. With the current FTE in this area, the Data Protection team will not be able to support and meet this going forward.

## **Intelligence Functions**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

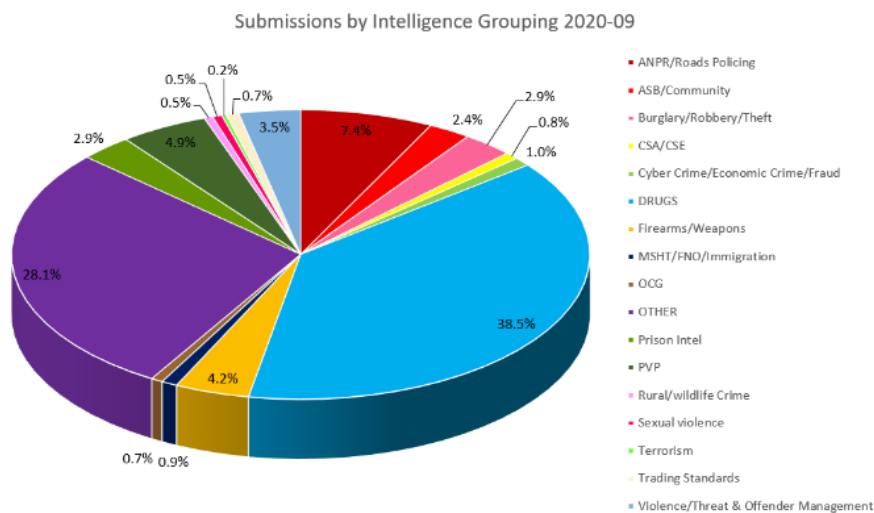
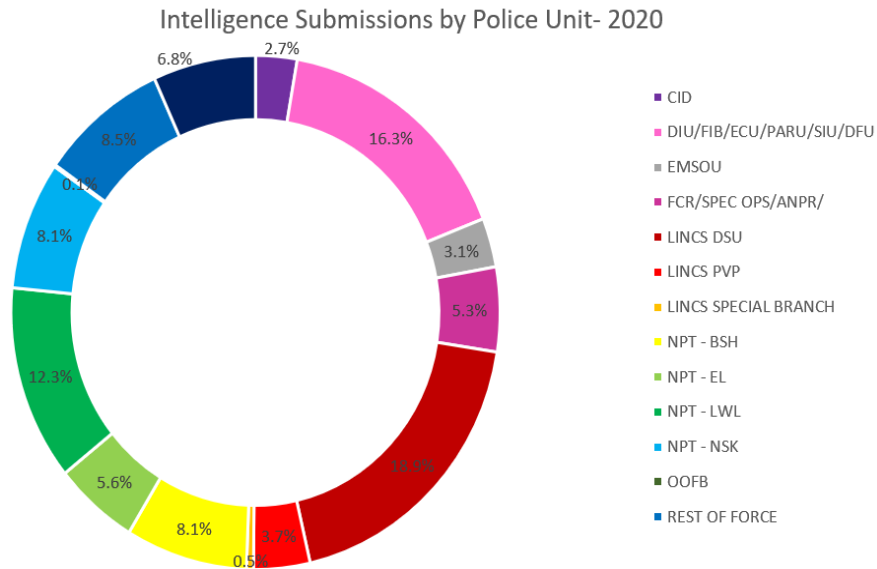
The force intelligence function is centrally managed under HQ Crime. The structure incorporates, Process, Intelligence Development and Serious & Organised Crime. There is a pro-active capability with the formation of a force Serious & Organised Crime Unit and a Force Proactive Team.

The intelligence processes are linked to the force tasking systems and OCGs and priority individuals are scored under the SOC system tasking process.

### **Current Demand**

The generation of intelligence is incumbent on all officers and staff across the organisation but is particularly pertinent for frontline officers who are in regular contact with the public. Submission of intelligence reports will form an integral element of their daily workload. All non-sensitive intelligence is processed by a small team of Intelligence Support Officers within the Force Intelligence Bureau (FIB) and is subsequently issued to Intelligence Development Units (IDUs) and other areas of the force. A large proportion of intelligence reports are submitted by the Directed Surveillance Unit (DSU), both self-generated and in response to tasking. The Serious Organised Crime (SOC) team generate intelligence and conduct operations to uncover Level 2 criminal activity and this intelligence, along

with other sensitive reporting, is managed by the Sensitive Intelligence Unit (SIU). Enforcement activity is carried out by Area proactive units.



**Future Demand**

Future demand is difficult to predict, but what seems certain is that technological developments will play a large role in helping us to manage and interpret our intelligence going forward. Our Tech Futures department is currently investigating a raft of potential applications which may radically change our approach to intelligence gathering over the longer term.

There is also a growing appreciation of the potential that data analytics could have in shaping strategic and tactical decision making. More emphasis is likely to be placed on collaboration with our partners in the community to leverage data in building a more comprehensive picture of the criminal landscape. A better appreciation of triggers for criminal activity will mean that we can target our resources more effectively.

Current bottlenecks in the intelligence functions will need to be addressed in the short term which may necessitate additional resourcing. Improved governance and performance frameworks will also be required to better understand demand and determine the effectiveness in meeting strategic objectives. The future focus will be on determining how we prioritise areas for intelligence gathering and ensure that demand is closely aligned to force objectives. A clear strategy based on Threat, Harm and Risk (THR) principles will ensure that our resources are focused in the areas of greatest need.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The current force intelligence structure is centrally managed with assets located within HQ Crime and Intelligence Development Units and FIB largely located upon Areas.

Please see appendix [A6] for the Intelligence Structure.

Staff are accredited under PIP where there is a requirement for an investigative function. All staff are either accredited under IPP or embarked upon an accreditation route. There is sufficient equipment to manage covert static surveillance and staff are appropriately trained in mobile foot surveillance where required.

The systems and devices that support intelligence generation and management are good, with all intelligence officers having access to laptops and a range of intelligence databases and applications. Most of the equipment used by intelligence officers is relatively new and systems are well maintained. The one exception is the server used by the Digital Forensics Unit. The sheer quantity of digital material stored on this aging server could cause it to breakdown. This has been identified as a risk for the force and work is underway to identify a suitable replacement.

ANPR officers sit within the Force Control Room (FCR) and are a highly valued resource due to the breadth of their knowledge and skills around ANPR functionality and a wide range of other intelligence databases. ANPR officers operate on a 24/7 basis and support firearms commanders when required. Although not strictly within their remit, their location in the FCR means that they are often called upon to provide intelligence searches in support of operational policing, including missing person incidents. Capability and performance is excellent, however given the range of demands put on them capacity is severely strained and wellbeing issues may emerge. A recent upgrade to ANPR has enhanced the capability of the system and therefore our ability to track/monitor vehicles passing through the county and take enforcement activity when required.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The re-structure of the intelligence function has given the force new capabilities in terms of targeting OCGs and criminals that cause the most harm within our communities. The introduction of a 24/7 intelligence function has increased access to intelligence that supports dynamic operational response, such as Firearms incidents, kidnaps and threats to life situations. The combining of this function with the ANPR analysts has allowed incidents within the FCR to be assisted by intelligence that benefits front line operational staff.

The force is seeking to go further with the restructure by further restructuring Intelligence Development Units upon Area to a force wide Thematic Desk structure that is aligned to the force strategic priorities. This will further concentrate resources and intelligence into areas of greatest

threat, harm and risk. This will identify intelligence gaps in areas such as MSHT and OIC where the force is attempting to understand the intelligence picture.

Within this structure the use of financial intelligence will be utilized with exploitation of SARS and the Arena database.

Mobile surveillance and specialist covert intelligence assets and process will still be managed through the regional collaboration, EMSOU.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

The combination of more efficient working practices and greater use of ICT will have a significant impact on helping us to meet future demand. However tough decisions will have to be made in terms of which types of criminal activity will be prioritised. Every area of crime work would benefit from the availability of more intelligence and analytical products, but we must direct our resources intelligently in order to combat criminality that poses greatest threat, harm and risk to the public.

Increased demand is likely to come in the shape of increased threats from County Lines and associated violence and Modern Slavery and Human Trafficking (MSHT) offences. The new intelligence structure will assist in this with County lines issues being the realm of Intelligence developments units and Force Targeting Teams. MSHT demands will be absorbed into the SOC unit.

**Performance and Analysis**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

**Current Demand**

Following the intelligence review, crime analysis resources sit within the Intelligence Unit under the Crime Command from September 2020.

The Performance team continue to sit within Strategic Development, servicing a wide array of requests for information and data held on our incident and crime recording systems.

Demand for performance data is largely predictable with about 75% of time dedicated to the production of regular reporting and day to day management of departmental activities. The remaining 25% of demand is accounted for by ad-hoc tasking, Freedom of Information (FOI) requests and HMICFRS data requests. The demand to respond to FOI requests (see Section 10 – IMU) continues to follow a steep upward trajectory and demand from HMICFRS requests has also increased over time. The unpredictable nature of such requests and the short turnaround times puts additional pressures on the team and divert resources away from day to day business.

Analytical demand broadly aligns to the following percentage breakdown but can vary dependent on the volume of strategic analysis required at any point in time.

Strategic Analysis	15%	To inform delivery plans/strategies
Tactical Analysis	15%	To inform day to day resource allocation
Operational Analysis	70%	To support reactive operations in intel dev / evidence

The demand for operational analysis takes priority due to criminal justice requirements. Any increase in demand for strategic analysis reduces our capacity to respond to requests for tactical analysis.

With analytical demand planned to be moved under the Intelligence Unit and Crime Command it is hopeful that our data will be more accessible to the wider force, where different business areas can self-serve and customise reporting to meet their particular requirements.

### Future Demand

We expect to see increases in demand from both FOI and HMICFRS requests. The increase in officer numbers as a result of the uplift programme will also generate additional demand, particularly in terms of monitoring the impact that the increase in officer numbers has on performance. We will be constrained by our current capacity and capability to be able to service this demand.

More generally, greater pressure on forces to demonstrate evidence-based policing will undoubtedly create more demand for data over the next four years. However, we anticipate that technological developments in data analytics may mean that much of this demand will be met in a much less resource-intensive manner. The force has some very ambitious change management initiatives underway and our ability to monitor and measure improvements will rely heavily on our ability to capture and interpret data. The direction of travel is also to make our data more accessible to the wider force, where different business areas can self-serve and customise reporting to meet their requirements.

The procurement of such a business intelligence tool is part of the Horizons programme of work.

### STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply

The department employs the following resource:

- 1 x Senior Performance Officer
- 2 x Performance Officers (covering East & West Commands)
- 2.6 Performance Data Officers

Recruitment is currently underway to recruit 2 further Performance Officers to support the Crime and Specialist Operations Commands, however this is only on a 2-year contract.

The team has mixed experienced with relatively new staff having to quickly learn about the data systems and extraction, as well as policing – this will impact upon the capability of the team for the next 6 to 12 months.

Aside from challenging workloads, there are no identified wellbeing issues.

Analytical capacity has shrunk over recent years, but workloads are manageable. All crime analysts are trained to national standards and capability is deemed to be good. There are no identified wellbeing issues. However, with the Intelligence review there is planned recruitment into this area.

The major constraint on performance at present is the limitations of the software used by the force. Our systems are not interoperable and have limited analytical capability. We are therefore reliant on extracting raw data from force systems and conducting our own analysis in Excel or Business Objects.

In addition, data quality can be problematic with analysts spending significant time in cleansing data before analysis can be carried out. This issue has been recognised and the force is currently looking to procure a business intelligence tool to meet the demand for more sophisticated operational and management reporting.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The force is currently developing a business case for the implementation of a Business Intelligence (BI) tool. This would link internal force systems through a central dashboard interface, producing reports without the need to interrogate each system separately. This will significantly streamline the time it takes officers and staff to research key information and enable more sophisticated analysis of force data.

Supported by appropriate training and cultural change, the self-serve functionality will reduce reliance on the Performance team for the provision of data. It is anticipated that this tool will also facilitate the provision of responses to FOI and HMICFRS requests.

In addition to improving efficiency and productivity, a BI tool will help the force to tackle specific organisational 'pain points' such as managing demand, resource management and reducing threat, risk and harm.

The timeline for implementation is still to be determined but planning is underway to align departmental resources to ensure we have the requisite knowledge and skills to support delivery.

We are also keen to develop closer collaboration with partner agencies to understand some of the social drivers for criminality and are actively fostering a better working relationship with analysts across the Safer Lincolnshire partnership to encourage more joint products.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

The expectation is that the introduction of a BI tool into force will enhance our ability to meet demand for information and data analysis. It will undoubtedly increase our capacity to generate reports and our capability in terms of the sophistication of data analysis products and the forecasting and focus on areas of highest threat, risk and harm.

However, it might be the case that as our capability improves and the force increasingly pursues evidence-led policing, the demand for reporting and analysis may also increase, which may continue to see demand outstrip supply.

## ICT

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The innovative use of technology has played a central role in helping us to meet demand. As a small force policing a large area, we have embraced digital solutions in order to work more efficiently and improve our investigative ability. Technology is seen not just as a vehicle for productivity, but as a key

component of the business. With increased digitisation our reliance on ICT resources to maintain our infrastructure and implement digital solutions has grown significantly.

Demand falls into two broad categories:

- servicing business as usual demand – what is constant, month on month or scheduled; and
- supporting the delivery of new technologies for a range of local, regional and national programmes and projects

All ICT services are delivered through a strategic partnership arrangement which has been in place for 8 years. The core business as usual demand on the ICT Department is monitored against KPIs, with ICT Service Desk call volumes maintaining a consistent range over the last year. Strategic planning, design of digital solutions and project management is coordinated by Lincolnshire Police's Technology Futures (Tech Futures) team.

The ICT Department can predict day to day demand with a reasonable amount of accuracy but there is always a degree of reactive demand to address unforeseen issues. Routine scheduled activities can be planned for but if there is a critical failure this will consume resource for a longer period which can impact on other areas of work such as project implementation. There is a good level of control over known demand such as service requests and that generated by procurement and contract management activities. However, as there is no dedicated pool of resources to support delivery of technology programmes and projects this can result in competing priorities between business as usual work and new IT project work. When demand from business as usual activities are heavy then staff cannot be released to do project delivery and project timeframes can slip.

A joint team represented by the Force and G4S are currently working to identify future technology challenges to ensure that our IT Strategy meets not only the day to day requirements of policing for the next three to five years but also addresses the challenges of the rising intel requirement and infrastructure due to digital intelligence, internet of things\*, Communications Overseas Protection Orders (COPO), Targeted Equipment Interference (TEI) and Tackling Organised exploitation (TOEX) development. Currently the working group are focussing on the infrastructure required to support the newly emerging technologies that will meet the everyday requirements of proactive policing for the next three years. Workshops have also been agreed to think bigger and try to prepare for the challenges of digital crime and intelligence so that we can be at the forefront of innovation to ensure that we use every possible tool in our armoury to ensure the safety of the people of Lincolnshire – these challenges both digital intelligence, the Internet of Things and our physical infrastructure will all have an impact at force level in the coming year(s).

*\* The Internet of things (IoT) describes the network of physical objects "things" that are embedded with sensors, software, and other technologies for the purpose of connecting and exchanging data with other devices and systems over the internet. This is often used in crime for sharing or stealing data.*

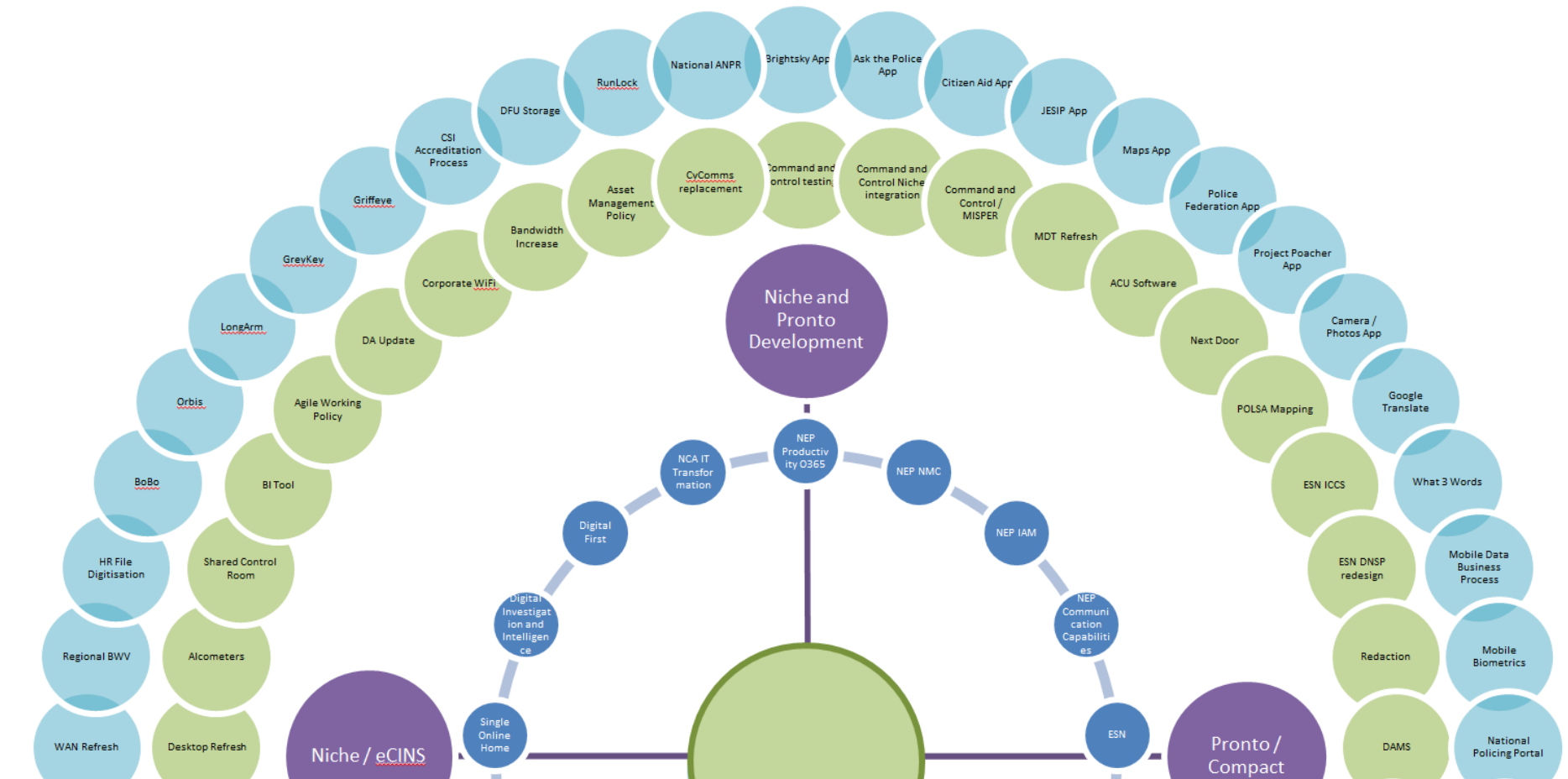
Tech Futures determines its own workload by consideration of force priorities and capacity to deliver – with any new activity being at our own threat and risk. Control is currently provided by Project Management Officers (PMOs) that assess financial profile and ensure that workload capability is achievable. The team recognises that understanding operational business demands remains a challenge for them. This is largely due to limited business intelligence capability which hinders the effective generation and analysis of performance data. Business Intelligence tools would improve the ability to baseline and monitor performance over time and assess the impact of technological developments.

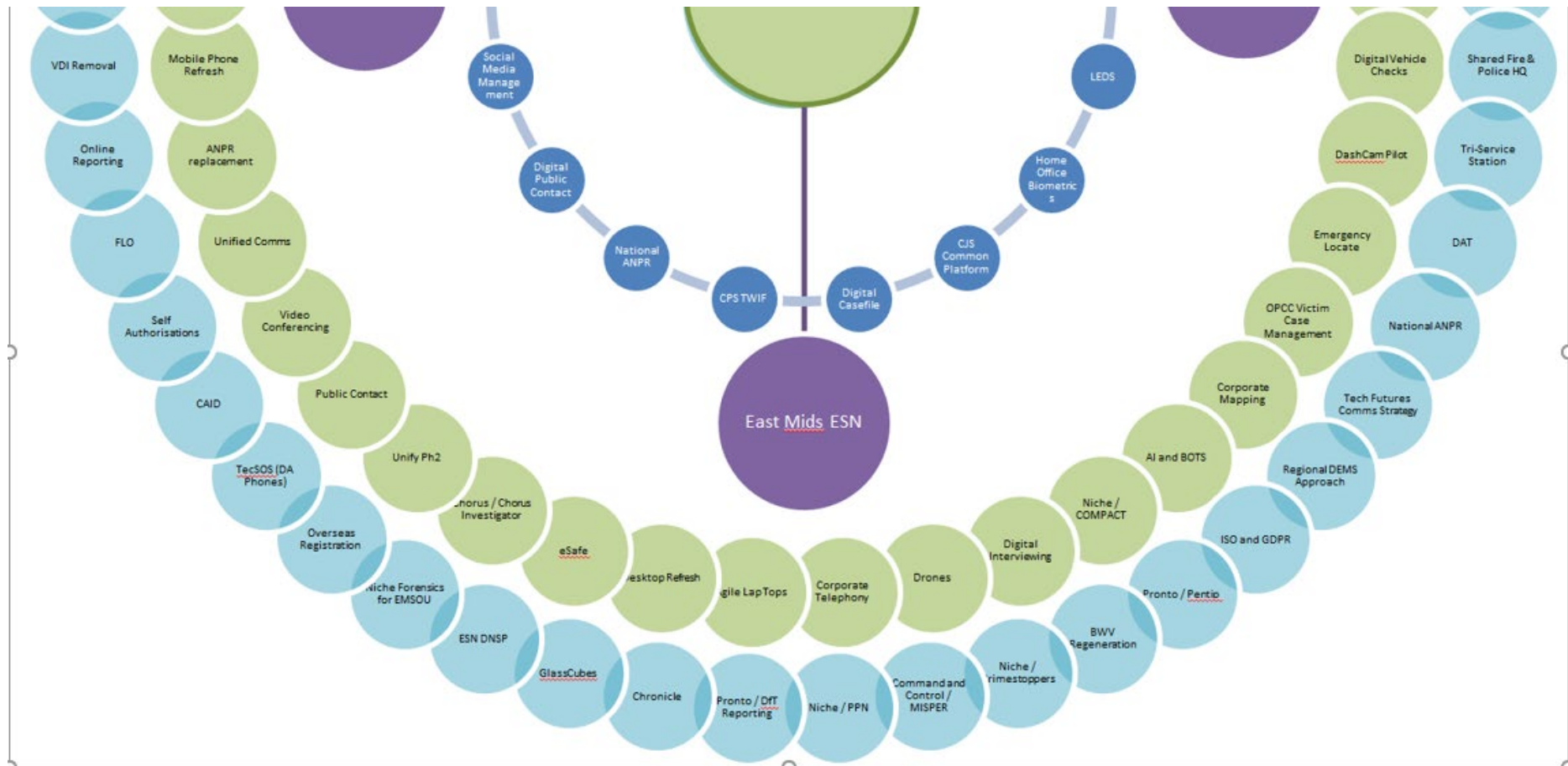
ICT resource is targeted towards the force's current programme of priorities. There is a list of different criteria that impacts on prioritisations: termination of contracts, operational need, scope of delivery in terms of resource requirements, impact of delivery of new technology, delivery to benefits realisation, cost/benefit analysis comparison across potential projects. Historically, we have invested in 'spend to save' projects to improve efficiencies around frontline policing and have deferred certain non-operational developments and innovation. We do not have the budget to deliver all that is required but are confident that we are sufficiently well informed to make the best decisions about the most effective use of our resources.

The infographic below helps to illustrate our ICT demand profile at local, regional and national levels. Tech Futures are engaged in all these programmes and projects to a greater or lesser extent. They vary in scale and complexity, but each will have many tactical implementation activities that take time to be defined. All activities are mapped to strategic objectives.

The force welcomes the national programmes and the benefits they will deliver and works hard to progress these alongside its own ambitious plans for business transformation. Unfortunately, we have experienced delayed deployment of some programmes and projects outside of business as usual. The need to prioritise inevitably means that delays will occur, and the ICT department has found itself behind the curve in terms of supporting delivery of national programmes, such as National Enabling Programmes (NEP). Although the ICT department endeavours to stay on track with national timeframes, if programmes shift or are delayed this has an impact on the work of the department diverting resources away from local and regional demand. In the future, we will seek to improve business processes in order to adequately plan and resource national initiatives.

Complete  
Local  
Regional  
National





## **Current Demand**

Apart from servicing day to day technology related demand, resources are currently deployed across a range of ongoing projects to optimise current technology systems, install new digital solutions, upgrade hardware and network infrastructure and progress national programmes of work.

## **Agile Working**

Lincolnshire was one of the first forces to deploy Mobile Data Terminals (MDTs) to frontline officers. We have continued to develop and support agile capability in 2019 with the issue of personal laptops and smartphones to all staff that require them. This provides instant access to information and the force's main databases wherever our officers and staff are in the county. Provision of devices has been matched with infrastructure upgrades to improve connectivity across all sites. With more opportunities for agile and remote working, there is less need for office space and travel between sites. We also updated MDTs in 2019 providing extra functionality which enables officers to carry out a greater range of tasks at the scene of an incident.

## **Network Upgrades**

The force has invested heavily to upgrade the network to improve speed and resilience. User and machine accounts have been migrated into the latest Azure Active Directory environment providing enhanced functionality and security principles. We have implemented Direct Access over a dedicated resilient network link enabling remote access to our growing agile workforce and next generation network protocols allow faster access from endpoints to the resources they require.

## **New Command & Control System**

This year will see the launch of an industry leading Command & Control (C&C) application which will be the first hosted platform in the UK, fully integrated with our mobile data platform and our records management platform. The new system will modernise the force approach to real-time management and coordination of calls from the public and deployment of front-line staff.

This project has necessitated a significant investment of time and resources over the past two years but once in place the new system will help the force better match resources with demand. Delivered over three phases, the system will provide integrated functionality, smart contact history, mapping, resource location and radio communications. It will also give us the ability to analyse data more effectively and help the force to adapt to future demand. In addition, the new system will underpin plans to expand the scope of the FCR so it can resolve more incidents at first point of contact, reducing the need for physical deployment of officers.

## **Regional Niche & Pronto**

Lincolnshire played a leading role in the regional roll-out of a shared records management system, Niche. A programme of upgrades within Niche continues to offer significant opportunities to integrate and accelerate business processes. As more processes are migrated into Niche, legacy systems have been decommissioned. As well as leveraging access to information, this increases the force's compliance, lowers costs and reduces the demand for supporting systems. There is also an ongoing programme of development to build on and extend the capability of Pronto, our mobile data platform. This work supports our goal to make our officers more efficient and effective whilst out of the police station. The force has committed to Pronto for ten years from December 2019.

### **Operational Efficiencies**

We have continued to identify and implement a range of technology solutions to unleash efficiencies in operational policing. These include:

- an increase in the number of drones from two to four operating units enhancing our situational awareness capability
- rolling out mobile biometrics so that officers can complete identifications at the scene avoiding significant travelling time
- implementing a national upgrade to ANPR giving a better understanding of movement in and out of the county
- the deployment of intelligence tools to enable dark web and open source investigations.
- the movement of analytical software used by analysts and Digital Forensics Unit into the cloud has increased the effectiveness of those departments.
- the introduction of software which is used to screen the devices of people identified as a risk through the MOSOVO team and then reports back into the department. This should save time of the MOSOVO staff and ensuring greater risk management.

### **National Programmes**

The Tech Futures team is fully appraised of all National ICT Programmes and engages at all levels to progress these initiatives. Significant time and resources have been dedicated to NEP Productivity Services in 2019 and this is expected to be the case over the coming year. Once this new technology is embedded, we expect to it to have a major impact on promoting more efficient working across teams. The Tech Futures team are also involved in the Airwave replacement programme which is also impacting on time and resources. The Assure testing as part of the ESN has been ongoing for many months and the force has used volunteers to assist in the location testing where possible.

### **G4S Contract Extension Negotiations**

Negotiations around the G4S contract extension during 2019 has created significant demand for all those areas of the business serviced by G4S, including ICT. ICT managers have dedicated time and resources to providing their strategic and technical expertise in demonstrating how they will innovate and create savings for the force to deliver the digital policing vision for Lincolnshire Police.

### **Future Demand**

Future demand on Tech Futures staff and therefore ICT resources is to a large extent within our own hands. It is anticipated that there will always be an upward trend as technology becomes more of an enabler for policing services - allowing us to do things differently. There will always be a baseline of local operational policing ICT requirements and nationally mandated requirements that will need to be met. Over and above this demand will be dictated by our appetite for implementing technology to improve the effectiveness and efficiency of our services.

Tech Futures is very well sighted on how national programmes fit into our own delivery plans and what benefits or requirements result from this work. The team regularly undertakes horizon scanning to aid with future development and to build the road map around technology for Lincolnshire Police. In order to be forward-thinking and innovative our staff attend several technology forums such as National Police Technology Council events, various City Forum Round Tables (Microsoft), Data &

Analytics Envisioning events and several other national events. We always seek to better understand our capabilities (strengths) and our gaps (weaknesses) and draw upon national knowledge and good practice to fill the gaps. The speed of technological innovation continues to be a challenge both in terms of engaging with local communities and combatting crime, but we constantly strive to deliver our services in a manner which keeps pace with technological developments in both arenas.

We have completed the DPP DAT Assessment and continue to horizon scan to determine which technologies can be deployed to meet the needs of the organisation to improve performance and drive efficiencies. We recognise that we have gaps in some back-office functions that will need to be addressed to better understand. Future demand on ICT resources over the next four years will primarily be influenced by the following business and technological developments:

### **Cloud Based Service**

Cloud services are becoming a standard part of all new technical design work, increasing resilience and speed of solutions delivery, as well as reducing support overhead. They provide more 'evergreen' support, with the supplier keeping the software and hardware updated to latest versions.

Later this year Lincolnshire Police will be the first UK police force to launch a cloud-hosted Command & Control system. As we transition from technology applications that are locally hosted to use of hosted applications, what will need to be maintained, monitored and delivered in the future will require a different set of skills which the current workforce do not possess. This will require effective forecasting of future needs and transitioning people appropriately to ensure we have the right skills. As more services are outsourced to supplier and delivery partners the requirement for due diligence, security assurance and ongoing audit is also likely to increase. The Tech Futures Team will work alongside the external consultants to draft a Cloud Framework including a decision framework for all future technical solutions to be scored against it.

### **Financial Modelling for ICT**

The impact of the transition to an increased use of consumable services will be that ICT change costs will move from capital to revenue-based expenditure. Overall, the subscription model costs associated with cloud-based services are usually greater than traditional up-front costs, placing a much greater burden on the revenue budget. An example of this is Microsoft 365 Licencing which is a significant investment. Different financial planning skills and better supplier management approaches will need to be adopted to ensure the force understands whether it can afford the technology solutions it requires for innovation. In addition, the changing demands of technology will result in increasingly shorter lifespans for hardware and associated devices. Lincolnshire expects to refresh smartphone devices every four years at a cost of circa £700K.

### **Interoperability**

To support the realisation of the Policing Vision 2025, forces are required to deploy technology that can support a greater level of cooperation and collaboration between forces, national agencies and external partners. Improvements to the interoperability of systems will further reduce demand by making sure that information is seamlessly transferred between systems, improving business process and driving efficiency.

To this end we have made significant progress in reducing the number of bespoke, and where possible, security protected solutions, increasing the percentage of systems and applications that use 'off the shelf' technology or Open Source platforms. Our systems will adopt a single data model wherever possible, enabling a common, comprehensive understanding of what data needs to be captured, the

quality required and how it is to be stored and used. Adopting a single data model will remove the inconsistency of multiple points of data entry, save time creating data and improve quality. This approach will enable the re-use of data across applications and support system integration. We are exploring innovative ways of sharing ideas and information with partners to work together collaboratively.

### **Digital Evidence**

Evidence has now gone digital and there is a requirement to ensure it is accessible, readable and has long term integrity when current technology, systems and formats have been replaced or decommissioned. New sources of digital evidence are driving the need for data storage and hosted solutions. These solutions are relatively new to the police service and team knowledge and understanding needs to be developed.

Lincolnshire Police recognise that the ability to deal effectively with the increasing volumes of evidence generated by body worn video (BWV), ANPR, CCTV footage and phone records represents a gap in capability for the force. We are currently exploring integrated solutions that will bridge this gap but it is likely that the growth in digital data will increase costs to the organisation both in terms of storage and staffing.

### **Analytics**

Advances in analytical software will facilitate an evidence-based understanding of demand which will make it easier to transform services intelligently and demonstrate how value for money is being achieved.

Lincolnshire Police recognise that this is a significant gap in our capabilities as we currently lack the tools to conduct data analytics. The new Command & Control system will improve the situation, providing a better understanding of frontline demand. However, there remains a need for enhanced business intelligence for senior management, and everyone across the organisation. Better access to data visualisation, dashboards and customised reporting will give both employees and managers the power to accelerate and improve decision-making, pinpoint problems, identify trends and increase operational efficiency.

We have limited analytical capability in respect of interrogating and exploiting our data and we fully appreciate that there are opportunities to harness the power of analytics to improve the quality of our service to the public. This is an area that we will look to address in the short to medium term, placing additional demand on ICT resources to implement the solution and train staff. This will also require a wider programme of business change to ensure good practice is embedded both in terms of data quality and utilisation. Lincolnshire Police is actively seeking to identify, procure and deliver an integrated Business Intelligence tool to drive business improvements and resource allocation. The BI tool will allow staff and officers to generate information or user-friendly dashboards which allow for 'real time' evaluation of our data to inform and enhance decision making across the force. It is hopeful that this will reduce risk, reduce operational costs and improve performance across the force.

### **Emerging Technologies**

Digital strategies will require ICT to explore and deliver a range of new technologies to ensure that the force is able to drive efficiency through business transformation. These new technologies are expected to include artificial intelligence (AI), robotics processing, conversation platforms and translation and transcription services. It is expected that the operational enhancements of technology will increase as we look towards AI and more situational awareness to inform operational outcomes. As more data is

made available, AI may have a role to play in automating investigatory tasks, data capture and intelligence analysis, assisting investigators and decreasing the length of time to complete essential casework. This will place an added burden on our ICT department and operational staff in both adopting new technologies but also cultural change in policing.

### **Cyber Threats**

A growing risk from cyber-attacks is likely to increase requirements for national ICT compliance. Reinforcing our defence against cyber threats will require rigorous and robust management of infrastructure hardware, end-point devices, applications and data to mitigate risks. Protecting and safeguarding the integrity, availability, confidentiality and non-repudiation of police data will require effective information assurance. The ability to detect and restore information systems after such an attack will be part of these measures. This will require the right mix of skills across information security and IT (incident handling & response, intrusion detection, analytics and intelligence, business continuity & disaster recovery, and advanced malware prevention).

As a business-critical function, we are confident that we will be able to manage additional demand required to safeguard our network.

### **STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire police work in partnership with our (G4S) ICT department to deliver the force's information technology requirements. A specialist unit, Tech Futures (10 FTE, 2 Temporary Project managers), made up of police officers and staff with a mix of strategic, operational and technical knowledge is responsible for the design and implementation of all digital solutions in the force. Within the Tech futures structure there is a vision and a set of deliverables to meet the demand of the now and the future which is driven by COG. Three of the FTE are dedicated to Niche and Pronto developments for the force and two FTE are seconded to the Command and Control Programme. This leaves 5 FTE working on all new projects and programmes which is why the department needs to bring in temporary resources to assist with the demands locally and nationally.

There is a Tech Futures Tactical Board (6 weekly), chaired by the Director of Technology where new ideas and policing problems are discussed by a wide range of service members, including operational business leads, partners and intelligence leads. There is also an internal PMO process between Tech Futures and ICT (weekly) that manages projects, which then reports into the Change Board. Chaired by the DCC, the Change Board looks at all integrated projects and inter-dependencies and makes decisions on new programmes, project costings, resourcing and conflicts. There is also a Tech Futures strategic meeting between the Head of ICT, Head of Tech Futures and CPT ICT lead (weekly) that maintains or makes decisions on any escalated issues outside of the Change Board.

The department’s performance is monitored against KPIs.

MONTH	ICT-KPI-001-M	ICT-KPI-002-M	ICT-KPI-003-M	ICT-KPI-004-M	ICT-KPI-005-M	ICT-KPI-011-M	ICT-KPI-012-M	ICT-KPI-013-M	ICT-KPI-014-M
	Percentage of Severity Level 1 Calls Received by telephone to the Service Desk Responded to within 20 minutes	Percentage of Severity Level 2 Calls received by the Service Desk Responded to within 30 minutes	Percentage of Severity 3 Calls received by the Service Desk Responded to within 2 hours (during Service Hours)	Percentage of Severity Level 4 Calls received by the Service Desk Responded to within 4 hours (during Service Hours)	Percentage of Calls resolved by Service Desk on first contact	Response to Information Assurance audit actions within agreed timeframe subject to the completion of these actions being wholly within the Partner’s control	Percentage Availability of Tier 2 Services <sup>6</sup>	Percentage Availability of Tier 3 Services	Percentage Availability of Tier 4 Services <sup>6</sup>
TSL	98%	98%	95%	95%	80%	99%	99.80%	99.50%	99.50%
MSL	93%	93%	90%	90%	75%	94%	99.70%	99.40%	99.40%
JAN	100%	100%	100%	100%	80.12%	100%	100%	100%	100%
FEB	100%	100%	100%	100%	82.53%	100%	99.99%	100%	100%
MAR	100%	100%	100%	100%	83.48%	100%	99.99%	100%	100%
APR	100%	100%	100%	100%	84.89%	100%	99.99%	100%	100%
MAY	100%	100%	100%	100%	84.49%	100%	99.98%	100%	100%
JUN	100%	100%	100%	100%	87.75%	100%	99.99%	99.97%	100%
JUL	100%	100%	100%	100%	89.48%	100%	99.99%	99.97%	100%
AUG	100%	100%	100%	100%	85.02%	100%	99.99%	99.97%	99.99%
SEP	100%	100%	100%	100%	80.32%	100%	100%	99.95%	99.99%
OCT	100%	100%	100%	100%	84.58%	100%	99.98%	99.95%	99.98%
NOV	100%	100%	100%	100%	84.75%	100%	99.98%	99.96%	99.99%
DEC	100%	100%	100%	100%	85.12%	100%	99.98%	100%	99.99%
TOTAL									

Performance has generally remained consistent, with most KPI’s being met and service fulfilment being achieved. There have also been some small increases in performance for KPI-012-M and KPI-013M. Similarly, throughout this period, there has been minor decline for some months in KPI-014, with between 0.01% and 0.02% less performativity. Therefore, service restoration remains just under targets in some cases, and meeting targets in most months. However, for KPI-005, there has been some decline in achievement of this performance indicator in most months. This indicator deals with calls resolved by the IT Service Desk on first contact. This ranges from the lowest decrease of 0.11% in April, to the highest decrease of 9.11% in January. This has been tempered by small increases in performance, from the lowest increase of 0.75 in November, and the highest increase of 4.28% in July. Overall, the picture for IT Service Desk calls being responded to on first contact is complex as a result. Whilst there has been variation in KPI achievement within the IT Department, there is a generally consistent and improving picture overall for meeting targets.

Given the specialist nature of the work undertaken in this area of business it is important to understand staff requirements in terms of skill set. Filling Tech Futures roles is straight forward and doesn’t present any difficulties. Historically, filling ICT posts has presented a real challenge but a change in recruitment strategy has allowed us to tap into a resource pool that can satisfy most of our recruitment needs and we are now managing to attract and retain the right people. As a result, the department is currently operating at near full capacity which should translate into better service delivery. There is a departmental training plan with identifies gaps in training and upskilling as required. Sickness records are good and gaps in capacity are addressed by utilisation of overtime. Heavy workloads are felt by all staff given the ambitious programme of deliverables but there are no identified wellbeing issues that impact on delivery of service.

Staff within the Tech Futures team have the required skills to service business as usual, but we struggle when new technology is introduced (eg, Blackberry UEM, NEP Productivity Services). This has highlighted several single points of failure within the department, with over-reliance on individuals with the requisite knowledge to maintain operational business. We need to develop a greater breadth of knowledge within the department and greater depth of knowledge so that we can fully leverage new technologies. Three FTE within Tech Futures are dedicated to NICHE and Pronto Development and two FTE are seconded to the Command and Control Programme. All police officers in the team

are involved in the User Acceptance Testing for numerous police systems which therefore does not impact on the frontline.

Police officers typically spend 2-3 years within the team, perpetuating the freshness of operational knowledge which is required. Training is focussed on change management skills and improving technology skills. Sickness levels are good and apart from a demanding workload there are no identified wellbeing issues which impact on performance.

It is a similar picture within the ICT Department. Staff profiling is adequately matched to current demand but as we move into the national programmes of work we will need to develop or hire in new skills to support future operating models. Specifically, staff will need more skills to support Wide Area Network technology and around managing servers in the virtual cloud environment.

The status of force IT assets is good with user equipment well maintained by thorough life-cycle management. The force prides itself in being one of the leading forces in the country in terms of innovative ways of working and invests in the technology required to support this ambition. Both the network infrastructure, including the data centre and user devices were refreshed in 2019, representing an investment of nearly £2 million. The work included a Wide Area Network (WAN) uplift, providing better connectivity between sites and providing a ten-fold increase in bandwidth. This investment in technology to support agile working means that all front-line officers and staff now have mobile devices and laptops where required.

The scale of the distribution of devices across the force requires a robust Asset Management process and more work is required to ensure that our process is adequate for the quantity of technology deployed throughout the force. This will allow us to ascertain if all staff have access to the right technology to carry out their roles.

Although the resilience position of equipment is improving there are still some gaps that will need to be addressed. The force needs to better understand our equipment and business functionality and recognise where we need additional support. An example is the Cellbrite Kiosks used for phone downloads. These are approaching end of life and we need to assess when would be the best time to replace them. ICT also recognise that the system deployed to manage faults and failures is not adequate and are looking to replace it.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

We will continue to drive efficiency through business transformation using technology as a key enabler. That includes introducing new digital solutions and optimising current technology systems. As well as delivering some large scale national and local programmes, there will be more focus on back office functions which will provide a more robust evidence-based understanding of demand and front-end communication channels to enhance our interface with the public.

In addition to supporting the force's day to day requirements, over the next 12 months we will:

- Continue to identify systems which can be consumed within Niche RMS, reducing the number of data sources and continuing to rationalise the IT estate.
- Ensure all systems adopt a single data model wherever possible, enabling a common, comprehensive understanding of what data needs to be captured, the quality required and how

it is to be stored and used. Adopting a single data model will remove the inconsistency of multiple points of data entry, save time creating data and improve quality.

- Launch the new Command & Control system which will provide greater access to real time and relevant policing information provided by our own resources, the public, other regional and national forces and organisations - enabling more informed decision-making. This will be a cloud-based system and the first stage in our transition to cloud computing technology. Over the next few years, we will increasingly shift to hosted solutions to benefit from the economies and efficiencies associated with cloud platforms.
- Support the delivery of the Contact Management Transformation Programme, an innovative new operating model for the Force Control Room, which will seek to resolve an estimated 30% of incoming business without the need to pass out to area for further action.
- Continue with the implementation of NEP Productivity Services to take advantage of functionality that will benefit frontline and back office support departments.
- Identify, procure and deliver an integrated Business Intelligence tool to drive business improvements and provide management with a better understanding of how, where and when to allocate resources.
- Provide infrastructure and systems to the force that allow flexible and wide-ranging engagement channels with the public including an upgrade to the telephony system and the introduction of 'single online home'.
- Explore options for a digital evidence management solution, integrated with Niche RMS, to hold photographs, voice and video interview recordings, CCTV and body-worn video recordings – available for use by partners and members of our communities allowing the sharing of vital evidential information.
- Continue to explore opportunities with Cyber Crime and Digital Forensics Units (DFU) to support the growth in this area and achieve accreditation goals. Expansion of DFU network storage and back up facilities.
- vehicle telematics which will help gather, store and transmit information about the vehicle for tracking purposes.
- Deploy additional intelligence tools to enable dark web and open source investigations.
- Further develop our Firearms Licensing Online (FLO) solution to enhance the existing online portal functionality to include access for GPs and Firearms Dealers.
- Explore artificial intelligence possibilities to understand where this technology can benefit our business, for example in relation to automatic responses to PNC checks.
- Provide training and develop competencies to provide an effective and efficient wrap-around service on new technology systems.

Now that the uplift in ICT staff has been realised, efficiency gains will be driven by improved processes for planning and procurement activities. The procurement process has been re-written and is currently being embedded within the department. This includes the introduction of OLAs to ensure that delays are minimised and that a communication strategy is in place throughout the process.

Planning will be coordinated through the development of the pipeline calendar that details future projects and large Business as Usual (BAU) delivery. This will be regularly reviewed at the IT Governance meeting to ensure that resources are managed more effectively and to improve service delivery on project implementation.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

As one of the lowest funded forces, we have consistently looked to technology to help us make the most of our resources. This will continue to be the case going forward and our Tech Futures team keep abreast of new and emerging technologies that may help us to further improve our service to the public. The use of modern technology is core to our service delivery and so failure to meet demand is not an option.

Over and above our commitment to guarantee that our IT infrastructure is maximised and maintained to support all aspects of policing, the adoption of more and better technology is something which is under the control of the force and therefore demand can be increased or decreased depending on our appetite for such investment.

Demand is therefore manageable at a local level but regional and national programmes that are often mandated can create extra demand which is much more difficult to manage. These additional pieces of work are often expected to be consumed locally and place a strain on the workforce.

The National Programmes are still running behind schedule including ESN which is also increasing in costs which is leaving forces with difficult decisions around what they can now afford to deliver. The replacement Police National Computer (PNC) and Police National Database (PND) systems is also behind schedule, which will no doubt have an impact on local resources when the timescales of delivery need to be compressed. The significant costs and impact on resources will ultimately alter the products delivered and therefore the benefits obtained.

## Section 11: Force-wide functions

### Strategic Development

Strategic Development provides strategic advice and drives continuous improvement throughout the organisation to deliver the force objectives. The department comprises of the Continuous Improvement Unit, Performance & Analysis Unit (information for this section can now be seen in Section 10-Knowledge management), the Crime Recording Registrar, Volunteer Coordination and Equality, Diversity and Inclusion. The head of department, as a member of Senior Leadership Team, supports that group in developing strategy and facilitating its delivery through business change and service improvement.

#### **Continuous Improvement Unit**

**Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

In the previous four years, the demand within the Continuous Improvement Unit (CIU) has increased; with a greater focus on HMICFRS activity (including inspections, data and document returns, creation of the Force Management Statement), Change Management, Corporate Planning, Risk Management, Business Change, Business Benefits monitoring and evaluation and detailed Continuous Improvement Reviews of different business areas within the force and G4S.

The Continuous Improvement Unit serves the requirements of the Chief Officer Group (COG) in relation to managing change, supporting and ensuring that the business continues to make improvements as a result of the Priorities and Objectives determined through Corporate Planning, as well as through internal reviews and external inspection findings, such as HMICFRS inspections.

The main reason for demand increasing has been as a result of a developing maturity in the force for change management and continuous improvement, which has in turn led to a demand for a greater number of professionalised internal services; and more closely monitored outcomes. While this is an important development in achieving a well-managed and connected portfolio of change; it has increased demand on the unit in managing the various elements it is responsible for.

The Change Board is the Force's major meeting for managing formal change programmes and projects, ensuring that the requirements of the Force Change Manual are met across the diverse range of activities. CIU performs the function of the Portfolio Management Office, ensuring that coordination takes place, commissioning of new change activities is consistent, business benefits are managed, and interdependencies and risk are captured and mitigated. Demand on CIU is changing as complexity within the portfolio increases. Previously there has been a focus on ensuring that force systems, such as the Change Manual and associated processes are complied with, but it is likely that in the future, this will change as the force's requirements for change management mature further. It is likely that as well as coordinating the programmes regarding interdependencies, business benefits and commissioning new activities, there will be a more active role in ensuring that the force's standards are met, and that reporting across the Portfolio is improved.

Similarly, the force has improved its approach to Business Benefits management; but as change management processes mature in force, it is expected that there will be a greater expectation for CIU to enhance systems for recording, managing and reporting benefits.

The force and HMICFRS have determined that there needs to be an improvement in organisational learning across the force; particularly in areas of the business where qualitative improvements need to be made (such as investigations). The force has previously been reliant on organisational memory to ensure that previous lessons learned are integrated into systems, processes and culture. This has not always been successful, and not in line with the force's ambition for high performance. CIU has created an online database for compiling lessons-learned and is currently putting the systems and processes in place to ensure that lessons-learned are captured, disseminated and integrated into the way that activities are conducted in the future. This will require additional work from the unit in order to process and deal with the information.

The unit has started to work with an external consultant regarding organisational culture, in order to support the DCC's Change Portfolio; as it had been determined that cultural factors were not being considered when planning and delivering change. Failure to take account of culture is a risk to the force's delivery of change and ensuring high performance. This requires the administration and coordination of several events, as well as work to design internal communications and work with key individuals to ensure that the work has corporate buy-in.

The Unit has become involved in Corporate Planning over the past 18 months, taking responsibility, with the Head of Strategic Development, for the delivery of four Corporate Planning Events throughout the year. The Unit also manages the progress of plans to ensure that delivery against objectives is taking place. This work reports to the Distinctively Lincolnshire Board every quarter. Corporate Planning aims to support the force in being able to plan for longer term events; something which HMICFRS had previously recommended the force needed to improve.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The team is small, but well-motivated; and have a variety of challenging pieces of work that present interesting opportunities for development. Sickness levels are low when compared to the rest of the force, and other public sector organisations.

However, security of supply is a perennial issue for CIU. Some roles are recruited on a temporary basis, and as such, it is difficult to recruit and retain suitably qualified and experienced individuals. Other roles may be vacated temporarily and backfilled to meet internal requirements to resource projects and programmes. Over the past four years, most of the team have been relatively young in service; and many have gone on to pursue other careers or personal matters away from Lincolnshire. Several have joined the force or other police forces as Police Constables, and several have left to join other areas of Lincolnshire Police on a permanent basis.

There is no specific training budget allocated to the Unit for Prince 2 and Lean Six Sigma training, which means that when members of the team leave, it is not possible to train their replacements to the same level. This impedes the ability of the unit to deliver on its obligations regarding Continuous Improvement reviews in particular but can be challenging across a number of the unit's functions.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

Over the previous two years, the CIU Manager has led the delivery of Continuous Professional Development (CPD) events with the team, to ensure that learning takes place across different roles and areas of work. These have been well received and useful in imparting knowledge; for example, teaching members of the team how to map processes to the international standard using Microsoft Visio. This helps support the development of staff within their role but is not sufficient to bridge the gaps in formal training.

The CIU Manager makes an annual bid for training against the staff training budget regarding outstanding training for Lean Six Sigma and Prince2; but also, for other training that would be beneficial in developing team members to act-up in the future. This is very important, as the unit is often called upon to provide members of staff as Project and Programme Managers; and it is beneficial for the force to have suitably trained individuals available who have worked on force projects and programmes previously. However, bids for training are not often successful because of demands on the forces training budget; and this means that other sources of funding have to be found, for example, a decision paper to the Change Board to request approval for funding from the PCC's Performance and Productivity Reserve. These efforts take time, and some members of the team have joined and left without securing any training during their time in the unit.

As described above, morale is high in the Unit, despite the nature of the work being challenging. There is a focus on wellbeing, encouraging exercise in groups and getting involved in the wellbeing activities offered by the force. The team makes use of flexible working patterns and the ability to work remotely to maintain a good work-life balance.

Over the previous four years, roles within the unit have changed to become more 'generalist' Continuous Improvement Officer roles, albeit with each member of staff developing one speciality from the Unit's portfolio of work. This helps cover resource gaps by using team members to work across different disciplines when required. This has worked successfully in covering workload in the

past while recruiting new team members; but does mean that activities need to be prioritised to meet overall demand.

As HMICFRS inspection activity, Change Portfolio, Corporate Planning and Risk must always be maintained, it inevitably means that the Unit will deprioritise Continuous Improvement Reviews and Research and Development if there are resource gaps for any significant period. Arguably, Reviews are where the Unit can make a significant difference to the force in making improvements, as often, an intervention in a business area can reveal inefficiencies and problems with quality that would go otherwise unaddressed, not properly understood and/or not acknowledged. As a result, the number of reviews provided by the unit each year is scaleable, based on the level of resource available and the priority of other areas of work.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

As described above, over the next four years it is likely that existing staff will leave, and there will be a resource and skills gap. To accommodate this, CIU will continue to scale the number of reviews it conducts throughout the year. There will be a programme of Reviews for the calendar year 2021, to support prioritisation for the force in which Reviews it chooses to commission within the resources available. This will be presented to the Change Board for their consideration, and to ensure that capacity issues are discussed and decided upon in the correct forum.

### **Crime Recording Registrar**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The Force Crime Registrar works on behalf of the Chief Constable to ensure that recording standards are maintained within the force.

The demand on the Crime Registrar to support the organisation in ensuring crime recording standards are met has continued to significantly increase. One of the reasons for this has been as a result of HMICFRS giving the force a judgement of inadequate for its Crime Data Integrity Inspection in 2019. Several new processes and training have been implemented and monitored to ensure compliance. HMICFRS re-inspected the force in late 2019 and acknowledged the hard work and commitment to recording crime, with the force achieving a judgement of Good.

The level of recorded crime has also increased by approximately 15% and this is expected to continue to increase as we work towards a greater compliance with Home Office Rules. National recording rules are also subject to change yearly and this will also affect demand in this area.

In the foreseeable future the force is implementing a new Command & Control platform which will require new processes and procedures being adapted. It is currently unknown how this will affect demand; it may initially increase it but then alleviate once processes are in place. However, demand in this area of work is primarily a function of the prevalence of offending in society and the public's willingness to disclose that to the police.

It is currently unknown how the effects of any changes due to the Contact Management Transformation Programme (CMTP) or the cessation of the G4S contract will affect future demand.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Within Lincolnshire Police there is only one Crime Recording Registrar and a Deputy both of these are at maximum capacity. Other forces it is noted that across the country forces have more resources in this area than Lincolnshire. An Auditor role for this area of business has just been approved on a fixed term basis for 2 years. This should alleviate the Deputy Crime registrars workload and allow them to focus more on their role of providing training, guidance and awareness.

It is also important for Crime Recording Registrars to keep up to date with recording practices meaning that they also attend CPD events and conferences to ensure that practices are up to date alongside other forces. While important this also adds to their work loads. Alongside this if legislation changes, they must provide new training for the force to ensure that the force is complying with this. This can result in new NCALT training packages needing to be created as well as face to face training sessions. There is also a requirement for new call takers, PCs and SCs to receive training in this area and the demand for this may see an increase due to the uplift programme taking place in 2020-2023.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

As mentioned, the Crime Registrar and their deputy are already at maximum capacity with workloads. Even with the planned addition of a dedicated auditor, with so many areas of data quality this means that a risk-based assessment will take place to ensure that the highest risk cases are audited to manage risk. This planned change (addition of staff) should enable guidance and training services, and development of system and process changes to be broadened and supported with greater 'preventative' effect on errors.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

Whilst the addition of an Auditor will provide the Deputy Crime Registrar the ability to focus on process and system analysis and development and supply of guidance, there will still be a risk based audit put in place meaning that some, less risky areas of business are not looked at, and the force may be unsighted on the quality of data, and the confidence it can have in using it.

**Special Constabulary & Volunteers**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Demand for resources, such as it relates to operational policing or support functions does not readily translate across to volunteers, as volunteer resources provide additionality and are not directly dependent upon demands for service. However, with the force's current funding position, volunteers often provide a crucial service to support the force to meet the demands placed upon it.

The force's strategic approach has been to make effective use of those citizens who give their time to policing by integrating volunteer capacity and capability into operational policing and support functions. The demand for volunteers is driven by the demands on all areas of business and the challenge has been balancing the need for additional volunteers but also the demands of supervision,

mentoring and training of those volunteers, especially in the light of the increase in police officer recruitment and the limitations on police staff recruitment.

It is anticipated that demand for volunteers will remain similar, with no significant increase planned. The focus will be to seek volunteers to support those areas of business with the most significant increase in demand, such as Cybercrime and the force has introduced a direct entry Cybercrime Special role, to make best use of the individuals' expertise and experience. Recruitment of volunteers will be targeted accordingly, and efforts will be made to expand the Employer Supported Policing base across the county.

The force continues to recruit to the Special Constabulary within the limitations outlined above, but also to focus on retention of those officers who do not aspire to be police officers. Diversification of opportunity and specialist training have been offered and will continue to be further expanded. Specials are now PSU and MOE trained to provide additional resilience and the force continues to explore other opportunities over and above the Safer Roads Team and Rural Crime team Specials roles; both teams respectively providing targeted responses to Lincolnshire's road safety by focusing on the Fatal Four and the county's high value, high impact rural crime.

In the longer term, the force continues to support the integration of the Special Constabulary and other volunteers into everyday business, with the focus on local ownership and support for volunteers in all roles. The Special Constabulary has and continues to respond to major incidents or emergencies as demonstrated by the level of turnout to support officers during the widespread flooding in Wainfleet in 2019.

The force recruited one intake of Volunteer PCSOs in 2019 to provide support and additionality to local policing teams, despite the contraction in numbers of PCSOs. The force has not extended the delegation of powers to VPCSOs, but has requested a comprehensive review of the role to determine the effectiveness and added value it brings to service delivery at neighbourhood level, given the challenging and competing demands on L&D to provide weekend training for the VPCSO initial course.

The force has continued to see a steady offer of Police Support Volunteer skills across a variety of roles and the focus again on localized supervision and management of the individuals. The one to one support to the vulnerable provided by the REVIVE volunteers continues to be attractive to the public and fulfills a key service for at risk individuals. Again, the focus is on engagement with and retention of the volunteers for the longer term with recognition of effort and commitment at its heart.

The force also recognises the longer-term impact of delivering a cadet corps and now has seven corps across the county. The commitment to developing and encouraging young people to become good citizens is reinforced through the support provided to guide cadets into the Special Constabulary or other volunteering roles as part of a structured career pathway.

## **STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The number of Special Constables (SCs) has remained consistent over the last two years, but still significantly (approximately 20%) lower than in 2016/17. Police officer recruitment inevitably impacts on SC numbers and the force has seen an increase in the percentage of SC leavers joining as regular officer increase from 29% in 2017/17 to about 35% in the following two years. It is anticipated that the national impact of the Horizons Uplift programme will further impact on the numbers of Specials.

Any opportunity to increase SC numbers will be consequent to the capacity of the force to deliver recruitment and training functionality.

The constant churn of Specials does increase the impact on regular officers to mentor and supervise Specials but the recent move to more closely align Specials with an operational policing teams appears to be improving retention and satisfaction levels; reducing the time taken to reach Independent Patrol (IP) status and thereby increasing their deployability as an effective resource. The SC supervisors provide an additional layer of welfare and pastoral support to complement the support provided by being part of an established team with its' consequent access to wellbeing and welfare services that are available equally to Specials as to regular officers, such as TRIM and the chaplaincy.

Team integration together with the recent work around improving retention of SCs through specialist roles has coincided with an increase in the average hours per Special. 2019 showed an increase in the average hours per Specials of 20% over the previous three years; 29 hours per month against the minimum expectation of 16 hours per month.

PSVs continue to be managed on a role by role basis, working within a variety of support departments and frontline departments such as front desk volunteers. Local managers are responsible for their respective PSVs. The number of PSVs appears to have plateaued at about 225 – 235 with roles such as REVIVE, RJ, role play and cadet leader providing the largest proportion of volunteers.

The force continues to promote inclusivity and participation across all volunteer strands through social activity, training opportunities and open invitations to attend formal steering groups with the aim of improving retention and productivity.

Although the average number of VPCSOs throughout 2019 (17) was significantly lower than in previous years (56 in 2016) they routinely met the average hours requirement (16hrs per month) during the year, suggesting a smaller , yet more effective resource in terms of competence and capability to respond to the demands of local policing.

Cultural influences such as integration within a team or feeling valued are key factors when considering the wellbeing of volunteers and this continues to be a strategic priority across all strands of volunteering. All volunteers have the same access to wellbeing initiatives and support.

The force continues to recruit through engagement, career and volunteering events and is fortunate to have a steady stream of applicants, many of whom have heard about roles from friends and family and an increasing number of existing volunteers are choosing to diversify and take on more than one role.

All volunteer roles, including the special constabulary, are supported by a small unit within the Strategic Development Department. This consists of a Volunteer Coordinator and a Volunteer Engagement & Support Officer. Additional administration support is currently being recruited through an apprenticeship pathway. This small team facilitate the delivery of the Citizens in Policing strategy and ensure that National & Regional requirements are taken into consideration. They promote the use of volunteers ensuring they are integrated into operational thinking, which can be challenging. They also deal with any welfare issues which arise. For a large volunteer base across the County, demand on such a small team can be challenging.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The demand for volunteers will be determined by the additional demands on the employed workforce yet constrained by the ethical and procedural considerations of not using volunteers to replace paid roles. The scope to further increase volunteer numbers will be determined by the capability of teams to induct, train and retain their volunteers for the longer term and volunteering pathways into alternative roles are routinely promoted. The ability to expand numbers of volunteers with the required skills, expertise or potential to meet demand will be a strategic decision, based on the wider force picture and budgetary constraints.

The force will continue to recruit volunteers to make sure that each one is in the right role to meet their needs and expectations and that the role delivers added benefit to the force. The transitory and sometimes temporary nature of volunteering are recognized as key factors and work continues to look at options to improve retention including through ESP, liaison with and learning from other third sector organisations or partnership arrangements with local further or higher education establishments.

Volunteer recruitment will remain responsive to internal demand across all business areas and any additional demand will be monitored through the creation of specific new roles or continued recruitment to fill volunteer vacancies.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The unpredictability and sometimes transient nature of volunteers makes it increasingly difficult to determine the extent to which volunteers will or will not be able to meet increased demands on policing. The extent to which volunteers can help to bridge the gaps in the delivery of services will continue to be closely linked to the willingness of individuals across the force to consider opportunities for the introduction and continued use of volunteers in line with the stated force strategic aims.

There are a number of factors, including socio-economic, employment and geographic constraints that impact on the supply of volunteers to the police service over which the force has no control. However, within the volunteer environment the force continues to develop and create new networks and opportunities to work in partnership with diverse statutory and non-statutory organisations.

The officer uplift may prove to be a two edged sword, particularly in relation to the Special Constabulary; those internal applicants who are successful may be replaced by those unsuccessful external applicants who are prepared to give their time to gain experience and insight to improve their ultimate career aims.

The age demographics across the county suggest that it will be easier to meet any increase in the requirement for PSVs, primarily to support back-office or support function roles, but the picture is less clear for Specials and VPCSOS given the additional impact of training and mentoring required for these roles when balanced with the wider force requirements for PC and police staff recruitment.

### **Equality, Diversity and Inclusion (EDI)**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The Force looks to fulfil its legislative duties under the Equality Act 2010 by providing advice and guidance, promoting effective practice and incorporating it into service delivery.

The strategic Equality, Diversity and Inclusion (EDI) Board, chaired by the Deputy Chief Constable, and administered by the EDI officer meets quarterly to review current equality priorities and objectives as well as looking at national and regional issues to ensure the force is better sighted on, and responding to, any emerging and evolving issues.

In 2018 all Chief Constables signed up to the National Police Chief's Council (NPCC) Diversity, Equality, and Inclusion (DEI) strategy which covers all aspects of policing: the organisation, working with communities and collaborating with partners. At the heart of it all are leadership and the personal commitment of each chief constable.

While excellent work has been undertaken in several areas, they recognised that individual forces started from different positions and were progressing at different rates in using the toolkits to assist in implementing the strategy and embedding DEI. The aim is to support forces with the implementation and sharing of best practice to improve DEI in policing.

During 2020 the Force undertook a voluntary self-assessment of the NPCC's DEI toolkit to help the force understand where we are and how we can improve and better embed EDI. The results are being used to support our corporate priorities for the future.

This year the force has endeavoured to mainstream the completion of Equality Impact Assessments (EIA) on the development of, and changes to, policies, practices and projects. They now involve staff groups and associations in their development and moving forward hope to engage more with the community to improve their quality and to increase transparency.

The force continues to work in partnership with many of our Lincolnshire and national partners. This year Lincolnshire Police in Partnership with LPFT and other NHS organisations delivered the 6th Annual LGBT+ conference at the Epic Centre on Lincolnshire Showground. The event was attended by more than 70 organisations. The force worked with EDAN Lincs, the counties domestic abuse service, to deliver a workshop on LGBT+ Domestic Abuse, which was very well attended and received. Due to Covid 19 next year's event is not going forward but Lincolnshire Police is keen to continue its support for such events in the future.

The Horizon Uplift Programme has produced a 'Diversity, Barriers and Opportunities' report, which is being used to increase our efforts to improve diversity within our workforce over the coming years.

## **STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The DCC is the strategic lead officer for EDI, supported by an EDI officer who has a large and varied workload, therefore resilience of knowledge and skills is low in this area.

There is no specific training budget allocated to EDI. New officers undertake generic EDI learning on joining but there is no regular formal EDI development thereafter. The EDI officer has set up an Equality, Diversity and Inclusion Learning Network to share knowledge and understanding. The EDI officer also works with external organisations to facilitate expert training in house to increase knowledge and understanding on identified community needs.

## **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

Historically equality diversity and inclusion has been a stand-alone area of work within Lincolnshire Police. However, over the last year this area of work has developed greatly, and EDI is being embedded within all service areas and corporate level boards.

EDI has been established as a priority area for development and this will have an impact on EDI resources, with demand for knowledge and skills expected to increase over the few next years. Therefore, resilience and capacity in this area may be compromised.

The demand for better use of Equality Impact Assessments is increasing the demand for support with their development. Over the next year the EDI officer will be working on developing these skills internally and offering virtual guidance through blogs in order to reduce demand in the longer term.

Other options on how to fill resource implications are currently being explored including recruitment of support volunteers and the introduction on an EDI apprentice role.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The force is working to embed EDI across the organisation and whilst we have made significant strides over the last year, there is still a long way to go to fully embed it into the culture of the Force. The Force has made an application for peer support from the College of policing's EDI team which, if successful, will suggest how the Force can develop its systems and processes and build on the work already started.

## Estates

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The Estates department strives to provide a fit for purpose, effective, safe, sustainable, flexible estate that supports operational policing needs. This is essential in order to deliver the best possible service to the people of Lincolnshire.

The size of Lincolnshire, as a county to police, brings with it significant challenges and the location of buildings across the county have to be carefully considered. Therefore, flexibility is a core principle in respect of working practices and space.

The force has paused its assessment of estates until the impact of the technological changes arising from the rollout of Office 365 as part of the National Enabling Programme (NEP) and our agile IT refresh have been properly understood. The use of technology has the potential to impact on our existing requirement for such a large estate through new practices, such as working from home. Estates is also waiting for the outcome of the Horizons Programme and the Target Operating Model work to determine where estates are required across the force.

Overall, the demand on the department has remained the same with work ongoing to minimise the running costs of the estate. The future demand on Estates depends significantly on the capital Programme budget allocations and revenue budgets.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire Police have an aging estate operating from 58 operational sites with a gross internal floor area (GIA) of 44,520m<sup>2</sup>. This comprises 44 Freehold sites and 14 Leasehold/License sites. There has been a minimal reduction of 1 operational site and 1 Leasehold/License site since 2018. One operational property is in category D, Holbeach, however it is planned to be refurbished in 2020/21. West Parade is pending disposal or transfer due to the new tri-service station, South Park. In Estate Management Services there are 7 staff directly associated with the management of the estate. This includes 2 HQ caretakers and the facilities manager, head of service, asset manager and 4 technical officers.

We are aware of our staff wellbeing and the nature of our programmes can lead to significant peaks at certain points in the year. We manage this within the team resource; however, we do procure supplementary specialist services to support delivery of the capital programme and requirements relating to specialist disciplines.

The Estate Management Plan key is an important planning document that illustrates the way in which the Police and Crime Commissioners Community Safety, Policing and Criminal Justice Plan and the Chief Constable's Distinctively Lincolnshire Strategy delivers the key priorities of Lincolnshire Police.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

We expect to be able to meet the anticipated demand through the appointment of additional specialist resource and therefore have no alternative plans in place, at this time.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

As the future demands are dependent upon the outcome of the development of the Force operating model, we are unable to answer the question, at this time.

## Fleet

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Vehicle usage within the force remains constant with yearly average mileage remaining around 6.0m mile per annum figure. Over the last few years, the age and mileage profile of the fleet has deteriorated as a consequence of insufficient capital budget allocation for vehicle replacement. This has resulted in the fleet becoming more unreliable which is creating additional demand on the Fleet Management function. Increased budget provision in 2020/21 will start to return the vehicle fleet to the agreed replacement criteria however this will create vehicle commission resource issues once the new vehicles start to be delivered. Providing the necessary capital funding is granted in subsequent financial years to maintain vehicle replacement as per agreed guidelines it is forecast that these vehicle conversion pressures will not extend past summer 2021.

Over the next four years the number of police officers in Lincolnshire will increase because of the officer uplift initiative. The increase in officer numbers will result in additional vehicle usage. Until it

is known which areas of the force the additional officers will operate in it is unknown which elements of the fleet will see increased demand. It should be noted that the force has recently invested in a vehicle telematics product that will identify spare vehicle capacity which may minimize the need for additional vehicles.

The county of Lincolnshire covers 6922 square kilometers and is currently served by four vehicle maintenance workshops. It is unlikely that this arrangement will change in the immediate future.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The Force vehicle fleet comprises of 423 vehicles and includes motorcycles as well as high performance traffic cars and response vehicles. The fleet, on average, covers 6.0 million miles per annum, patrolling 5,597 miles of road network in the whole of Lincolnshire.

*The Force has invested in the provision of vehicle telematics across 400 vehicles. This initiative went live on the 1<sup>st</sup> November 2020 and will provide data to maximise vehicle utilisation and help establish the most cost-effective fleet size. The fitment of telematics will also provide information to assist with:*

- Reduction in fuel usage, primarily through driver behaviour;
- Reduction in maintenance costs;
- Fleet reduction to be achieved through increased fleet utilisation;
- Access to information to improve safety and knowledge of how vehicles are being used. This will support a reduction in the number of accidents and associated direct and indirect costs and could lead to a reduction / stabilization of insurance premiums;
- To improve driver behaviour within the organisation resulting in improved public confidence;
- To identify high risk drivers prior to an incident thereby giving the opportunity to address these issues proactively;
- Subsequent impacts on safety and costs and supports environmental issues by reducing carbon emissions;
- Aids decision making on replacement cycles and future vehicle selection; and
- To provide an incident data recorder ability (optional).

Telematics will increase the Force's ability to proactively manage the vehicle fleet allowing it to provide the right resource in the right location at the right time.

The Force will continue to operate its main fleet repair workshop at its Nettleham Headquarters supplemented by the further three satellite workshops in Grantham, Spalding and Skegness. The performance of the Fleet Management function will continue to be monitored through performance management indicators.

Lincolnshire Police continues to invest in alternative fueled vehicles with the introduction of ten alternative fueled vehicles in 2019/20. The Force is committed to the introduction of ten additional alternative fueled vehicles each year until 2032. Vehicle recharging infrastructure has been installed at seven locations around the county and this will be added to as part of the buildings and estates strategy. Vehicle technicians have already attended generic electric vehicle courses to ensure they are

legally compliant to work on electric vehicles. It is planned that this generic training will be followed up with more specific manufacturer led training in subsequent years.

The vehicle maintenance workshops at HQ, Grantham, Skegness and Spalding are resources to manage the planned workload effectively, this is critical to ensure the Super Key Performance Indicator (SKPI) relating to this area of the business is achieved every month. Workshop loading is carefully managed by the Workshop Supervisor to ensure resources and loading remains balanced whilst at the same time ensuring the fleet remains legally compliant, safe and reliable at all times.

In order to ensure continued value for money Fleet Management used regional and national procurement contracts in 2019/20. The national vehicle purchasing contract has expired with a new contract not due until Q3 of 2020. Absence of this contract may create a need for an increased number of tendering exercises in financial year 2020/21.

In 2019/20, Fleet Management continued to work with national and regional colleagues with the transition from the current Airwave Police radio system to the replacement Emergency Services Network. Further work on this project will continue in 2020/21.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The increased vehicle capital replacement budget allocated for 2020/21 will result in a previously overaged and over mileage fleet returning to its agreed replacement criteria. Reducing the age profile of the Force vehicles will result in a more reliable fleet. The increased number of new vehicles expected to enter the Fleet in 2020/21 will require additional vehicle commissioning resource. It is expected that extra resource requirement will be met by having to have more vehicles commissioned externally. In conjunction with the introduction of vehicle telematics, vehicle utilisation, improved driver behaviour and the size of the vehicle fleet will positively impact on the demands of the department. It is anticipated that unless there is an expedient increase in police officer numbers or vehicle mileage there will be opportunities to relocate Fleet or dispose of surplus vehicles during 2020/21.

Vehicle technicians have attended electric vehicle training courses this year (2019) and will continue to receive the appropriate training for new technologies introduced in subsequent years.

The replacement of the current police radio system is significantly behind schedule and full details of the implementation plan or timescales are currently unknown. The impact on Fleet Management in executing the installation of the replacement radio equipment into the vehicles is still unknown. However, it is likely that current resource levels will be unable to manage the increased workload / demand. It is anticipated that additional resource will be required to complete these installations in the allotted time.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

At present, it is not yet clear what the work required to make the transition from the existing police radio equipment to the new Emergency Service Network will be. Initial indications are that there will be a strict transition period and a significant requirement for redundant equipment removal and new

equipment installation in the vehicle fleet. This demand will not be met with the current resource levels within the department.

## Legal Services

East Midlands Police Legal Services ('EMPLS') is a collaborative unit providing or procuring legal services to the Chief Constables and Police & Crime Commissioners of Derbyshire, Leicestershire, Lincolnshire, Nottinghamshire and Northamptonshire Police and the Northamptonshire Commissioner in his capacity as the Fire and Rescue Authority for Northamptonshire. In addition, EMPLS act as the recognised legal representative for the College of Policing and the National Police Chiefs Council in the Undercover Policing Inquiry and the Independent Inquiry into Child Sexual Abuse.

EMPLS are currently the largest legal collaboration in the police service in terms of collaborating forces. The service is made up of 41 staff (35 FTE) based in Ripley, Nettleham and Daventry.

EMPLS is made up of five legal teams covering the following:

The Civil Team deals with claims against forces for wrongful arrest, false imprisonment, misfeasance, malicious prosecution, accidents at work, occupational stress and road accidents.

The Employment Team provides advice as well as representation before tribunals in respect of claims for discrimination, victimisation, whistleblowing and unfair dismissal.

The Court Team assists in relation to matters of operational policing including domestic violence protection orders, dispersal notices, closure orders, sexual offences prevention orders, violent offender orders, injunctions to prevent forced marriages, cash seizures under the Proceeds of Crime Act, liquor and public entertainment licensing, firearms legislation, public order policing advice on police powers under, for example, the Police and Criminal Evidence Act, and the Regulation of Investigatory Powers Act, advice in relation to terrorism, civil contingencies and the police use of firearms. It also provides advice and representation in respect of police misconduct before force misconduct panels and appeals to police appeals tribunals.

The Commercial Team provides advice in connection with a wide range of contractual and commercial issues in relation to PCCs and Chief Constables arising from the procurement of goods and services, together with handling legal work concerning the sale, acquisition and leasing of police premises. They also advise on matters of corporate and compliance.

The Inquests and Inquiries Team represent the chief officers' interests in Inquests and the interests of the East Midlands forces in the Independent Inquiry into Child Sex Abuse and the Undercover Policing Inquiry. In addition, EMPLS also represents the interests of the National Police Chiefs Council in both Inquiries.

EMPLS also advises the Police, Crime and Fire Commissioner in Northants in his capacity as the Fire and Rescue Authority for Northamptonshire.

### STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

EMPLS monitors demand across the five forces by reviewing and analysing trends in new matters that it receives and horizon scanning notable and relevant legal judgments and/or changes in legislation. We have seen demand increase year on year since we formed a five-force collaboration in 2013

(approximately 15% per annum). In the last year, the increase in new matters has slowed slightly to an increase of 8%.

As we are a largely reactive service and there are myriad factors that can impact upon demand, any predictions as to future demand must be accompanied by a degree of caution. However, we have seen a steady increase in work which we predict will continue, albeit there are fluctuations in particular areas of work and new and emerging work such as stalking prevention orders.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Establish the current and future status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The EMPLS collaborative model allows the collaborating forces to draw upon a large team of lawyers with specialist knowledge across several areas of the law that are of particular need and benefit to the Force. In doing so, that knowledge is obtained at a very competitive cost. However, the model does not seek to retain all work in-house and recognises that due to capacity or the need for specialist advice or representation there will be occasions when it is necessary or desirable to outsource work. This flexibility to provide or procure legal advice and representation is considered the optimum model to ensure the most conducive performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

EMPLS suffer from a large staff turnover with staff leaving to pursue opportunities in other organisations within the public and private sector or going on maternity leave. The delays in the recruitment and vetting process combined with the increased training needs of new staff places pressure on existing staff.

Whilst there are no specific concerns within EMPLS around the wellbeing of the staff within its teams, managers are aware of the internal support mechanisms in place, should they or any staff member be in need of it.

We continue to explore opportunities to promote staff wellbeing and reduce turnover. We recognise that Forces have finite resources and consequently we explore alternative opportunities to increase the desirability of EMPLS including the feasibility of part time working; compressed hours; agile working; and greater use of ICT.

EMPLS reports on its performance to the Regional Deputy Chief Constable and several regional and force boards. In addition, the settlement of any claim or instruction of any external resource that would require the expenditure is undertaken in accordance with procedures agreed with individual forces, OPCC and/or insurers.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

As Forces are increasingly required to re-evaluate and redesign the way their services are delivered, we have to ensure that we do the same and look for ways to support Forces through change.

The flexibility of the working model whereby EMPLS undertakes the work or procures external legal providers allows EMPLS to flex with demand. In addition, the turnover of staff within EMPLS whilst it

can prove to be a challenge does provide the opportunity to review our structure against current and expected demand and recruit accordingly.

EMPLS has always strived to utilise technology. Our resources are largely online, and lawyers are equipped with laptops and mobile phones to allow them to service the needs of the five Forces wherever that need arises. We purchased a new ICT case management system which was installed in April 2018 and we continue to utilise and explore the opportunities that it brings to identify trends.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

We believe that EMPLS is well placed to service the demands of Forces. The fact that the collaborative model does not seek to meet all demand that arises but seeks to utilise the external legal market to provide additional capacity or specialist advice or representation will ensure that the needs of the forces are serviced. Where demand exceeds internal capacity and we feel that forces would benefit from increasing the establishment of EMPLS to bring some of that additional demand in-house, we can approach the Chief Constables and Commissioners for their permission to do so.

For instance, we have recently been provided with funding to recruit additional staff to cope with the upward trend in work and the arrival of Stalking Prevention Orders. Conversely, where it is felt that the increase in demand is temporary or that the external market is best placed to respond to that demand, we can procure external solicitors or counsel to provide the service.

## Human Resources

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

A range of Human Resource (HR) services are provided to the Force by G4S. Service areas are split specifically as:

- HR Operations.
- HR Resourcing.
- HR Support.
- HR Systems.
- Resource Management Unit.
- Health and Safety.

The strategic HR aspect sits with Lincolnshire Police and the Assistant Chief Officer (ACO) provides direction as to the required service priorities to the HR team, which are aligned to Distinctively Lincolnshire.

Current demand is focused on several variables which include:

- Supporting and advising line managers with absence and performance cases.
- Providing guidance on the application of policies.
- Developing new and reviewing existing policies.
- Ensuring the publication of officer's shift to meet minimum staffing levels as required.

- Undertaking timely and thorough recruitment practices – specifically targeted recruitment supporting the uplift of officers with a focus on attraction to build a workforce which is representative of the communities the Force serves.
- Provide advice to enable the Force to set a clear workforce plan for the coming years, advising on variables where recruitment activity is required to meet the necessary Full Time Employment (FTE) of officers in alignment with budget.
- The production of regular reports outlining the current workforce status, absence trends and costs and general performance of people (i.e. PDR completion, attendance on training, workforce data – including abstractions).

The prospect of the current Initial Police Learning and Development Programme (IPLDP) being replaced by the Policing Education Qualifications Framework (PEQF) remains a topic of concern for Lincolnshire Police. It has been made clear of the impact this new regime will have on the abstraction of officers across the business which affects the ability to resource shifts appropriately to the demand. Furthermore, PEQF will reduce the ability to create a diverse workforce which is reflective of the communities due to the perceived barriers to those who do not have English as their first language, who do not have an academic background and to those military personnel who bring a vast array of skills but may not be able to balance the three year programme of study with existing family commitments.

The Resourcing team continue to progress the applications for increased student officers as part of the uplift programme. To manage demand and throughout, an additional two resources have been funded to G4S through Change Control.

### **Step 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The status of the workforce is monitored regularly with monthly dashboards being produced for Senior Officers and leaders. These clearly show a breakdown of:

- Gender Profile
- Ethnic Profile
- FTE / Headcount

The workforce breakdown for the year end 19/20 can be found at Appendix [A7] and [A8] as a dashboard of data. The Dashboards give an overview of sickness trends and deployable resource availability.

Absence data is also monitored on a monthly basis to identify the number of working days lost over the period and the cost alignment to this. Whilst this is an overall statistic, regular case review meetings take place with Senior Management Teams to ensure that all viable opportunities are explored to support officers and staff to return to work, where possible. Further detail is available within Section 2: Wellbeing.

### **Step 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The development of the workforce is pivotal and the implementation of blended learning to ensure the upskill of officers is a focus of the next period once Office 365 is rolled out. It should be recognised

however that the abstraction rates to attend training have an impact on deployability at any one time. We seek to maximise the attendance rate at training courses in order to ensure a fully skilled and knowledgeable workforce.

The current Enterprise Resource Planning (ERP) system within the HR team captures data and enables reporting on a range of functions. There is scope for the Force to explore alternative ERP systems which could bring a different range of benefits to the team including enhanced reporting and an e-recruitment system enabling more efficiencies.

The Resourcing Team will continue to monitor the volumetrics in respect of application numbers passing through the team to ensure that services can continue to be delivered. Where volumetrics surpass predicted demand, conversations will be held with the Commercial Partnership Team with a view of reviewing the additional resources in place to manage demand.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The HR model in situ responds to the force demands as initially agreed in the commercial contract. Reviews are underway to ascertain what services are required for the future in order that the HR team can be developed to provide an efficient and innovative HR service to the force. This will include a review of resources and IT systems.

## Learning and Development

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Lincolnshire Police outsource their Learning & Development Department to G4S Policing Services who currently have the capacity of 27 full time employees (FTE) with 7 FTE Police Officers seconded to the department.

The Learning & Development Department deliver a range of subjects which are compliant to either Approved Professional Practice (APP) or relevant National Standards to ensure Lincolnshire Police officers and staff are skilled to complete their roles.

During this financial year to date the department have provided 18794 training days, with 14585 training days attended. Non-attendance is a result of various reasons such as absence and operational demands. Lincolnshire Police continue to work with G4S Policing Services to identify means to maximise the balance of delivery and upskilling of our officers and staff with the attendance capability the force can achieve.

Area	Days Provided	Days Attended	Attendance Rate
ICT and Custody	1611.5	1046.5	64.94
Crime Training	1175	989	84.17
Driver Training	1640	1335	81.40
Operational Training	4941	2953	59.77
Specials, PCSO, VPCSO	1320	1020	77.27

Area	Days Provided	Days Attended	Attendance Rate
IPLDP Training	6017	5821	96.74
Management	934	672	71.95
First Aid	1156	749	64.79
<b>Sum</b>	<b>18794.5</b>	<b>14585.5</b>	<b>77.61</b>

Spend on learning and development is split between the delivery provided by our Strategic Partner and external delivery by third party training providers.

The external training budget for last year was £336,000 which includes training related accommodation. Through close management of this budget and providers, our Strategic Partner was able to deliver an increased level of training within the budgeted amount resulting in a saving of £34,109.00 against predicted course costs.

One of the strategic aims set out within Distinctively Lincolnshire is to ensure that we provide opportunities for our staff and officers to develop their potential. This year we continued to explore these opportunities in the form of apprenticeships working with Lincoln University and Lincoln College. Furthermore, we are focused on encouraging CPD across all our officers and staff and work with G4S to develop this.

Learning and Development demand forecasting over the next four years will be predicated on the requirements to meet the changing trends and focus of the force. Volume will be defined as a direct response to how we adapt and shape our establishment to meet skill and capacity requirements.

Strategically we will be reviewing how we develop our officers and staff in Leadership and Management Skills through the undertaking of a Leadership Audit which will refine and give direction to our Leadership and Management Framework. We have continued to review and develop innovative and responsive training programmes to support our officers and staff, including developing a new Problem Solving package that complements the Problem Solving Hub, updating our investigative skills courses such as the Initial Crime Investigators Development Programme (ICIDP) training and the Crime Department delivering a Supervisors Investigative course. Our initial Police Training also underwent significant development to attain a Level 4 accreditation with Skills for Justice so all new officers are now being trained to a higher academic standard than previous years.

The uplift programme has led to the Force requesting double the number of intakes over the coming years. A second training team has therefore been funded through Change Control in order that there are sufficient resources to support the training and development of new officers in all areas ranging from Policing Skills, IT, Operations and Driving.

The challenges faced over the next four years is to enhance the training utilisation rates ensuring an increased attendance on training courses. The uplift in officers may enable this; however, this will continually be monitored given operational demands, which often prevent release from duty for training.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire Police are working with their Strategic Partner to develop a skills matrix to establish the current status of their workforce in relation to skills. Combined with a full system development to align

roles within this matrix, this will enable clarity on the skill set for each role within Force to meet the demand and priorities. Annual training plans can then be developed according to skills gaps across the Force and will enable the team to establish immediate and forecasted demand against the Force's skill profile.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

Lincolnshire Police and G4S Policing Services are keen to continue to develop blended training solutions that are not only compliant with APP and national standards, but also look to leverage technology and learning systems that are agile and responsive to changing demands. The scheduled implementation of Office 365 will provide greater opportunities for blended learning across the Force, which along with the development of the Skegness Training Suite will enable the Force to have greater scope to meet future training demands.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

The People Development model in situ responds to the force demands as initially agreed in the commercial contract. Reviews are underway to ascertain what services are required to meet future demand and strategic focus in order that the People Development team can be re-modelled to provide an efficient and innovative service to the force.

## Professional Standards Department

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

For the period 1<sup>st</sup> January to 31<sup>st</sup> December 2019, Lincolnshire Police received 638 complaints, which contained 981 allegations. This compares to 576 complaints for the same period last year, an increase of 11%.

The 981 allegations can be further broken down as follows:

**Allegations received 01/01/19 to 31/12/19**

	Total
ALLEGATION TYPE	
01. Operational policing policies	6
02. Organisational decisions	10
03. General policing standards	25
04. Operational management decisions	5
A. Serious non-sexual assault	2
B. Sexual assault	0
C. Other assault	109
D. Oppressive conduct or harassment	20
E. Unlawful/unnecessary arrest or detention	21
F. Discriminatory Behaviour	12
G. Irregularity in evidence/perjury	8
H. Corrupt practice	3
J. Mishandling of property	14
K. Breach Code A PACE	1
L. Breach Code B PACE	8
M. Breach Code C PACE	38
N. Breach Code D PACE	1
Q. Lack of fairness and impartiality	28
R. Multiple or unspecified breaches of PACE	1
S. Other neglect or failure in duty	471
T. Other irregularity in procedure	31
U. Incivility, impoliteness and intolerance	112
V. Traffic irregularity	10
W. Other	19
X. Improper disclosure of information	22
Y. Other sexual conduct	4
<b>Total</b>	<b>981</b>

Of the complaints received between 1<sup>st</sup> January to 31<sup>st</sup> December 2019, 110 were dealt with by local investigation. This continues an increasing trend, with 82 in 2018 and 61 in 2017. Of the 638 complaints made 498 were suitable for local resolution and the remaining 30 were either disappplied by the force or withdrawn by the complainant.

There have been 55 referrals (21 complaints, 7 recordable conduct and 27 death or serious injury (DSI) cases to the Independent Office of Police Conduct (IOPC) between 1<sup>st</sup> January and 31<sup>st</sup> December 2019, compared to 51 referrals for 2018 and 19 in 2017.

Demand is anticipated to continue to increase for public complaints with the introduction of the Police (Complaints and Misconduct) Regulations 2020 on 1<sup>st</sup> February 2020 as all complaints must be logged, which will include those which are resolved quickly and to the satisfaction of the complainant without being recorded under Schedule 3 of the Police Reform Act 2002.

It is difficult to predict the impact of the officer uplift on complaint numbers. An influx of inexperienced officers may lead to more complaints, but equally more officers should help the Force to better meet public expectations, which are often out of sync with the standard of service which can practicably be delivered. Nearly half (48%) of all complaint allegations are about officers' actual or perceived 'neglect or failure in duty'.

**Step 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The rollout of laptops as part of the IT agile working refresh has enabled the Department to be flexible and maintain business continuity, with all staff having the basic capability to work from home. Despite this the Department lacks modern monitoring software that enables proactive monitoring of Lincolnshire Police systems to identify and minimise corruption threats to the organisation. The preferred software that is available to address the deficiency is called ATA software and it is in the process of being procured by the organisation (see section 3).

It has been identified within the department there are still issues around transferring digital evidence to the Independent Office for Police Conduct (IOPC). This is currently being explored in conjunction with IOPC to establish whether a cloud-based solution exists, with sufficient safeguards that we can utilise.

**Lincolnshire Professional Standards Department** has the following established roles:

- 1 x Detective Superintendent
- 1 x Chief Inspector
- 1 x Office Manager
- 1 x Analyst

**Complaints department:**

- 1 x Detective Inspector
- 1 x Sergeant (new role established February 2019)
- 4.46 x Case Officers

**Anti-Corruption Unit (ACU):**

- 1 x Detective Inspector
- 1 x Detective Sergeant
- 1 x Detective Constable
- 3.57 x Case Officers

There will be an uplift of a vacant administrative assistant role to a complaints case officer role in January 2020 in anticipation of changes in the Police (Complaints and Misconduct) Regulations 2020. One additional PC has been working in the Department since December 2019 on a temporary basis to date to support the increase in proportionate investigations and their contribution has been invaluable.

Staffing in the ACU has been consistent over the past twelve months, though HMICFRS inspections have continually identified a lack of resourcing within the department to enable proactive real-time identification of vulnerabilities to the force. A business case is being prepared to increase the staffing within the ACU by two members of staff to meet this recommendation.

The current deputy head of PSD is awaiting a suitable training course alongside the Death and Serious Injury investigator, it was hopeful the course would take place in 2020 however, this was postponed due to the current pandemic. The two case investigators on the other hand were still able to attend their complaints handling side of PSD courses in 2020. The department continues to monitor the skills of those in the department and invests in continued professional development as demonstrated with the introduction of the new regulations as staff were given the opportunity to research and prepare before the changes were implemented. The force has recently invested in external training for chairs of misconduct meetings.

The department maintains a 24/7 on call rota which is serviced by seven police officers, working a rota consisting of Mon-Thurs and Fri- Sun. The rotation is done in agreement by all officers on the rota.

The new regulations introduced in February 2020 will take some time to embed both regionally and nationally. Regulations and guidance will be more stringent around maintaining and updating complaints and the new forms will hopefully support this to enable the force to identify compliance.

**PEEL Inspection** – PSD operates in the Legitimacy strand of the PEEL inspection. The results of the last inspection have led to several actions taking place.

Results of complaint and misconduct investigations are now published in The Standard (quarterly news bulletin), via the force intranet and are published externally on the Force Website. Any learning identified is shared across the organisation by the above methods as well as ICT mail-monitors if urgent action is required.

A business case is being prepared for additional staffing of 2 staff members in response to HMICFRS's recommendation. Information sharing is being addressed through building links with pertinent organisations. This is being progressed via the establishment of Subject Matter Experts (SME) within ACU who are responsible for the four departmental priorities identified in the Control Strategy: Abuse of Position for Sexual Purposes (APSP); Misuse of systems; disclosure of information; and Vulnerability. This will include building links with those organisations.

Data has been obtained from HR to assist PSD in identifying officers who may be subject to PSD procedures who have protected characteristics. A process has been established in PSD to ensure the Head of PSD is sighted on all severity assessments for those falling into the scope of this recommendation, with supporting processes developed throughout PSD to address this recommendation. In order to ensure performance issues are addressed as early as possible at source, PSD have commenced a round of UPP training with Inspectors across the force which is delivered by Legal Services.

Additional HMICFRS recommendations from the report *Shining a light on betrayal: Abuse of position for a sexual purpose* are also being reviewed.

The force is compliant in using the national corruption categories. The force has a strategic assessment (SA) in place ready for 2020 and have launched their control strategy priorities. Anti-corruption unit (ACU) attend the quarterly regional ACU meetings and attend the annual conference enabling them to network with other forces. A subject matter expert within the ACU is continuing to work with other agencies and organisations who support vulnerable people. This is captured on our SA review. The force has submitted a business case for funding regarding implementing an effective ICT monitoring system. A business case for an uplift of staff is currently being prepared and will be reviewed by the Horizons Programme team.

Lincolnshire Police do not have any encrypted Apps at present, but the force is looking at the limited use of WhatsApp. However, the force is aware of the risks and limitations and this is being managed through discussions and regular meetings with our Head of PSD and ACO.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

Due to the large increase of local investigations and death and serious injury investigations, a business case is being prepared for an additional investigator within the complaint handling side of the department to improve the timeliness of handling of complaints. This is particularly relevant not only for the time restrictions placed on us by the IOPC statutory guidance but is important for officer and staff welfare.

Flexible working within PSD is supported for four members of staff to ensure a work life balance can be maintained and accommodated without affecting departmental performance. Complaint handling has been simplified by designing a form that supports the delivery of complaint handling against the new regulations and guidance. The overall process however is slightly more resource intensive for the Appropriate Authority within PSD than before because of the requirements to consider the remedy.

Technology – a new ATA system is being procured to proactively monitor police computer systems more thoroughly in response to HMICFRS recommendations and identify any vulnerabilities for the organisation. In order to maximise the impact of this system will require an uplift in the staffing of ACU. Information from other forces that utilise this system has identified an increase in their workloads which is likely for PSD also due to the identification of further concerns that need to be investigated.

The new telematics system being introduced across the force fleet may provide opportunities to increase the speed of investigations that involve road traffic collisions, pursuits or death and serious injury investigations.

The development of icloud functionality to enable the digital sharing of evidence to the IOPC will assist with decision making on referrals and reviews.

Organisationally, PSD will continue to remind managers to deal with performance issues proactively, which will be vital when the new definition of misconduct is announced, as it sets at a higher bar than the 2012 regulations. This will be supported by Unsatisfactory Performance Procedure (UPP) training to be delivered in conjunction with legal services, which will commence in 2020. For this to be truly effective, it will require all parts of the organisation to proactively address performance issues and PSD will continue to be robust in ensuring that performance issues are returned to supervisors to progress. There will be a new opportunity to use the process of Practice Requiring Improvement, which will involve a culture change within the force.

The SMEs mentioned above as part of their remit have a strong focus on the prevention aspect of their strand. They are required to record what proactive approaches they have taken with regards to their subject area to ensure that the prevention aspect is driven forward. The outcome of this is an expectation that overall demand on the force is reduced by preventing officers and staff transgressing resulting in formal investigations being required and their consequent impact on the force and its capacity. This is supported by the formulation of a campaigns calendar to underpin the work undertaken on a preventative strand across the work of the department.

The Force needs to recognise the importance of effective communication to the community to help manage realistic expectations of service delivery. This should assist in managing down the number of complaints received as capability of the organisation is better matched to public expectation.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

It is not possible to accurately assess this issue yet, until the outcome of procuring ATA, its introduction and the outcome of the business case for ACU staffing is known.

## Finance

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The finance function is reasonably well placed to meet the demand expected over the next four years. Although there has been a significant increase recently in financial returns required by the Home Office partly as a result of the Police Uplift Programme, the finance team have coped with the volume increase so far and this type of demand is not expected to continue to rise further.

The previously identified gap in Enterprise Resource Planning (ERP) reporting capability has been significantly improved through an investment in the development in the Oracle Business Intelligence Enterprise Edition (OBIEE) reporting tool.

However, a gap still exists in terms of understanding and costing workforce resource allocation. The force has identified a gap in understanding its demand and how the workforce spends its time in responding to that demand, so it follows that our understanding of resource allocation is limited by this. The force is seeking to address this issue by investment in a Business Intelligence tool. Finance will have a role to play in this implementation in establishing meaningful cost information from data provided from the financial systems (general ledger, payroll) and the duty management system, Niche and Command & Control system. The finance resource required for this project is not yet known.

Further work is needed on end to end process reviews to ensure that they identify areas for improvement to enable efficiencies to be maximised across the organisation.

The organisation has taken part in the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management & Capability review and the review recommendations will assist the department in ensuring that any identified gaps are covered. The strengths and weaknesses identified through the review will also inform the discussions in respect of future service provision beyond April 2022 when the strategic partnership contract ends.

The preparatory work needed on the McCloud Pension Remedy which is currently going through public consultation will begin in the near future. This could peak around April 2022 when the proposed new regulations come into Force. At present the exact demand on the Finance department is unknown but it could be impactful.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Apart from a small shared Strategic Finance team consisting of 3.8FTE including both the Police and Crime Commissioner's (PCC) Chief Finance Officer and Force Chief Finance Officer, the Finance function is currently outsourced to our strategic partner G4S. This includes financial reporting, management accounting, treasury management, exchequer and payroll. The contract includes a range of Key Performance Indicators (KPI) by which performance is measured and managed through regular performance management meetings. The resourcing required to deliver the service is regularly reviewed and discussed through the performance management framework. Validated changes in demand or service specification are submitted to the Office of the Police and Crime Commissioner (OPCC)/Force for discussion and agreement.

The contract performs well for the most part according to expectations, and service failures are quickly identified through the KPI monitoring reports and addressed.

Additionality cannot always be easily absorbed by the relatively small team, therefore good planning and foresight allows resources to be responsive to spikes in demand, e.g. statutory deadlines for the Financial Statements and specific projects.

### **Distinguish the wellbeing of the workforce from other assets.**

Peaks in demand can cause temporary stress and long working hours. Individuals are supported through such periods by appropriate supervision and team working. A significant proportion of the finance function's work is driven by statutory deadlines, good planning and timetabling to reach required deadlines helps the team stay on track and be personally aware of their responsibilities along the timeline, therefore minimising stress factors.

### **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

The finance strategy assumes a continuation of the current staffing resource level through the remaining years strategic partner contract. The current ERP system is coming to the end of its support in 2022 therefore an upgrade will be required to maintain business continuity, or this will have an impact on the service delivery. Planning for when the strategic partnership contract comes to an end in April 2022, no decisions have yet been made regarding finance service provision but several options, including shared service, will be explored over the next few months. This may also present a solution for ERP provision and will be considered.

Additional resources maybe needed to meet the requirements of the McCloud Pension Remedy work especially around the time of the implementation. This is expected to commence in April 2022 but as yet, the impact cannot be estimated. Whilst some of the work will fall to the pension administrator, currently XPS, this will have a cost implication which is as yet unknown.

### **STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.**

It is anticipated that the finance function will meet the expected demand; there are no known issues that would prevent this currently.

## Vetting

### STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

In 2019 we received 1516 individual vetting applications; this is comprised of new starters, re-vetting of current employees and contractors who require access to force buildings and systems. This is compared to the 1730 individual vetting applications received in 2018. This is a decrease of 12.36% in the last year. Vetting can vary greatly from year to year and we do envisage an increase in demand in the foreseeable future. The contributing factor for this predicted increase is due to the announcement of the national uplift in officers, with plans to recruit 350 – 400 officers over the next three years in Lincolnshire. This is an issue that is being assessed as part of the Horizons 2023 Programme.

### STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The vetting department has reduced from three vetting officers to two over the last year due to retirement. The team is managed by the Vetting and Security manager who ensures that workloads are manageable, and staff feel supported. There are no wellbeing concerns in the area of Vetting.

The current staff are sufficiently trained in the Vetting APP and Codes of Practice. They have access to a suitable IT system, albeit progress is ongoing in co-ordination with Tech Futures to explore the feasibility of an upgrade to our current Case Management System (CycFreedom) due to the license expiring in September 2020. An upgrade would also allow processes to be streamlined and automated, enabling the vetting team to respond to requests in a more efficient manner.

The current staffing allows the vetting team to carry out regular aftercare on police officers and staff. However, the team doesn't have the capacity or capability to perform open source checks. Not completing open source checks is not a risk as it isn't a mandatory requirement outlined in the Vetting APP, but it is worth noting several forces do complete open source checks now as part of their vetting process.

### STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

In order to meet the anticipated increase in demand, the recruitment of a vetting support officer is currently in the process of being filled on a two-year fixed Programme. The additional member of staff will provide administrative support to the vetting officers, enabling them to focus their time on core duties.

Contractors who require access to force buildings and systems will no longer be vetted internally; instead they will secure vetting clearance via the National Contractors Vetting Scheme by Warwickshire Police. This will eliminate an element of demand on the vetting team but will also mean we will no longer receive payment for completing this service. Finally, it does also mean the vetting team can't push a contractor's vetting through in fast time if required.

### STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting them are expected to be.

There are no concerns regarding not being able to meet future demand after the steps outlined in Step 3 commence.

## Section 12: Collaborations

### Local Partnerships and Collaborations

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

There are multiple strands to the local partnerships department, these include; Assisting Rehabilitation through Collaboration (ARC), Crime Prevention Team and the Licensing Team. These are part of the Safer Together collaboration with Lincolnshire County Council's Safer Communities service area. Each of these areas has a quarterly scanning/analysis produced by Community Safety analysts.

**ARC team (Previously Integrated Offender Management [IOM])** - As discussed in Section 7, in managing offenders the ARC team looks at the top 2% of offenders and staff workloads are tracked and monitored closely. This demand has remained relatively consistent. It pro-actively tries to divert offenders away from re-offending by targeting complex needs.

**Crime Prevention team** – The individuals within this team have a high level of skill; however, these skills could be used better in the future. The pro-activity of this team has been low and their visibility within force is limited. The team staffing levels have been reduced by four members of staff, and this may be linked to reduced proactivity. The understanding of demand is also limited due to the way in which this area has previously captured data. This issue is currently being evaluated to establish how to understand and capture data and therefore develop a better understanding of demand, and how we can best service this.

**Licensing team** – This team is effective and proactive with demand coming from police incidents and partners and this is linked to economic factors, and the Night Time Economy of the area. The team are and continue to be heavily involved with Trading Standards to facilitate and assist with policing of legislation within this area.

There will always be some aspect of hidden demand and the work of the departments stretch beyond the three police teams listed above, but there is also additional police involvement from other departments in the core priority groups within the County's community safety partnership, Safer Lincolnshire Partnership (SLP). It is not possible to quantify this in detail as others outside the department will have influence; this area has considerable interdependencies across many departments in policing and across the SLP.

For example, Neighbourhood Policing Teams may be involved in response etc. A lot of the core priority group work from the SLP is about enhancing and improving processes and services so may generate a different way of tackling an issue such as Anti-Social Behaviour or Domestic Abuse in partnership.

From an offender management and reducing offending perspective it is acknowledged that we could intervene in their criminality earlier than when they become the top 2% most prolific offenders, again this is currently being explored and what that level of demand could look like, along with associated resource requirements.

Efforts are made to ensure any work is adding value. Core priority work for the SLP is determined by analysis of issues and agreement by the partnership and must reflect issues across all seven districts. Work to streamline demand is ongoing, this ultimately does not reduce demand but increases capacity. This will also look at technological solutions to ensure effective and efficient collection of data, referrals and information sharing through the partnership.

We are about to embark on a strategic needs assessment along with Children's and Adult's Boards and the councils. This will then help inform our decision on what the SLP core priorities will be moving forward for the next three years. This will impact on demand to the partnership including the police.

The demand on ARC and licensing is unlikely to change dramatically; however, the demand on crime prevention may increase following the review of its services.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The way in which the police element of the partnership team is structured means that we have no middle management tier. The team consists of operational officers and the SMT. There is no Inspector within the structure, and so currently Sergeants report directly to a Chief Inspector. It has been found that this impacts on the ability for the Chief Inspector to effectively develop the partnership at a strategic level and is generally spending a considerable amount of time dealing with middle management tasks. This has meant that the supervision ratio is not appropriate as one Sergeant is managing 13 officers and staff, much of this remotely. This has led to some wellbeing issues and Fairness at Work complaints being generated. A lack of an Inspector rank within the structure has meant that there has been very limited performance management and evaluation of methodology. This in turn means that the department's work has not evolved and developed as much as we would like.

Overall, the staffing elsewhere within the team appears to be appropriate for the demand currently being seen. At this present moment we only review the top 2% of offenders due to current staffing levels. With investment and increased staff, we would be able to reach a wider spectrum of offenders and divert them from their offending behaviours. Due to the nature of this area of work, demand is always high. A deciding factor for any substantial increase is usually seen when we decide that intervention is needed in either an area of offence for example shop theft, Actual Bodily Harm (ABH) or a repeat offender. This then needs to be balanced against the results this intervention could potentially give the team. This is an area we continue to explore and will do so in more depth in 2020.

At present, the sickness levels within the team overall are very good. Over the past year we have seen minimal sickness levels. Staff wellbeing is a priority within the department and engagement is made at all levels mostly through the line management 121's. These take place on a regular basis to seek feedback from the teams and to assess the feelings within the department. Of the cases of sickness within the teams it was linked to internal complaints. The summaries from the two Fairness at Work (FAW) reports that were submitted stated that this could be impacted by the lack of an Inspector for appropriate supervision and performance management of the teams.

There does not appear to be any issues with recruitment into the department when it is required. There have been some complexities over the current six temporary PCSO contracts, which may make future recruitment into those posts problematic. This is due to working hours, as contractually PCSOs will work and be paid for unsocial hours in evenings and weekends, the work they are conducting in the partnerships team can be completed in core working hours. Therefore, future recruitment of

PCSOs into these posts, should they remain part of the permanent establishment, may be difficult as it would entail a technical pay reduction. This is likely to be at the point of review in September 2021; however, an evaluation will take place prior to this.

Training for the Partnerships team is an area which continues to be explored, and any training that is required within these areas of business have been provided; for example the Crime Reduction Tactical Advisors (CRTA) have met College of Policing requirements. Currently, all staff are at an appropriately trained level. Where exploration is required is in relation to the 'softer' skills within the ARC team. If we are to have Police officers and staff in these roles, then they need to be provided with appropriate skills to engage with clients and potentially to assist with diversion.

The Office 365 upgrade allows for a more agile working platform for all the teams, where their geographical base is less relevant than in other areas of the business.

Performance is strong in all the current areas we monitor. An area that requires investment and time is Crime Prevention as the performance monitoring tools, we currently have are not effective in demonstrating demand to assist the effective management and ensure that the team is linked into the force threat and risk meeting structure so work is both intelligence led and prioritised in terms of the force wide needs. This is under review at present, with processes linked to Niche RMS and a restructuring of the team planned in the next year to assist with workflow, and support to districts.

Reviews are underway looking at how we monitor the teams' performance. This tends to vary across each of the teams; some can have a definitive number or data set, for example ARC. However, its ongoing evaluation has been limited over previous years; the way in which client assessment data was recorded meant that it wasn't easily extractable in order to use for evaluation purposes. A refresh of the national Integrated Offender Management (IOM) is underway which potentially will provide direction to all IOMs for future performance criteria. This is linked to Neighbourhood crimes (still yet to be defined). We are cognisant of this national work and the way it may structure what we do, how we do it and how we determine the quality of our performance.

Crime Prevention is also an area under review. Monitoring performance is difficult within this area as it is difficult to quantify how many crimes have been prevented in any tangible way. The way that workload is currently managed via email can make it more challenging to monitor individual performance. Therefore, as part of the review of this department, the manner that workloads are managed will be changed. The areas that show productivity and investment of the team rather than outcome is also being reviewed.

Within the partnership there are various partner demands, funding concerns and strategic direction that will all clearly impact on the ability of the police to deliver a standard of service to the public. As much as these are not police resources, they do have impact on policing and the service delivery we can provide.

### **STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating.**

Due to the current structure of middle and senior management within the team, there is an impact on performance and the ability to deliver the highest level of service. This is currently focused on the lack of the rank of Inspector within the department.

The department currently has 29 staff of Sergeant rank or below and no Inspector. This has meant that the Chief Inspector has been required to pick up the responsibility for some of the time-

consuming day to day team management. This detracts significantly from the strategic direction and gaining traction in areas of the business. This is currently a ‘tolerate’ approach and a legacy from how the partnership has evolved. It does not impact so much on day to day to delivery but does impact on the ability to grow and develop the department and thus ultimately address any increase in future demand.

A business case has been submitted to the Horizons project to increase the establishment by one Inspector post. The addition of this post will allow the department to move forward in terms of the strategic direction and allow more traction in certain key areas of the business.

Although no direct changes are planned at present, we are in the process of undertaking several reviews and looking at the ways of working and processes within the department in order to improve efficiency. Although within the area of ARC any current ongoing review will potentially drive any changes to delivery of reducing reoffender overall, or at the very least start a discussion as to where a reducing offending strategy could go.

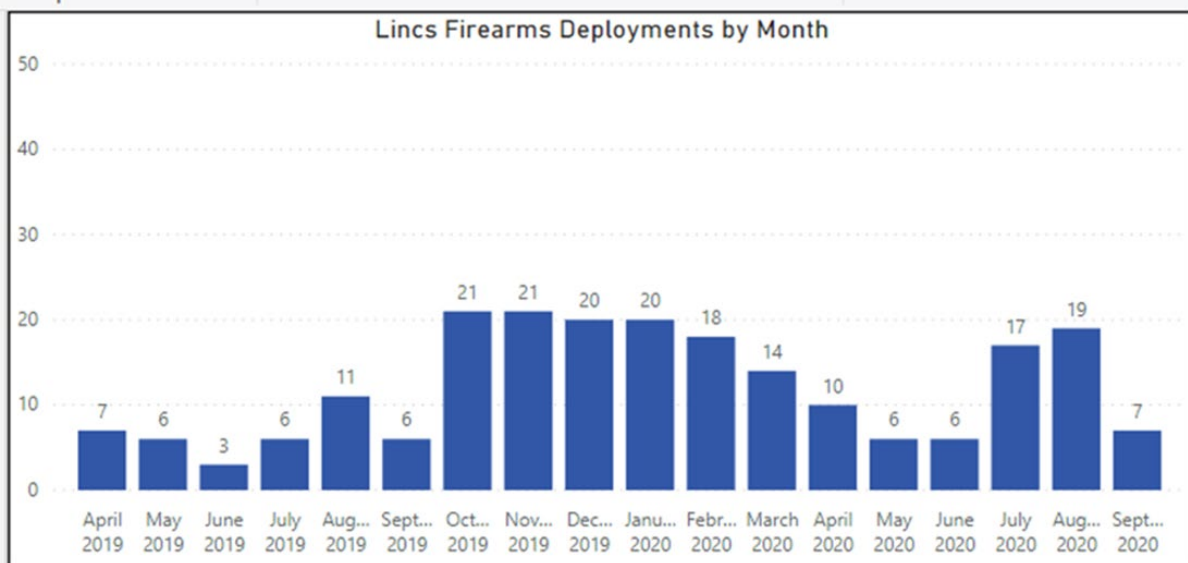
**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

Particularly in relation to offender rehabilitation; the impact of not addressing reoffending will potentially increase the number of victims of crime. Our current practice is to proportion our resource to target a small percentage of the most prolific offenders. As stated above, there is the demand within the community to stop re-offending however, being able to act on it is balanced against a very constrained budget. It is predicted that demand on the department will increase.

## Armed Policing

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The number of FA deployments April – September 2019 (39) compared with the same period 2020 (65) has increased by 67%.



Due to the changes in the overall collaboration and a reduction of officers, on occasions, the only way it has been possible to have the minimum cover of 3 Armed Response Vehicles (ARVs) (6 officers) has

been by having ARV officers work a full shift on overtime; which is usually a rest-day. As the above graph shows, demand for are ARVs has increased; which has put incredible pressure on those officers. We have data showing occasions where 3 ARV minimum cover was not achievable. It is accepted that due to the geography of Lincolnshire, the time taken to attend incidents is expected to take longer than that of counterpart forces.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

Lincolnshire Police have found it challenging since separation of the 4/3 collaboration. Prior to 2015, EMOPs Lincolnshire had an establishment of 65 Authorised Firearms Officers (AFOs). With the separation of the collaboration, the establishment and cross border assistance model changed. This reduced the establishment down to 45 AFOs (15 AFOs are required to provide an ARV). However, Lincolnshire’s current AFO establishment has, for many years, been in the mid-30s and has never reached 45. Therefore, maintaining the regional/national commitment of 3 ARVs has come at a significant cost financially for example: a huge overtime spend, cancelled rest days, refused Annual Leave, duty changes and calling on the goodwill of staff which has also had a knock on effect to wellbeing of officers.

This has been raised this as a risk within the Armed Policing Strategic Risk Assessment (AP STRA) and evidenced in a recent strategic AP meeting.

**Armed Policing: Firearms Deployments**

**ARV Officers Abstraction Rate:**

Abstraction rate excludes shifts that have planned training during specific 2 week period (Core and Specialist)

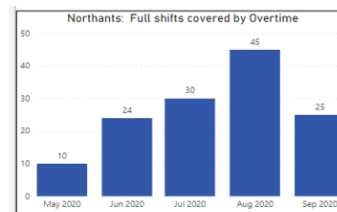
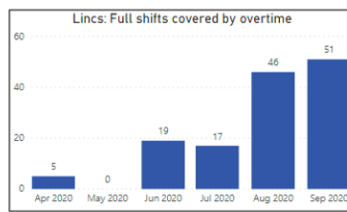
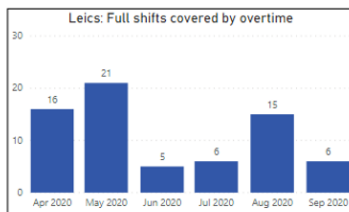


April - September 2020	
Leics	33%
Lincs	37%
Northants	35%

Including all training as an abstraction increases the overall abstraction rate by around 10%

**Overtime**

Data shown includes full shifts that have been covered



Current Establishment

Leics: 51 Pcs (49 deployable) 5 Sgts  
Number of PCs will be over established at end Nov

Lincs 34 Pcs (4 restricted, 1 LTS 2 STS) Sgt 6  
1 Sgt restricted. 6 is 1 over established.

No Update available (Northants not at meeting)

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating.**

Lincolnshire has received assistance from Central Government in the form of ARV uplift funding. After Paris 2015, it was recognised that forces required financial assistance to ensure that AP demand is met, maintaining the workforce and assets. The budget for 19/20 was £490K, this funding allowed Lincolnshire to purchase additional ARVs, extra courses for Instructors to undertake the training, and upgrade existing guns. By 20/21 Lincolnshire should have benefited from £167K of extra funding, this will include training to increase Firearms Instructors to enable us to cope with extra training demand,

equipment such as replacement guns, thermal imaging cameras allowing our firearms officers to meet the increased demand in armed policing.

This funding will cease in 2020/2021; therefore, the risk will be that any new initiatives or recruitment campaigns within Firearms will need to be funded by Lincolnshire Police directly.

This has also been included in the AP STRA as a key finding, that Lincolnshire wish to increase their AFO establishment from 45 to 55 which is being considered and planned in by COG within the Horizon 2023 project.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

Lincolnshire Patrol strategy has been refreshed with coverage from Lincoln and Grantham. Lincolnshire ARV currently 'dual-role', the teams are both armed officers and roads policing officers. This is a unique model for Lincolnshire to meet both armed policing demand; and to keep the roads of Lincolnshire safe when dealing with road collisions and prevent and reduce road deaths. This has been included this risk in both the AP STRA and the road Policing STRA.

## Audit & Compliance

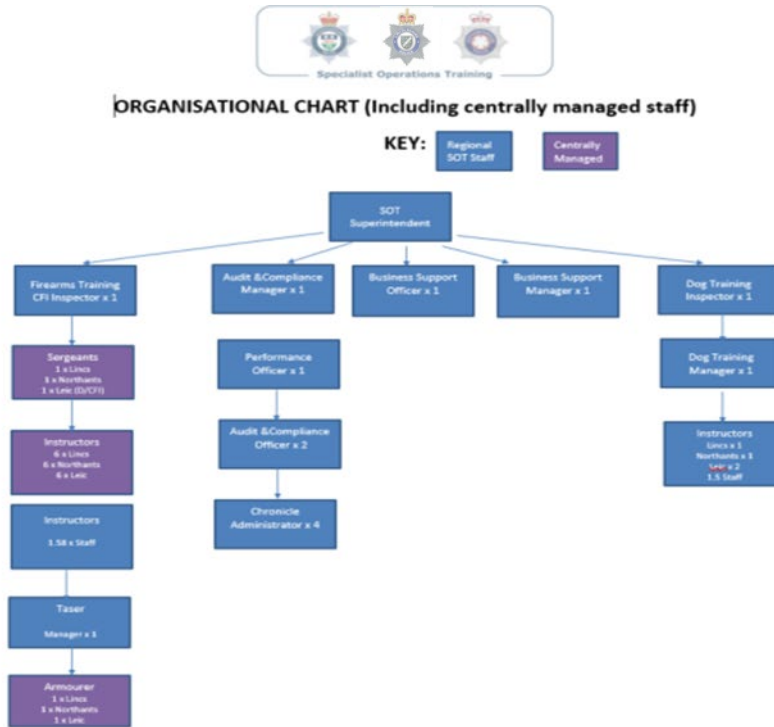
**Step 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Current demand - Our current demand across the three-force collaboration was modelled on no county boundaries, using Memoranda of Understanding (MOUs) for assistance and agreed use of other forces resources. This was initially four forces, but Nottinghamshire left in October 2018. It was decided in June 2019 to separate all operational resources but to still go through SOT for all training, audit and compliance responsibilities. This area of the business would remain a three-force collaboration. It has been an evolving process of reviewing establishments of all operational departments within Lincolnshire. The Horizons 2023 project has planned the increases of establishments (units) giving priority to key service delivery frontline operational officers.

With the increase in establishments there will be a requirement for additional training, as well as an audit and compliance requirement to ensure that officers have the right skills and qualifications to maintain operational capability. The process has already started bidding for additional instructors and trainers.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

SOT currently has a workforce across the three forces. It is a modest team consisting of Chronicle administrators, Audit & Compliance staff and training instructors. Work is being undertaken currently to review the team structure; ensuring that it is fit for purpose and in good shape to deliver training into the future.



**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating**

The team have regular meetings and maintain an action log. They also have an overarching business plan, a training calendar/plans for both Armed Policing Dogs training. Each force has unique force structures and training needs. The collaboration manages armed policing and dog training centrally. The Audit & Compliance team identifies future demand within each force through the strategic threat risk assessments (STRAs). SOT plan on delivering training to meet capacity/capability threats raised through the STRA process.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

During the early part of 2019 there was a three-force collaboration of operational resources plus a collaboration of joint delivered training. At this time, each of three forces could and did draw on each other resources and use each other’s training facilities. This collaboration meant fewer resources were required to meet operational demand. After June 2019, each force separated their resources and brought back their assets. This meant that individual forces now had to grow their individual establishments and could no longer rely on each other for support.

Specialist Operations Training (SOT) was formed to deliver training of armed policing teams and dogs training. This was initially quite challenging to deliver the courses required. However, during 2019/20 there has been growth within the SOT department and both armed policing and dog training calendars have been delivered. Demand within SOT is expected to grow as establishments grow; and therefore will the need to train more officers, and maintain skills and qualifications refresher training. Each force is considering increasing police officers as austerity measures end.

## Regional Data Quality & Review Retention and Disposal (RRD)

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Lincolnshire hosts the Regional Data Quality team and Regional RRD team, completing the role for the six force East Midlands and City of London Niche collaboration. The collaboration remains the largest nationally with forces including Lincolnshire, Leicestershire, Nottinghamshire, Northamptonshire, Derbyshire and the City of London.

### **Regional Data Quality & Review Retention and Disposal (RRD)**

Our current demand is evidenced in the numbers of records and issues that have been processed in the department during the last year.

The Data Quality team assessed a total of 382,018 potential duplicate records (compared with 306,643 the year before). Of these, 268,864 were merged, with the remainder either not being deemed a match or having insufficient evidence to support a match, resulting in them having a potential duplicate record flag added.

A further 40,000 Nominal records were auto-merged after a specific back record conversion script was developed and tested.

Another 3,148 additional data quality issues were also resolved across the collaboration in 2019 (compared with 30,172 the year before), ranging from records with incorrect links or classifications to resolving mixed records.

As the collaborating forces back-record convert further systems and information into the regional Niche platform, the demand on the team will increase and then settle again as the resulting issues are resolved. This is an expected fluctuation in demand.

Due to the nature of collaborative working there are significant peaks of demand that were not envisaged at the conception of the regional team. A recent example is the back-record conversion of a regional force's crime system into the regional Niche platform, which created nearly a million additional potential duplicate records to assess. This considerable increase in demand and expectation was not accompanied by any additional resourcing for the data quality team.

In the last 12 months the Regional RRD team reviewed 61,429 Nominal records, resulting in 76,093 Niche occurrences being electronically deleted across the six-force collaboration.

With the likelihood of further forces joining the East Midlands and City of London Niche collaboration there will inevitably be a significant increase in demand for staffing. As this is an unknown factor at this stage, any change to demand would be resolved via the submission of a revised collaborative business case, funded by the new forces joining the collaboration.

**STEP 2: Establish the current and future status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

### **Regional Data Quality**

The Data Quality team is highly skilled, delivering excellent performance with the added benefit of utilising forty-seven search scripts via the Genie Data Quality tool, which give considerable improvements and are significantly quicker than manually resolving issues directly in Niche. The team has clear and consistent targets, with the assessment and resolution of duplicate records as one of their priorities.

There is a continuous drive to improve performance and capability, with the whole Genie Data Quality system being continuously developed and refactored to further improve speed and ease of use for the staff, all of which provides benefit to the collaboration.

The wellbeing of the staff is considered at each level with considerations given to burnout due to the repetitive nature of the work, their daily targets and the volume of work.

Regular monitoring and welfare concerns are discussed and addressed during regular meetings with staff, with performance targets regularly reviewed to make them still relevant, fair and fit for purpose.

Members of the Regional Data Quality team rotate periodically on tasks to try and relieve any concerns of monotony completing the same process for lengthy periods.

Current demand is catered for by the existing establishment which is regionally funded by each collaborating force. However, although current staffing levels can manage the demand on a daily basis, where sudden increases are experienced and additional resourcing is not provided (e.g. the conversion of Leicestershire's Legacy Crime System), this puts a strain on existing capacity.

### **Regional Review, Retention and Disposal (RRD)**

The team is appropriately trained and skilled in this area of work, being highly regarded nationally, having a mature, efficient and fully accountable process complying with both APP MoPI and the requirements of both national inquiries.

The team performance is excellent and using the electronic Genie RRD process each member of the team is able to review in excess of fifty full Nominal records per day, far in excess of that achieved by other forces nationally. Staff performance is recorded daily across both Data Quality and RRD teams.

As with the Regional Data Quality team, current demand is catered for by the existing establishment. Additionally, the wellbeing of this team is considered at each level to minimise burnouts and manage excessive workloads.

The Genie RRD system used by the team relies on the ability of Genie and the data matching tool (Clearcore) to process large volumes of information for the existing Niche collaboration. The Genie system whilst currently effective and fit for purpose is subject of continuous development and refactoring to keep it future proof and provide the ability for further expansion if required going forward. This is likely in the future, with the National Minerva six year plan of further clustering forces into larger regional hubs.

APP MoPI rules require a two-step sign off process for the deletion of any policing purpose information as a result of the Review, Retention and Disposal process. The supervisors must authorise any deletion. Due to the continued efficiency gains made with development of technology and the Genie system

the staff assess more reviews than the Supervisors can check and authorise, with a current ratio of ten staff members to two Supervisors.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.**

#### **Regional Data Quality and Regional Review Retention and Disposal (RRD)**

The Genie system continues to be developed and refactored to keep it future proof and provide the ability for further expansion if required going forward.

As an example, one of the current development strands focusses solely on increasing the load speed of Genie and updating processing efficiencies. These changes are predicted to have a significant effect on the systems load speed which will create significant time efficiencies for staffing, enabling them to further increase productivity at little cost.

Any future staffing demands needed as a result of regional back record conversion will be addressed at the direction of the Regional Governance Board, chaired at DCC level. Currently, there are no other plans in place to address sudden peaks in demand, so the work is prioritised by risk and treated as a backlog.

Whilst the current demand is slightly higher than current staffing levels can process, this will be resolved within the next year with the impending revision of Authorised Professional Practice Management of Police Information (APP MoPI). This will reduce the review requirements of the team to a more acceptable level for the current staffing. The APP MoPI revision will also require significant development of code for the RRD team, the resource and infrastructure requirements for this will be planned for accordingly. The department is waiting to see what the final changes to APP MoPI will be; as this will affect the volume of MoPI reviews required to be completed. The MoPI review will not be published until the summer of 2020, as it has not yet been agreed.

Additionally, where staff capacity exceeds supervisor capacity (as outlined above), various steps have been made technically to manage this, as well using a member of staff in an unpaid acting role. However, this has been tolerated due to austerity and there remains the need for an additional RRD supervisor role. There is potential for this gap be addressed by a current Outline Business Case (subject of approval) relating to a request from an additional force who has requested that Lincolnshire scope the cost of providing an RRD service for them, which includes the cost of another supervisor role.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

#### **Regional Data Quality**

There are current tolerated gaps in demand and resourcing that are identified in relation to the Regional Data Quality team.

The impact and risk are that the team's regional focus is moved to the additional priority de-duplication relating to one specific force, where other data quality issues for the regional forces are given less priority and their service diminishes.

This risk is due to be presented at the next Regional Governance Board.

### **Regional Review Retention and Disposal (RRD)**

Should the business case for the additional Supervisor role not be successful, the risk is that there will be a large build-up of assessed reviews at Supervisor level without the capacity to complete them, adding considerably more pressure to the Supervisor roles. This would mean the force still holds information longer than necessary where records have already been identified as no longer holding a policing purpose, and therefore would not be MoPI or UK Data Protection Act compliant. This risk will be presented at the next Regional Governance Board if a new Supervisor role is not created.

## **Specialist Operations Training (SOT)**

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

Following the end of EMOpSS in 2019, Specialist Operations Training (SOT) continued with three forces (Lincolnshire, Leicestershire and Northamptonshire) in delivering a regional training collaboration which consists of Regional Firearms Training, Regional Dog Training and Audit & Compliance and Chronicle team.

### **Regional Dog Training**

Lincolnshire has increased specialist dog capability by introducing Digital Media Detection Dogs (DMI) to the Dog Section. We currently have two handlers in training and are also looking to increase our Drugs, Cash, Firearms Detection Dog (DCF) Capability and Tactical Firearms Support Dog (TFSD) Capability.

The level of demand on the SOT dog team that they are always running at maximum capacity, as additional trainers (uniform or civilian) would be required to be able to complete the extra amount of course and core training new secondary specialist dogs bring. All handlers are due to have a second dog across the region as Lincolnshire now aims to have all dog teams dual handling.

Until the Covid-19 Pandemic, the force was in line to meet this target by the end of the 2020/21 training year, however it is unclear when this will now be achieved and therefore what the exact future demand in this area will look like.

### **Armed Police Training (APT)**

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

**Establishment Figures for Lincolnshire Staff in SOT**

<b>Role</b>	<b>Establishment</b>
Compliance (Chronicle Admin)	1
Dogs (Dog Trainer)	1
SLT (Department Head)	1
APT (Instructor)	6
APT (Sergeant)	1
APT (Armourer)	1

**Regional Dog Training**

Lincolnshire's main dog trainer will be leaving the role in April 2021 which will be a huge loss of knowledge and expertise from the Dog Section. However, there is a planned increase of 1.5 civilian posts to the team which will assist significantly in managing excess demand.

The force mostly funds its own equipment and in some instances the SOT budget pays for training equipment where required.

Prior to EMOpSS disbanding, the Dog Section was in poor condition. Due to the age and availability of the dogs and lack of Sergeant in charge, the team was running at around half of its operational capability. This has since improved with over 50% new dogs, a new Sergeant and better funding and planning by both Lincolnshire and the wider collaboration. Generally, the handlers have a lot of success operationally and the Section work very well together. The Section has significantly improved over the past 18 months and has benefitted significantly from SOT.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating.**

**Regional Dog Training**

In order to mitigate losing the experience and knowledge when the main dog trainer is due to leave, it has been discussed that the trainer may return to post as a civilian, but this is yet to be confirmed.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

Demand for the Police Dog section has grown and is set to continue growing over the next four years. Lincolnshire Police hope to increase their team of 10 GPD (general policing dogs) to 15 GPD by 2021. There has also been an increase in the requirement of specialised police dogs; for example Digital Media dogs. Lincolnshire Police hope to have one fully trained DM dog by 2020 and to increase that to three by 2021. Lincolnshire Police currently have four dogs trained to retrieve drugs, cash and firearms and aspire to have eight by 2021. Lincolnshire Police currently only have one tactical firearms support dog and hope to increase this to ten by 2021.

These additional assets will also mean that the requirement for trainers and training will also increase. The increased demand in training and refresher training will be met by a conversion of a full-time

police officer post converted in to two police staff posts. An additional trainer is to be recruited and a second will be advertised in 2020.

## EMSOU – Major Crimes

### STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.

The East Midlands Special Operations Unit (EMSOU) is the collaboration of the five East Midlands forces with the Major Crimes Unit (MCU) which consists of five hubs, one from each of the collaborative partners.

Recent Homicide Working groups have identified an increase in homicide by a third since 2013/2014 with a current drive to work to reduce this by 20%.

At present the force does not map out homicide offences in the same way as it does for other crimes; for example domestic abuse or sexual violence. It is intended in the future that a dashboard similar to that used in PVP (Protecting Vulnerable People), which takes a specific crime type and then explores the detail. It is also the case that not all homicides are dealt with by the MCU. It is therefore difficult to give a precise response to our present demand and forecast a projection of that demand over the next four years, other than to indicate that the unit is currently manageable. Lincolnshire Police recorded 33 Homicide offences in the last 4 years (up to 30/09/2020), a total of 10 Manslaughters and 23 Murders. It must be noted that the more recent cases are still being investigated and subject to change.

HO Group Description	Crime Recorded Financial Year			
	2017/18	2018/19	2019/20	2020/21
MURDER	5	6	6	6
MANSLAUGHTER	1	1	6	2
CORPORATE MANSLAUGHTER	0	0	0	0
INFANTICIDE	0	0	0	0
<b>Grand Total</b>	<b>6</b>	<b>7</b>	<b>12</b>	<b>8</b>

In addition to the Homicide offences recorded, Lincolnshire Police cancelled/reclassified twenty-six Homicide offences in the last four years (up to 30/09/2020), a total of twenty were cancelled and six reclassified. Of the cancelled crimes, thirteen were cancelled due to Additional Verifiable Information (AVI) and seven were recorded in error.

### STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The current estate in Sleaford is dated and unfit for purpose, specifically relating to the building layout. This is an issue that has been accepted by the Estates Management and MCU SMT and work is to be planned in at a future date. It is important that the central MCU is fit for purpose considering it is where major incidents are briefed, visitors are brought to and ensuring staff have a fit for purpose workplace is a health & safety requirement.

The geographic position of Sleaford has some limitations on overall effectiveness and efficiencies in that utilising flexible and remote-working opportunities are not investigated e.g. using empty estate space in other stations to create satellite offices and maximize recent IT investment. By not doing this there is a risk to officer wellbeing.

A recent estates review has identified that there is a gap in assets available which has a direct impact on both the ability to have a fully remote and agile Major Incident Room (MIR) and insufficient equipment with the Casualty Bureau to meet the regional requirements.

Training is an area which needs addressing, there is no formal training place for EMSOU staff and request appear to be made on an ad hoc basis. The unit needs to establish what essential training looks like and how learning is then developed in the workplace. An example, MCU officers not updating Niche to reflect the current status of a case. This is a risk as Niche is the main data collection and management system within the region and on which decisions are based on disclosure under Sarah's (relating to police disclosure) and Claire's Law (relating to domestic violence and abuse). Plans are being discussed to add pre-defined templates for Niche that are specific to MCU and will be completed by the DS at the start of an investigation, then on a monthly basis and at the end of an investigation.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating.**

Whilst MCU is highly skilled and well functioned unit is has not benefitted from recent investment or development that other areas have. Steps are in place to put a department training plan in place to ensure the ongoing training of staff. Making better use of regional resources and a continued expansion of IT into the department will enable us to create a fully flexible and agile unit. It is a key objective to remain at full strength within the unit to ensure the capacity is in place to deal with murder offences in the force.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

Demand will be met by the current unit and should there be any reduction of the MCU's current position, we will struggle to efficiently deal with and investigate murder offences.

## EMSOU – SOC

**STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future or the next four years.**

The demand within EMSOU SOC remains constant, with operations conducted through adoption at Regional Tactical Tasking & Coordination Group (TT&CG). The implementation of SOC System Tasking started in September for the ROCU and five forces making up the East Midlands region. A core component of the new National Tasking model is a single prioritisation mechanism. This will help support decision-making in tasking in the future. Foreseeable demand is expected in areas such as online Child Sexual Exploitation (CSE), Modern Slavery & Human Trafficking (MSHT) investigations and Cyber investigations linked to Money Laundering and Fraud. The Force has capacity and capability to carry these out but relies on EMSOU for specialist intervention in areas such as Under Cover Online (UCOL) investigations.

**STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.**

The budget of EMSOU SOC for 2019/20 was £26,728,372.00, the predicted budget for 2020/21 is an increase of 2.6% to £27,516,973.00. The running costs of the Unit include Officer and staffing related costs and direct operational costs. The budget covers all running costs for the ROCU (Regional Organised Crime Unit) capabilities as well as the estate costs for its two main bases. The funding for EMSOU SOC is complex with reliance upon a number of separate specific external grants and funding from all five regional forces; which is brought together to meet the requirements to maintain and develop the capabilities to provide a regional response to tackle serious and organised crime. Home Office funding towards EMSOU SOC represents over 18% of total investment within the ROCU. Funding is currently received through 18 separate funding streams, with most grants ring-fenced for specific capabilities. EMSOU SOC is part of the national ROCU Network, with a combined operating budget of £174m of which £47.8m is funded through Home Office Grants.

**STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating.**

The Force is at capacity currently in areas such as Digital Forensics that support such investigations within this area. There is anticipated increase in demand for this area, as the force seeks to expand its Paedophile Online Investigations Team (POLIT) capability. This demand is to be considered as part of Horizons Project in terms of an uplift.

**STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the impact of not meeting them are expected to be.**

Some of this demand will be unmet due to capacity issues coupled with capabilities as technology evolves. The increased use of encryption and storage within electronic devices are obstacles to be overcome. This impacts upon the timeliness of examinations. Potential National and Regional solutions coupled with the requirement to reach ISO accreditation for forces within this area, add to an already complicated landscape.

## Appendices

**Appendix 1- Draft Crime Standards Group and Crime Standards Term of Reference**

**Appendix 2- PVP Performance Pack**

**Appendix 3- Child at Risk Dash-Board**

**Appendix 4- Interim Welfare Strategy**

**Appendix 5- Domestic Abuse Investigation Team**

**Appendix 6- Domestic Abuse Benchmarking**

**Appendix 7- Intelligence Structure**

**Appendix 8- Officer Dashboard**

**Appendix 9- Staff Dashboard**

**Appendix 10- ORA Risk Assessments (Two Documents)**

## Declaration

**Declaration (to be signed by chief constable / Commissioner of the Metropolitan Police / Commissioner of the City of London Police):**

This is the force management statement for **Lincolnshire Police**. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed:

*Chris Howard* .

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