

Policing with PRIDE



# The Policing Plan for Lincolnshire



2009 - 2012





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# Foreword

## From Chief Constable and Police Authority Chairman



Chief Constable  
**Richard Crompton**



Chairman  
**Councillor Barry Young**

This plan sets out how we intend to increase the trust and confidence that the people of Lincolnshire have in their police service. We outline our plans to invest in some crucial areas of policing which will help to reassure you that we are tackling those things which concern you most.

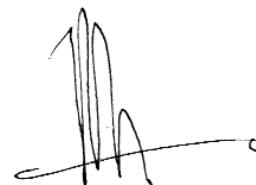
During this year we will be making changes that will result in more police officers on the beat in your community. For example, we will be introducing new technology which will enable officers to remain on patrol rather than returning to police stations to fill in forms and check computer screens. We will also be creating a number of new posts for local neighbourhood policing teams and releasing more police officers from jobs inside police stations by replacing them with support staff.

Behind the scenes we are also increasing the number of staff who work to protect you from

serious criminals and from violent offenders. In addition, we will be creating a specialist centre which will provide a world class facility for the support of victims of rape and sexual assault.

All of this, and more, will be done through the careful management of what is effectively a standstill budget. We are acutely conscious of the support that the council tax payers of Lincolnshire provide to us and we are committed to fight hard to get a fairer share of the national pot for policing.

We are determined to increase the trust and confidence you have in policing by concentrating on making people safer and by improving the quality of everything that we do. We will continue to spend the money available to us wisely and most of all we will continue to listen to you, the people we are here to serve.



# SECTION 1: Police Authority Strategic Overview

## Introduction

The “Policing Plan for Lincolnshire: 2009-2012” sets out the key policing priorities and policing objectives for Lincolnshire. The Policing Plan explains how Lincolnshire Police will deliver policing priorities over the next three years.

This overview is intended to provide information on the strategic context within which the Policing Plan is set.

### The Authority’s Vision is:

“ A county where the people have trust and confidence in policing ”

To achieve our vision we have set ourselves a range of Strategic Objectives<sup>1</sup>.



## Strategic Objectives

### Trust and Confidence

*We aim to put the needs of people at the centre of all that we do so that:*

- The overall national Home Office measure of confidence in the police in Lincolnshire will have increased from 38% to 58% by 31st March 2012<sup>2</sup>
- The overall level of public satisfaction<sup>3</sup> with policing services will continue to improve significantly throughout this period

<sup>1</sup> For more information about the purpose and responsibilities of the Police Authority, go to Appendix 1 or see [www.lincolnshire-pa.gov.uk](http://www.lincolnshire-pa.gov.uk)

<sup>2</sup> This will be measured by the British Crime Survey that identified the ‘Percentage of respondents who agree with the statement ‘the police and local councils are dealing with the anti-social behaviour and crime issues that matter in this area’.

<sup>3</sup> The satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided is measured through a ‘User Satisfaction’ telephone survey (this is also currently a ‘Statutory Performance Indicator’).

## Community and Partnership Engagement

***Understanding clearly the needs the people of Lincolnshire and our partners have is fundamental to establishing policing priorities. By the end of the plan period:***

- We will engage with a representative sample of at least 3,000 people and partners in Lincolnshire about policing issues

***We are committed to safeguarding, promoting the welfare of and improving the well-being of children and young people:***

- We will ensure that the Authority is assessed as 'meeting the standard' or 'exceeding the standard' in the Every Child Matters Assessment framework

***We will promote fairness and equality and ensure that people are treated with respect and dignity at all time:***

- We will demonstrate our commitment to equality and diversity including embedding and delivering the objectives detailed in our Combined Equalities Scheme<sup>4</sup>

***We will raise public awareness of the role of the Police Authority in representing the interests of the people of Lincolnshire:***

- The majority of our partners will understand the Authority's role and we will aim to increase the number of people who have an awareness of the Authority's role by the end of the plan period

## Resource Management

***Getting the most from our resources and managing our risks effectively are key:***

- In terms of Value for Money, we aim to be assessed by the Audit Commission as "performing well" in their Use of Resources assessment.
- We will prioritise our activities and address risks by introducing an approach which demonstrates the linkage between performance outcomes and financial allocations
- We will further embed our risk management and ensure that risk informs our wider strategic and service planning, and our financial and performance management
- We will achieve efficiency savings of at least £10 million over the three years and develop approaches to raise funding from sponsorship and other income generating initiatives, which will be ploughed back into front line policing

***Lincolnshire Council Tax payers make a higher than average contribution to the costs of policing in Lincolnshire:***

- We will continue to press government for a fairer share of national funding so that Council Tax payers' share of our funding can be reduced

<sup>4</sup> Our Combined Equalities Scheme covers the 7 strands of diversity, namely age, disability, gender, race, religion/belief, sexual orientation and transgender.

***Collaborative working with other Police Authorities and Forces in the East Midlands will help us to improve services and mitigate risk:***

- We will ensure that the benefits of collaboration, including efficiency savings and special grants, exceed collaboration costs

***With our partners we will develop strategies that make the best use of collective resources to improve services to the public:***

- We will further embed neighbourhood policing so that, by the end of the plan period, Neighbourhood Policing Teams will spend at least 80% of their time in the community



### Governance

***Our commitment is to operational excellence:***

- We will set rigorous challenges for Force performance and hold the Chief Constable to account for their delivery
- Each year, we will conduct at least three in depth scrutinies and publish the results on the Authority's website

***To ensure that high professional standards in the Force are maintained, we will:***

- Make sure that lessons learned from monitoring complaints are implemented
- Manage an effective Independent Custody Visiting Scheme: by 31st March 2012 we will have increased the proposal of detainees receiving a custody visit from 50% to at least 80%.
- Monitor the welfare of police dogs by carrying out four visits each year, including to the dog school and a training event.

***The Authority will conduct its business efficiently and effectively:***

- Within three years we aim to be in the highest category of performance within the HMIC inspection of police authorities programme

# SECTION 2: The Policing Plan

## Building Trust and Confidence

Good policing rests upon the bedrock of public trust and confidence. In Lincolnshire, we are building a policing service which is at the heart of local communities and which puts the needs of the public first. We believe that this will result in even higher levels of trust and confidence, which in turn will enable us to achieve more with the support of all of the people we serve.

The Home Secretary has said that improving trust and confidence in policing is now the one and only target set for the Police Service. This reflects our ambition and in support of this target we are committed to meeting the standards set out in the Policing Pledge (detailed in Appendix 7 of this document or [www.lincs.police.uk](http://www.lincs.police.uk)), which makes clear the level and the quality of service, which you are entitled to expect.

We believe that the right way to increase trust and confidence is to concentrate on three priority areas:

- Safer Neighbourhoods – working closely with communities, listening to people and working alongside them and our partners to help solve problems that concern them.
- Protecting the Public – ensuring that people, particularly the most vulnerable, are able to live their lives free from fear and are protected from those who would prey upon them.
- Improving our Services – improving the quality of everything that we do, concentrating particularly on those things that matter most to you.

It is not just what we do, but the way that we do it that is important. To give the very best service, we must always demonstrate the highest standards and show how much we care about the people of Lincolnshire. In order to encourage the right behaviour we have developed a set of values that underpin our work which we call “Policing with Pride”.

“Policing with Pride” means behaving in a manner which clearly shows:

### Professionalism

*demonstrating the highest standards of practice and behaviour*

### Respect

*showing courtesy and consideration at all times*

### Integrity

*being open, honest and fair*

### Dedication

*being dedicated, caring and committed to delivering excellent services*

### Empathy

*understanding and appreciating your point of view*

The relationship that we have with you is precious as it enables us to police with your consent and your support. All of our plans for the future are intended to increase your trust and confidence in us and to maintain our proud tradition of public service.

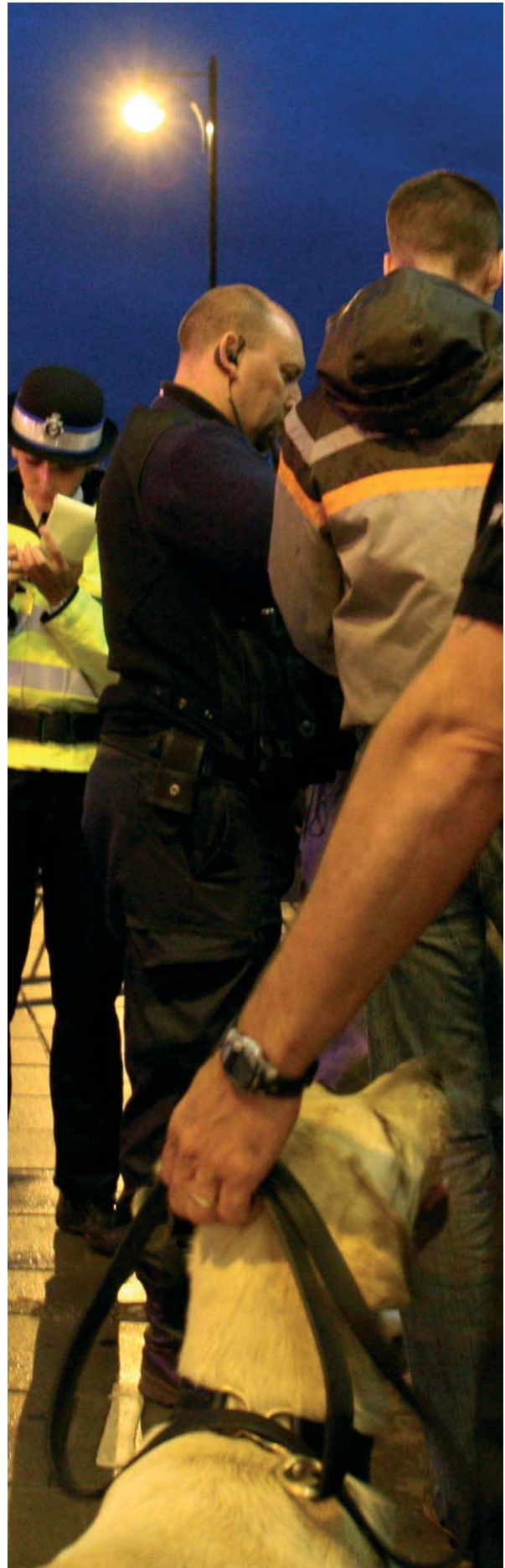


## The Government's key target for policing

The importance of building trust and confidence has been underlined by the Government, which has chosen to set just one target for the Police Service for the next two years. Here in Lincolnshire we must increase the percentage of people who agree that the police and local council are dealing with the anti-social behaviour and crime issues in their area (as surveyed by the British Crime Survey).

The target that we will be working very hard to deliver is to improve from the current 38% to 46% in the first year, meet the target of 53% by March 2011 and 58% by March 2012.

Later in this plan, in the section on Improving our Service, we will discuss in detail the activities we are undertaking and the way we will measure and report our success in meeting your needs.



# Safer Neighbourhoods

For us, developing Safer Neighbourhoods means working closely with our partners and communities, listening to people and working alongside them to help solve problems that concern them.

Lincolnshire is one of the safest counties in the country and with your help we want to make it even safer.

We recognise that every neighbourhood in Lincolnshire is unique and that we need to take these differences into account when we deliver our service to you.

We need you to talk to us and to let us know what concerns you the most.

We will work with you and our partners to identify and tackle those issues and together we will make Lincolnshire a safer place.

Neighbourhood management is one example where we work with communities and agencies to improve local services.

## Our Approach

With 59 Neighbourhood Policing Teams across the county, your community has its own team to focus on your problems and priorities. Typically a Neighbourhood Policing Team will comprise a

constable as the Community Beat Manager, supported by a Police Community Support Officer. We want you to know these people by name and feel confident contacting them to discuss your views and priorities. They will hold Neighbourhood Policing Panels with local people and will set up to three priorities to be tackled in your community. We will work with you and our partners to address these.

A financial contribution from district and county council partners means that we are able to put more Police Community Support Officers into your neighbourhoods to address the issues that are most important to you.

There are now 149 Police Community Support Officers in total, operating on a daily basis within the communities of Lincolnshire.

They work to complement and support regular police officers, providing a visible and accessible uniformed presence to help to improve the quality of life in your community and to offer you greater reassurance.

They are not replacement police officers; they are there to do some of the jobs that do not require the experience or powers of police officers, and which often take them away from other duties.

## Organisational Activity to support Safer Neighbourhoods

### *In 2009/10 we will:*

- Develop with our partners an integrated approach to Neighbourhood Management
- Provide 695 Mobile Data handsets to front line officers, to reduce paperwork and to increase the time they spend on patrol in your neighbourhood
- Publish Crime and Incident information on the internet mapped by your council ward ([www.lincs.police.uk](http://www.lincs.police.uk))
- Provide additional constables, who will be dedicated to improving the way we respond to you when you need us and to developing neighbourhood policing so that you feel safer in your community
- Increase the number of uniformed operational sergeants by six to support and direct frontline policing
- Implement an electronic crime recording system, which will reduce the need to create paper based records and release officers back to front line duties

### ***In 2010/11 we will:***

- Carry out improvements to our buildings as identified in our Estates Strategy

### ***In 2011/12 we will:***

- Replace, and upgrade where necessary, the existing hand held mobile data terminals which are being issued to front line police officers in 2009
- Review the financial possibility of increasing the number of hand held mobile data terminals to all front line police officers across the force

### **To assess our progress in delivering Safer Neighbourhoods we will monitor and seek to improve our delivery against a range of indicators:**

- Recorded levels and detection rates of serious acquisitive crime (house burglary, vehicle crime and robbery)
- Recorded levels of supply of class A drugs
- Incidents and crimes that cause fear and concern for you
- The presence of neighbourhood policing teams on their areas dealing with community issues

# Protecting the Public

For us, Protecting the Public means ensuring that people, particularly the most vulnerable, are able to live their lives free from fear and are protected from those who would prey upon them.

Together with our partners, we make sure that we have plans in place to protect you and keep you informed in the event of an emergency.

We work hard to prevent crime and harmful events taking place, but if you are a victim of crime we will make responding to you quickly a very high priority.

## Our Approach

In this section of our plan we set out how we will deliver what we call 'Protective Services'. These are a range of policing services, delivered typically across the county, which address those categories of offending that are the most serious, for example murder and kidnap.

This includes how we protect our children and other vulnerable people, how we tackle serious, organised and major crimes, and how we police the major roads network in the county. It also includes how Lincolnshire plays its part in the national drive to combat terrorism.

There are national standards for the delivery of these Protective Services and we aim to achieve these by 2011. We are proud of our record of delivery in Lincolnshire, but we are also working to improve the services we provide.



## Organisational Activity to support Public Protection

*In 2009/10 we will:*

- Deliver our counter terrorism strategy across the organisation, so that we are in the best possible position to target those who are connected to extremism
- Open a new Sexual Assault Referral Centre (SARC), which will ensure that we provide the highest level of care for victims of sexual assault. This building will be a joint venture with NHS Lincolnshire and will be a dedicated facility for this purpose
- Enhance our investigative team to tackle the most serious criminal networks

- Increase the number of police staff custody officers, in order to release police officers back to front line duties
- Increase our ability to review major crimes such as murder and kidnap
- Train an additional six officers as hostage negotiators
- Review the medical provision in custody suites for those people who are arrested or detained
- Manage and carry out on-line investigations into criminality involving children
- Employ a person, for two years, to administer, develop and monitor the child abuse tracking system (CATS) and the missing persons system (COMPACT MISPER)
- Extend two existing contracts and employ a further six people, for two years, to improve the way we action the information that is given to us about criminals, so that we can target them even more effectively
- Implement a computer system (GENIE), which will enable our staff to search information held on all of our computer systems from one single point. This is one of the requirements for police forces, following the Soham Investigation
- Link to the Police National Database (PND) to improve the way that we manage and share information across the police service in England and Wales. This will increase our ability to prevent and detect crime, and make communities safer

### ***In 2010/11 we will:***

- Upgrade our computer system which stores confidential information about criminals, that has been provided by members of the public

### ***In 2011/12 we will:***

- Install an upgraded mapping system so that all of our systems are working from the same address and location base

To assess our progress in protecting the public we will monitor and seek to improve our delivery against a range of indicators, including:

- Recorded levels and detection rates of violent crime
- The number of people killed or seriously injured on our roads
- Repeat victimisation of domestic abuse
- Recorded levels and detections of serious sexual offences
- Identification and disruption of organised crime groups



# Service Improvement

For us, Improving our Services means getting better at everything we do, both for you as a member of the public who receives our service, and as an organisation by becoming more efficient and effective.

We are committed to meeting the standards set out in our Quality of Service commitment and the Policing Pledge (detailed in Appendix 7) which makes clear the level and standard of service you are entitled to expect.

## Our Approach

In this section of our plan we set out what we mean by 'Service Improvement'. We have a twofold approach to this: firstly, the service that we provide to you; and secondly, how we improve our organisation internally so that we can get better at doing the things that matter most to you.

It includes everything from the way we answer the telephone to you, how we deal with you as a victim of crime and how you experience neighbourhood policing, through to increasing savings so that we can put more resources back into front line staff.



## Organisational Activity to support Service Improvement

*In 2009/10 we will:*

- Develop the highest standards and skills in our managers and leaders
- Promote excellence in the quality of service we provide through development of our Policing with PRIDE initiative
- Develop a public service culture by refocusing our performance management approaches upon service quality issues
- Ensure that required members of staff will have undergone 'investigative skills' training to enhance their skills to a professional level
- Continue to improve our performance against the Policing Pledge
- Continue to develop our activity in line with our Quality of Service commitment
- Review the information that we hold for policing purposes to make sure that it is up to date and accurate

- Install a system to improve how we carry out independent vetting on people wanting to work with children and vulnerable adults
- Employ three project support officers, for two years, to assist with delivery of the major development programme
- Employ a case officer, for two years, to help investigate public complaints, so that we can meet our Policing Pledge commitment and improve the service we provide to you
- Improve the way that we manage and store paper and electronic records, moving towards a documents and records management system
- Develop and start to implement new ways of working that provides a more responsive service
- Encourage people who represent local communities to join Lincolnshire Police as officers, staff or volunteers

### ***In 2010/11 we will:***

- Ensure procedures are in place regarding our essential support activities to mitigate risks from disaster (disaster recovery and business continuity)
- Be able to retrieve any intelligence and crime information that is held by Lincolnshire Police and for it to be stored in one single system

### ***In 2011/12 we will:***

- Introduce PENTIP, which is a national computer system for fixed penalty notices, so that we can share information to reduce disorder on the streets and improve road safety
- Implement new structures and processes, to ensure that we can continue to provide a comprehensive policing service to you, if there is a technical or business failure

### **To assess our progress in improving our service we will monitor and seek to improve our delivery against a range of indicators:**

- Your overall satisfaction with our service
- Confidence measures relating to
  - Relying on us to be there when needed
  - Treating you with respect
  - Treating everyone fairly
  - Dealing with minor crime
  - Understanding the issues affecting the community
  - Dealing with the issues affecting the community
- Answering emergency (999) calls within 10 seconds
- Answering non-emergency calls within 30 seconds
- Attending urgent incidents within 15 minutes for urban areas and 20 minutes for rural areas

# About Us

## OUR AREA

Lincolnshire is the eastern most county of the East Midlands region. It is a rural county, made up of small villages, market towns and the historic city of Lincoln, with an important and busy tourist area on the coast. Geographically, Lincolnshire is twice the size of any other county in the East Midlands region at 2,284 square miles.

The population of the county is currently around 692,800 and this number is growing at a faster rate than in any other county in the country. The proportion of older people is also rising as more people move into the county to retire and enjoy the quality of life and low crime rate.

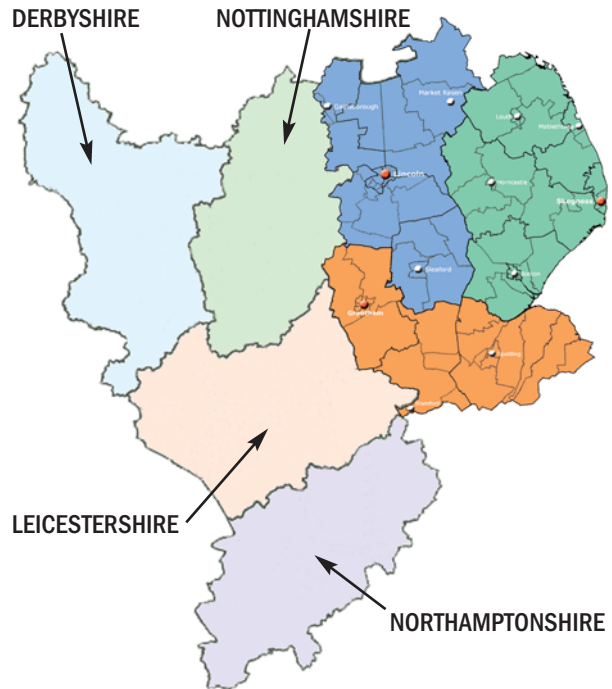
The City of Lincoln has a population of 100,000 and with its history, castle and cathedral is a popular tourist spot. Lincoln also has one of the newest universities in the country and so has a young and lively population.

The coastal seaside towns, famous for leisure attractions and holidays for people all over the country, attract an estimated 18 million day visitors a year.

Employment is mainly in the service industry; hence average earnings are lower than the regional average. There are also some areas in the county, mainly along the coast, that have high levels of deprivation because of income levels, employment and lack of access to services.

The sheer size of the county and the variety between the City, towns, countryside and coast brings unique policing challenges for the force.

To meet these challenges, we are developing new ways to organise ourselves and we are modernising our service delivery so that we can meet the needs of local people, wherever you are.



## OUR FORCE

The headquarters of the Force is at Nettleham near Lincoln and this is where the support departments such as Finance, Human Resources and Training, Estates and Information and Communication Technology are based. Specialist services such as Scientific Support and Public Protection are also based here, along with the Communications Centre.



The Chief Constable, **Richard Crompton** is supported by:



Deputy Chief Constable **Neil Rhodes**  
*responsible for Strategic Development, Information and Communication Technology, Legal Services and Corporate Communications*



Assistant Chief Constable **Peter Davies**

*responsible for the Protective Services which include Crime Support, Operations Support, Professional Standards and collaborative working in the region*



Assistant Chief Constable **Elaine Hill**

*responsible for Safer Neighbourhoods including Volume Crime, the three BCUs, Criminal Justice and Partnerships, Community Safety, Neighbourhood Policing and Citizen Focus*



Director of Human Resources **Sue Scott**

*responsible for recruitment and retention, learning and development, leadership and health and safety*



Director of Finance and Administration **Peter Steed**

*responsible for estates, finance, purchasing and administration*

The Force is organised into three geographically based Basic Command Units (BCUs), each led by a Chief Superintendent and based in Lincoln, Grantham and Skegness.

The Force has a workforce of 1,193 Police Officers, 916 police staff, 112 Special Constables and 149 Police Community Support Officers.



**Russ Hardy**  
Chief Superintendent  
East Division



**Carl Langley**  
Chief Superintendent  
South Division



**Alec Wood**  
Chief Superintendent  
West Division

## OUR POLICE AUTHORITY

The Police Authority is an independent body of local people whose main purpose is to set the strategic direction for the Force and to hold the Chief Constable to account on behalf of local communities in Lincolnshire. The responsibility for the delivery of policing services, operational activities and the day-to-day management of the force is the job of the Chief Constable.

It carries out the statutory duties for your community with a duty to:

- Secure the maintenance of an effective and efficient police force,
- Achieve continuous improvements in policing performance,
- Obtain the views of local people on policing matters and
- Agree the police budget and set the precept.

Police Authorities, together with Chief Constables and the Home Secretary are responsible for the governance of policing in England and Wales. This is known as the tripartite structure; while all three bodies work together, they are independent of each other.

### Who are the members?

There are 17 members consisting of:

- Nine local councillors from the Lincolnshire County Council and
- Eight independent members who were selected following local advertisements, one of whom must be a local magistrate.



**Councillor Barry Young**  
Chairman

*In addition to being the Chairman of the Police Authority, Mr Young is also a member of the Finance and Strategy Committee and the Human Resources Committee*



**Deborah McGovern**  
Chief Executive and  
Monitoring Officer

*As head of the Authority's team of staff, her responsibilities include provision of advice and working closely with the Chairman and all Members, as well as ensuring standards and probity are maintained*



**Julie Flint**  
Treasurer

*As statutory chief financial officer, she has overall responsibility for the financial affairs of Lincolnshire Police*

**THE AUTHORITY'S COUNCILLOR MEMBERS ARE:**



**Philip Dilks**

is a member of the Scrutiny and Audit Committee and the Professional Standards Committee



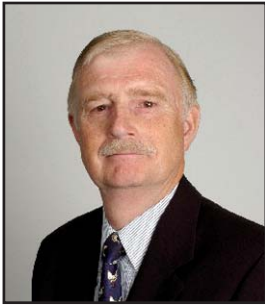
**Barry Fippard MBE**

is Vice Chairman of the Finance and Strategy Committee, Vice Chairman of the Human Resources Committee, a member of the Community and Consultation Committee and the Standards Committee



**John Marriott**

is a member of the Finance and Strategy Committee and the Professional Standards Committee



**Robert Palmer**

is a member of the Scrutiny and Audit Committee and the Standards Committee



**Julia Pears**

is Vice Chairman of the Professional Standards Committee and a member of the Finance and Strategy Committee



**Paul Przyszlak**

is Vice Chairman of the Scrutiny and Audit Committee, Vice Chairman of the Community and Consultation Committee and a member of the Professional Standards Committee



**Brian Sumner**

is a member of the Scrutiny and Audit Committee



**Christopher Underwood-Frost**

is Chairman of the Professional Standards Committee and a member of the Scrutiny and Audit Committee and the Community and Consultation Committee

**THE AUTHORITY'S INDEPENDENT MEMBERS ARE:**



**Angela Crowe JP**

is a member of the Scrutiny and Audit Committee, the Human Resources Committee and the Professional Standards Committee



**John Atter**

is Chairman of the Community and Consultation Committee and a member of the Finance and Strategy Committee



**John Cooke OBE**

is Vice Chairman of the Authority, Chairman of the Human Resources Committee and a member of the Finance and Strategy Committee and the Community and Consultation Committee



**Fred Mann JP**

is a member of the Finance and Strategy Committee and the Community and Consultation Committee



**Rodney Must**

is Chairman of the Finance and Strategy Committee, a member of the Community and Consultation Committee and the Standards Committee



**Rob Shorrock**

is a member of the Scrutiny and Audit Committee and the Community and Consultation Committee



**John Walker**

is a member of the Human Resources Committee, the Finance and Strategy Committee and the Standards Committee



**Dr Brian Wookey**

is the Chairman of the Scrutiny and Audit Committee and a member of the Professional Standards Committee, the Human Resources Committee and the Standards Committee

**There are also 3 Independent Lay Members who serve on the Standards Committee**

# The Budget and Financial Information

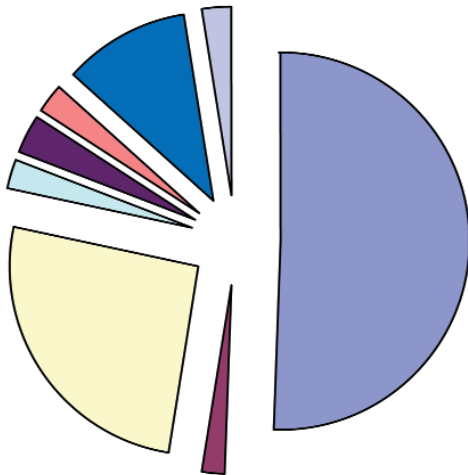
We plan to spend £120.6 million in 2009/10 on policing in Lincolnshire. Of this £73.1 million will come from central government grants. In comparison direct funding from the Council Tax will total £40.4 million, 33.5% of the overall budget.

The main expense is people, which in 2009/10 will account for £94.4 million of this expenditure. Of this, £61.1 million will be spent on police officers, with the balance being spent on PCSOs and support staff.

In addition to the above in 2009/10 we will invest £7.1 million into improving and maintaining our police stations, computer systems, vehicles and other equipment.

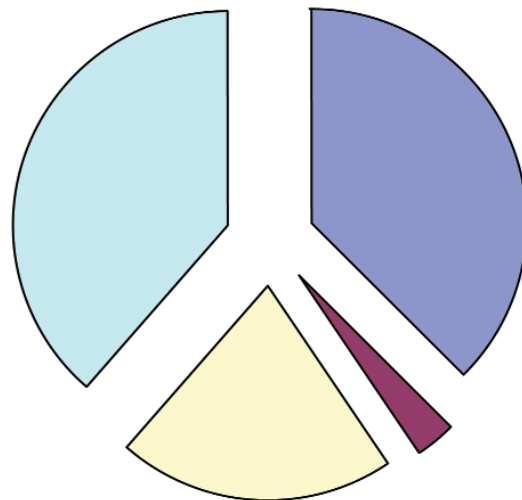
This will help us to improve our service to you, by making sure that our police stations are accessible and that our vehicles and equipment are fit for purpose.

EXPENDITURE



- Police Officers
- Other Employee costs
- Police Staff
- Capital Financing Costs
- Premises
- Transport
- Supplies & Services
- Other

INCOME



- Police Grant
- Revenue Support Grant
- Business Rates
- Council Tax

# Efficiency Plan

The Police Service Efficiency and Productivity Strategy requires an increase in efficiency and productivity over the three years of the policing plan to 2011. We are required to identify savings of 9.3%, based on the amount of money that was available for us to spend on day-to-day services in 2007/08.

We are aiming to identify at least £10 million of efficiency savings to be reinvested in the areas identified as being of greatest risk. The Force is currently examining fifty areas where we think that we may be able to improve how we work and to become more efficient. Any savings that arise from this work will feed into future budgets and policing plans. Areas where we have managed to achieve efficiency savings include:

Workforce Modernisation	£1.400 million
Reduction in cost of officers	£2.500 million
General Inflation	£0.375 million
Police staff posts	£0.078 million
Mobile phone analysis	£0.050 million
Payroll contract	£0.050 million
Training meals	£0.040 million
Origin HR System	£0.070 million

There will be further opportunities for efficiency savings as a result of the introduction of handheld devices for Police Officers and also as part of the collaborative agenda. An example of savings arising from collaboration is the payroll services procurement, which has already generated cash efficiency savings. At present, work is just starting to establish the potential scale of future savings and as firm projections are available these will be reflected in future forecasts and reports.

# Achievements and Challenges – Meeting our Priorities

## Reporting Back on Last Year

*Final figures to be reported in the published version.*

In 2008 our priority was to build your trust and confidence in us, by:

- making your neighbourhood safer,
- protecting you and
- improving our services.

We developed measures to show whether our actions had been successful in these priority areas, as follows:

### Building your Trust and Confidence

The crimes and incidents that you hear about or experience have a direct effect, both on your level of confidence in us and on your satisfaction with our service.

To improve your confidence and satisfaction, we wanted:

- **To reduce the number of incidents and crimes that cause fear and concern.**

These include crimes such as burglary and car crime and incidents of anti social behaviour and graffiti.

We are pleased that, to date, these incidents and crimes are down by 12% on last year, which means that there were more than 1,500 fewer incidents or crimes and fewer victims.

Much of the work that we do is aimed at preventing crimes and incidents. For example, activities such as increasing high visibility patrols and creating safe zones in the City and the town centres help to reduce alcohol disorder.

These patrols also reassure people who are enjoying a night out and help make sure that those individuals who are potentially vulnerable get home safely.

- **85% of you being satisfied with our service.**

Our latest survey showed 79.3% of you were satisfied with the service that we provided when you needed us.

This figure is getting better every year. We will continue to ask you what we need to do to improve this further and will put your suggestions into practice to increase your satisfaction with our service.

- **70% of you being satisfied with the way that we kept you informed about your case or enquiry.**

Our latest figures show 71.6% of you were happy with the way that we kept you informed.

Three years ago, less than half of you were happy with the level of information that we provided. To improve this, we now have people whose specific job is to contact you and to let you know what is happening in relation to your case or enquiry. Being kept informed is now part of the service that you can expect to receive. See the Policing Pledge at Appendix 7.

### Safer Neighbourhoods

Last year, we said that we would improve community safety by focussing on reducing the number of offences and crimes that cause the most harm.

To achieve this we wanted there to be:

- **Fewer offences of violence against people, with 50% of offenders being caught and punished.**

There were nearly fifty fewer violent crimes, a fall of nearly 1%. We have increased the number of officers in your neighbourhood and have been giving advice and information on how to keep yourself safe.

Due to changes in the Home Office Counting Rules figures for offenders caught and punished are not available.

We also wanted:

- **A reduction in the number of burglaries, robberies and thefts of and from vehicles, with more offenders being caught and punished.**

The overall number of these crimes increased by 1% and there was a 1% increase in the number of offenders caught and punished.

This is following the national trend, where there is currently an increase in burglaries. This may be due to the economic climate, but it should be remembered that Lincolnshire is still one of the safest counties in which to live.

Whilst burglaries are increasing, the number of thefts of and from vehicles in the County is currently falling.

We have been giving advice to help you to keep your home and valuables safe. This advice includes making sure that you keep your doors and windows locked and that valuables such as mobile phones, purses and handbags are kept out of sight.

We do need you to take this advice and to help us to reduce the number of burglaries and thefts from your cars.

## Protecting the Public

Our communities tell us that road safety is one of the most important areas for us to address.

We said that we would:

- **Improve road safety, and reduce the number of people who were killed or seriously injured on our roads, in particular young people and motorcyclists.**

The number of casualties has reduced so far this year, with 66 fewer people being killed or seriously injured, including young people and motorcyclists.

Increasing awareness of the dangers on our roads will help us to keep road users safe.

We have been working with local schools providing advice to young people who will soon be driving on our roads. We hope that by giving them some appreciation of the devastating effects that road collisions can have on families they will use our roads more cautiously when they do pass their tests.

The Road Safety Partnership can help you to learn about the factors that affect road safety, but reducing road casualties will depend on you driving with care and consideration.

## Improving our Services

We said that we would improve our efficiency and productivity by making the best use of our resources.

One way to measure this was the number of days that people were not able to work due to sickness.

- **Continue to reduce our sickness to below eight days per person.**

Whilst people do get ill and there will be times when our staff and officers get injured, we will make sure that when this happens they are given full support and continue working to their ability, until they are fully fit and healthy.

The average sickness rate currently stands at 8.3 days, which is one of the best in the country.

# Inspection Reports and Findings

## Audit and Inspection

Her Majesty's Inspectorate of Constabulary (HMIC) is responsible for examining and improving the efficiency of the police service. They carry out inspections of high-risk areas of policing and give each force a score against national standards.

The following inspections were carried out in the last twelve months within Lincolnshire Police:

## Major Crime

The inspection of Major Crime focused on the Force's ability to deal with homicide and other crimes that would require the setting up of a Major Incident Room. These facilities are required to co-ordinate the running of an enquiry and evidence collection.

The assessment is a judgement on the extent that the force predicts and prevents major crimes, as opposed to discovering and investigating them.

The standard against which we were judged looked at how we identify, manage and mitigate the risk to local people, looking at intelligence, prevention, enforcement, performance management and our resilience in meeting the requirements.

Her Majesty's Inspectorate of Constabulary recognised that there is a low to medium demand in Lincolnshire in the major crime areas and that detection rates were far above average. Despite this the Force failed to meet the overall standard.

They acknowledged that we have made major progress and have a clear understanding of trends and interventions and recommended that additional resources should be allocated to increase our analytical capacity and review major crime cases. We will be taking these recommendations forward and making sure that we have the right level of resources to be able to meet the national standard.

We have developed an action plan to meet the areas for improvement that have been identified. These focus on:

- Intelligence
- Investigation and prevention
- Training
- Policy
- Performance management and resilience.

## Serious and Organised Crime

There were recommendations to increase our analytical capacity, develop a review unit and use intelligence systems. These recommendations will be taken forward in our action plan.

## Neighbourhood Policing

We met the standards for Neighbourhood Policing.

The standards for Neighbourhood Policing are assessed in the following six areas:

Area	Assessment
Staffing of neighbourhoods	Neighbourhood Policing teams are appropriately staffed across all basic command units
Community engagement	This includes consultation, identification of local priorities and feedback. The results of the assessment were that individual neighbourhoods were actively engaged and that consultation and identification of local priorities takes place.
Joint problem solving	Problems are identified and solved jointly with partners across all neighbourhoods
Neighbourhood policing outcomes are clearly understood by local people	In this area, our performance was lower than average, so we will make sure that this improves by keeping you informed about what has been achieved in your neighbourhood.
Satisfaction and confidence in our service delivery	Although we have some understanding of our communities and use this to improve our service, there is more information available that will help us to appreciate and address the issues that are important to you.
There are suitable plans for neighbourhoods	Neighbourhood plans are in place and suitable, however, we need to develop these further to show how we plan to sustain Neighbourhood Policing.

Her Majesty's Inspectorate of Constabulary recognised that we had a wide range of engagement methods that included people who don't often come forward with their views.

Areas for improvement include our feedback to communities, identifying gaps in engagement and improving our performance on national indicators.

## Neighbourhood Policing

Citizen focus looks at the way that we take your views on board and how we use them to provide the service that you want.

The standards for developing citizen focus were:

Area	Assessment
Seeking and using your views	We partially meet the standard and will be developing an action plan to make sure that your comments are sought and used to improve our service.
Integrating citizen focus in everything we do	We have set minimum standards for the level of service that we provide, but satisfaction and confidence levels are not fully integrated into our performance processes. In 2009/10, satisfaction and confidence are the key measures for everything that we do.
Stable performance indicators	We have improved performance, but there is a difference in satisfaction levels between ethnic groups. We are taking action to understand this and to narrow the gap.

Her Majesty's Inspectorate of Constabulary identified that our strengths included our emphasis upon PRIDE (Professionalism, Respect, Integrity, Dedication and Empathy) as a central theme, along with our quality codes of practice that give a guarantee for standards of service.

PRIDE identifies the key standards that will be applied to everything that we do and the way that we behave.

They also felt that we had carried out a good range of surveys and were taking positive measures to improve satisfaction and confidence.

The areas where we needed to improve included:

- marketing PRIDE and the quality standards so that you know what standards of service you should receive.
- improving the quality of service at police station front counters.
- training and developing local satisfaction indicators, in particular for minority groups.

We are committed to providing quality services to the people of Lincolnshire and we understand that we must focus not just on what we do, but also the way that we do it.

We are working hard on those things that can make a real difference to you and improve your policing service.

## Public Service and Confidence Programme

Our Public Service and Confidence programme is designed to improve all of our services so that we can make a real difference to the things that matter most to you.

The programme will cover everything, from standards of appearance and behaviour, to increasing opportunities for you to tell us what you think.

Our main priority is to make sure that you are confident in your police service and that we deliver the quality of service that you deserve.

Our work on the Public Service and Confidence programme will be influenced by:

- YOU – we will keep talking to you, listening to you and developing your service.
- Our organisation and our partners.
- National standards and legislation, such as the Quality of Service Commitment, Policing Pledge and Her Majesty's Inspectorate of Constabularies.

This work will involve and impact on the entire organisation and culture by building trust and confidence and policing and serving you with PRIDE.

## Protective Services Review

The review of protective services looked at the services that we provide over a wider area than a particular neighbourhood and includes the most serious crimes such as murder, kidnap, organised crime and terrorism.

It also examined how we protect vulnerable people and the way that we police the major roads network in the county.

The review made recommendations on how we can best tackle the threats and risks for protective services at a time when there are competing demands for resources and made suggestions for changes and improvements that are needed to achieve the national standards.

Our strengths were in our commitment to achieving the national standards, with adequate plans to address high need areas and protective services as our core business and strategic priority.

More work is needed to establish a protective services strategy and improvement plan and to balance resources to risk.

# Partnership working

## Working with our Partners

The police service in Lincolnshire cannot resolve issues around crime and disorder alone. Working with partners such as local authorities and other agencies, particularly in the criminal justice field, enables us to deliver far more to you.

Partnership working represents an increasingly important part of our business.

For example, a financial contribution from district and county council partners means that we are able to put 59 Police Community Support Officers into your neighbourhoods to address the issues that are most important to you.

We have also developed a new department to strengthen the link between criminal justice and partnerships and to help us to develop and co-ordinate our work. This new structure will improve our links to partners involved in community safety and will help us to develop a joint approach to neighbourhood management.

## Community Safety Partners

Together with our community safety partners, the district and county councils and the Drug and Alcohol Action Team, we are working to address the concerns that you have identified for Lincolnshire. This includes reducing the harm caused by alcohol, violent crime and domestic abuse.

## Local Criminal Justice Board

The Board is one of our main partners and we work together to reduce crime and to support victims and witnesses by bringing offenders to justice.

In a recent example we have worked together to create a DVD to challenge the issue of racism. This DVD is aimed at school children and focuses on equality and aims to raise awareness of different cultures and reduce racist bullying.

## Lincolnshire Assembly

As a member of the Lincolnshire Assembly we are also committed to improving the safety of our communities through the Local Area Agreement by delivering key priorities in the Sustainable Communities Plan for the county.

This is an agreement between agencies in Lincolnshire, such as the Primary Care Trust, the councils and the voluntary sector, to work together to achieve the Community Strategy “Helping us Shape Tomorrow’s Lincolnshire Today”. The Sustainable Communities Plan targets ten priorities, including improving health, reducing alcohol harm and improving community safety, creating better communities and improving quality of life for vulnerable people.

For more information and to look at the priorities in the Local Area Agreement, go to [\(link\)](#).

### Lincolnshire Road Safety Partnership

In recent surveys, you have told us that one of the most important issues for you is the safety of people using the roads in the county, so we will continue to work together to reduce the number of accidents, injuries and deaths.

Working together with the Lincolnshire Road Safety Partnership (LRSP) we have made great improvements to the safety of our roads, resulting in a reduction in the number of casualties. See Appendix 4, Protecting the Public.

### Working with You

It is vital that we build our relationship with you and that we use your views and comments to provide the service that you want.

We will be looking at how we engage with you to make sure that you have every opportunity to talk to us.

Using the information that you give us, we will work together with our partners and local communities to address your concerns and find local solutions.

### Regional Partners

Working with forces across the East Midlands (Nottinghamshire, Leicestershire, Northamptonshire and Derbyshire Police) we have been able to pool resources to maintain your safety and to respond when you need us the most.

We have been given national funding to invest in region-wide special operations work with specialist officers and equipment. This allows us to improve our service to you and to provide greater protection by tackling groups of organised criminals, particularly in relation to drug supply, firearms and money laundering.

This is regarded as one of the best examples in the country of successful operational collaboration across several force areas.

# Policing Pledge

Our Policing Pledge tells you the level of service you can expect from Lincolnshire Police. The Policing Pledge says that we will:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival and if you are vulnerable or upset aim to be with you within 60 minutes if you are calling about an issue that we have agreed with your community will be a neighbourhood priority (listed below) and attendance is required, we will aim to be with you within 60 minutes. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours if agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime, we will agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you, but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and that you deserve.

# Collaboration

## 1. Importance of Regional Collaboration

The five police forces in the East Midlands (Lincolnshire, Derbyshire, Nottinghamshire, Northamptonshire and Leicestershire) have been working collaboratively for over a decade. This has particularly developed since 2002 and the East Midlands Special Operations Unit (EMSOU) has been a key element of this.

The East Midlands region is seen as a national centre of excellence for collaboration. It is larger than most other police forces, and its reputation and influence have improved as a result of this approach.

This is reflected in recent funding decisions, including a further £4.5m of central government support for EMSOU, £8.3m grant for mobile data and an above average grant settlement for the region. Representatives also sit on a group set up by the Home Office to advise them on legislative changes that are needed to improve protective services.

## 2. Projects will Deliver Benefits to the Public - for example:

### Managing Demand

Control room processes in all forces have been reviewed, showing differences in staffing arrangements, productivity and cost. The five forces have identified and developed good practice, which is now being implemented to improve the service that you receive.

### Managing Resources

This project has identified opportunities for forces to improve how they match their staff, vehicles and technology to demand. This means having the right people in the right place at the right time. Good practice means that we are able to improve the service that you receive, for example by making appointments with you.

### Witness Protection

This project will provide better joint working on witness protection across the five forces and improve advice and support to victims and witnesses.

### Mobile Data

Mobile data technology is an excellent opportunity to support frontline policing and this project will see the introduction of mobile data facilities in all five forces.

## 3. Future Long Term Plans

**The region is working on a range of projects over the next three years, including:**

### Protecting Vulnerable People

This will see an increase to forces' capacity and capability to deal with vulnerable people in the areas of domestic violence, sex offenders, human trafficking, child protection and young missing people.

### Public Order Incidents

Working together to develop public order units, training, equipment and operational standards is critical in the run up to the London Olympics in 2012 to assist other forces in the country.

### Business Crime

Developing a regional partnership approach to reducing business crime.

## 4. Collaboration Successes

The region is leading the way in collaborative ventures such as mobile data, crime mapping and the policing pledge (see Appendix 7).

### Mobile Data

The £8.3m in government funding has seen over 3,000 hand-held and in-car computer devices used across the region.

These devices will help frontline people spend less time at the station completing paperwork and have already helped identify offenders who have given false information.

### Crime Mapping

Launched in January 2009, the crime maps have improved information on crimes in your local area through interactive crime maps.

The East Midlands forces are the first to share links between websites so that you can see what is happening in surrounding areas.

### Policing Pledge

The East Midlands forces were also the first to jointly sign up to deliver the national Policing Pledge (Appendix 7).

Many of the projects that we are involved in will improve the way that we use our time and give us more resources to meet your needs.

### Payroll Bureau Services

In July 2008, Nottinghamshire, Leicestershire, Lincolnshire and West Yorkshire police forces awarded a three-year contract to provide payroll services that reduced costs whilst offering each force a bespoke service.

### A pilot for National Business Benefits

The region has worked with the National Police Improvement Agency to map business benefits for the mobile data project.

## 5. Where further information can be found

Further details on these and other projects can be found in the regional collaboration plan ([www.lincs.police.uk](http://www.lincs.police.uk)). For more information or to let us have any suggestions for areas for collaboration please contact the East Midlands Collaboration Programme Team.

### Contact details:

Email: [eastmidlandscpt@nottinghamshire.pnn.police.uk](mailto:eastmidlandscpt@nottinghamshire.pnn.police.uk)  
By phone: 01636 685208

This information is available on request in alternative formats, for example: large print, Braille, audio tape or different languages.

**Contact us at:**

**Lincolnshire Police, Police HQ**

PO Box 999, Lincoln LN5 7PH

Call: **01522 552222**

[www.lincs.police.uk](http://www.lincs.police.uk)

*Or call in at your local police station*

**Lincolnshire Police Authority**

Deepdale Lane, Nettleham, Lincoln LN2 2LT

Call: **01522 558022**

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