

THE POLICING PLAN 2011/14

for Lincolnshire



More action, less crime. **It all adds up.**



serving with **PRIDE**

Professionalism Respect Integrity Dedication Empathy

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Section 1: Lincolnshire Police Authority

Foreword

by **Barry Young**,
Chairman of the Police Authority

Lincolnshire Police Authority is responsible for ensuring effective and efficient policing for Lincolnshire. This presents us with enormous challenges at a time of severe cuts in central Government funding and in a year in which the Authority has decided that the policing precept part of Council Tax should be frozen in recognition of the financial pressures which all of us already face as a result of the country's economic difficulties. Despite all this, we have set objectives, as outlined in this Policing Plan, to do all we can to guarantee that current levels of service are at least maintained and in some cases even improved.

We know, through extensive consultation, that you believe that our priorities should be centred on local neighbourhood policing but we also have a responsibility to ensure appropriate levels of protection against typically less obvious major criminal activity and significant threats from harm such as serious and organised crime, firearms incidents, terrorism and domestic extremism, civil emergencies and public disturbance.

The strategy which we have developed with the Force to achieve our objectives involves change – change in work practices and changes in the way in which services are delivered. We are continuing to explore every opportunity for closer collaborative and partnership working, the present divisional structure is being replaced by a streamlined “one Force” approach, we anticipate many back office functions being provided jointly with other Forces, public bodies and/or commercial partners and there will be more centralisation of support services. Change isn't always comfortable but we are confident that the considerable reshaping which is being undertaken will allow more officers to be allocated to Neighbourhood Policing Teams without compromising our ability to provide a wide range of other “needs based” protective services as well. Our commitment to local policing will be greatly



Barry Young
Chairman of the Police Authority

strengthened by the continuation of the major funding support for Police Community Support Officers (PCSOs) provided by Lincolnshire County Council and the valuable work undertaken by our increasing numbers of special constables and other volunteers.

The funding formula under which central Government grants are allocated to policing around the country continues to disadvantage Lincolnshire which means that we have less to spend on policing per head of population than any other Authority. We will continue to lobby central Government for fairer treatment for the people of Lincolnshire although we recognise the realities of the current economic environment. In the meantime, we are getting on with the job of doing the very best with what we have and the opportunities which a whole new approach provides. We believe that our objectives are achievable, however ambitious they may seem, and I have every confidence in the ability of our dedicated work force to deliver them.

Our Vision and Priorities 2011 – 2014

The purpose of this plan is to:

- Set our strategic direction and priorities for policing in Lincolnshire
- Show what policing will deliver and the impact it will have on the public
- Demonstrate how we will offer value for money
- Set out how we will monitor and measure success.

Our Vision:

“Lincolnshire Police Authority...working with communities and partners to secure the best policing for all the people of Lincolnshire.”

In order to deliver this vision and fulfil our statutory obligations to maintain efficient and effective policing in the County, we have set the following strategic priorities for Lincolnshire Police.

Strategic Priorities

- Protect the people of Lincolnshire by maintaining an appropriate level of protective services
- Ensure quality local policing
- Achieve best value for money, productivity and efficiency

leading to safer communities with high levels of trust, confidence, responsibility and satisfaction.

Protective services include the most serious crimes such as murder and kidnap, counter-terrorism, and organised and cross-border crime as well as protecting vulnerable people. Understanding the risks and threats faced by our County helps us make the hard decisions that ensure resources are directed to where they are most needed.

In prioritising how the police budget is spent, we listen carefully to community concerns. Throughout the year we consult with you and listen to your views. This results in a policing plan which recognises your priorities. We will formally review and publish progress in implementing it every six months.

We all want a policing service which is productive and efficient. We also want to see continuous improvement in the Force’s performance. We will therefore monitor and review performance, probing and challenging the Force where necessary. At the same time, we have set demanding savings and efficiency targets. This will require the Force to organise itself differently and work more closely with partners.

We will hold the Chief Constable to account for the delivery of these priorities through a series of Key Performance Indicators [KPIs].

Key Performance Indicators

How we will measure success

The Authority has set a number of performance indicators and targets that will provide information on how well the force is delivering policing services to the people of Lincolnshire.

We will focus on 6 key areas of performance.

Detecting crime and catching criminals

RECORDED CRIME

1. Serious acquisitive crime¹
2. Violent crime²

SANCTION DETECTIONS³

3. Serious acquisitive crime sanction detections
4. Violent crime sanction detections

How we treat people and style of policing – “Policing with PRIDE”.

5. Confidence as measured by the British Crime Survey

¹eg burglary, robbery, theft of vehicle, theft from vehicle recorded crime

²eg Most Serious Violence [homicide, manslaughter, grievous bodily harm], Assault with Injury [actual bodily harm], Less Serious Violence [common assault, harassment, neglect and abduction]

³A Sanction Detection occurs for a recorded crime if there is a charge or summons, a fixed penalty notice, a caution (including reprimands and final cautions to youths where a caution would have previously been issued, and conditional cautions), a formal warning for possession of cannabis and where other offences are taken into consideration and accepted at court.

Our Vision and Priorities 2011 - 2014

Value for Money/Efficiency savings

6. Progress with our productivity and value for money programme (see appendix 5)

We will continue to use and evaluate new methods of dealing with detected crimes such as restorative resolutions that have proved successful for certain types of crime.

Through regular assessment and review of these KPIs, we can measure and monitor the Force's progress against the objectives set out in this plan. Due to the financial environment and budget cuts facing the Force, we have also agreed to set 'maintenance targets' in other areas of business. This means that we will accept that performance whilst not deteriorating, may not be resourced to improve either. We regularly report progress back to the public through our website and through local press/media channels.

Lincolnshire Police Authority – About Us

Lincolnshire Police Authority is an independent body of local people whose main purpose is to set the strategic direction for Lincolnshire Police and to hold the Chief Constable to account on your behalf.

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.

The Authority carries out statutory duties for your community which include:

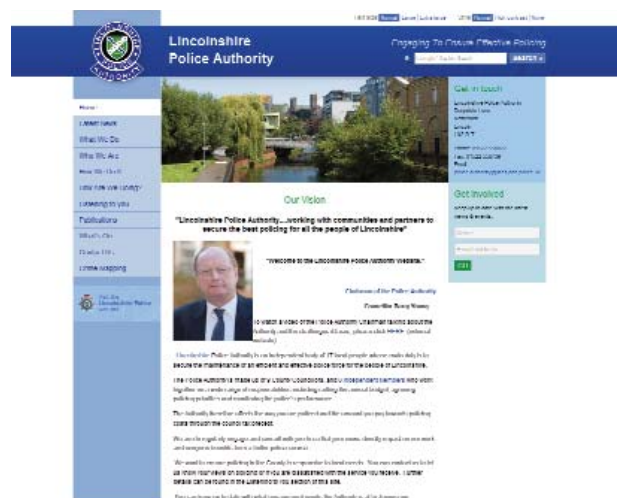
- Securing the maintenance of an effective and efficient police force,
- Achieving continuous improvements in policing performance,
- Obtaining the views of local people on policing matters and
- Agreeing the police budget and setting the council tax precept.

We have seventeen members, nine of whom are county councillors. The remaining members are independent and were selected following local advertisements. Legislation requires that one of the independent members must be a local magistrate.

Further details about our members can be found at Appendix 2.

Police and Crime Commissioners

During the period of this Policing Plan, the Government intends to replace the Police Authorities in England and Wales with directly elected Police and Crime Commissioners. We will carefully manage this transition. Further details of the Police Reform and Social Responsibility Bill can be found on the Home Office website at www.homeoffice.gov.uk/police/.



www.lincolnshire-pa.gov.uk

Our website explains more about how we hold the Force and Chief Constable to account for the delivery of our priorities and the Force's overall performance. Appendix 6 provides information about the Force's and Authority's performance in 2010/11.

Section 2: Lincolnshire Police

Foreword

by Chief Constable Richard Crompton

All public services are facing very significant change over the next few years. In Lincolnshire Police we face a reduction in our budget over the next four years of around £19.6m. To address this, policing in our county will have to look very different in the future.

My challenge is to deal with that reduction whilst maintaining or even improving the service that we provide to you. It will be tough, but with the support of the public I am convinced we can do it.

The good news is that we start from a relatively strong position. During the past few years, with support from the Police Authority we've been able to strengthen the force by making critical investments in areas such as major crime, the fight against serious and organised crime and by increasing our ability to protect the most vulnerable in our communities. As a consequence the people of Lincolnshire are now better protected from organised criminal gangs who are found across the country, even in the safest areas such as Lincolnshire. We have invested in neighbourhood policing with huge support from the County Council. This has brought us even closer to the communities we serve, and our concentration on cracking down on crime and anti social behaviour through long term force wide efforts such as Operation Fusion and Operation Nova, is producing dramatic results.

The latest British Crime survey shows the impact of all this: not only does Lincolnshire continue to be one of the safest counties in the country, but also one where crime rates are reducing, at a greater rate than the national average in many crime types. So the past few years have been a success story; and that's not just me saying so, the results prove it, and the people of the county are saying it too.

This puts us in a good position to meet the challenges of the next four years. We have always been one of the most efficient forces in the country and I will continue to drive out any inefficiency within the force



A handwritten signature in blue ink that reads "Richard Crompton".

Richard Crompton
Chief Constable

and explore options to collaborate with others so that wherever possible frontline policing is protected.

Lincolnshire Police has always enjoyed active and visible support from communities, and that will become even more important in future. Again there is good news: during the past 12 months we have increased the number of Special Constables who volunteer to serve their communities from 129 to 158, and we intend to have 200 by the time this plan is published. We also have a small army of 82 volunteers in areas such as neighbourhood policing, crime scene support, puppy walkers, cadet leaders and others. Put this alongside over 4,000 Neighbourhood Watch, and Farm and Country Business Watch coordinators, and the many people who serve in their local neighbourhood panels and help solve local community problems, and you can

see that the Prime Minister’s Big Society is alive and kicking in Lincolnshire and is set to get even bigger.

So my message is an optimistic one. I don’t underestimate the challenge – the cuts will be very difficult – but we simply have to buckle down and deal with that. I know that my staff are absolutely committed to serving the people of this county and will work tirelessly to protect the policing services we provide. Inevitably the cuts mean that there will be fewer bosses and senior staff, and unfortunately a reduced number of police officers and staff. By working differently however, more collaboratively and

flexibly, and by maintaining an iron grip on our finances we will rise to the challenge of maintaining the service we provide despite those cuts. If on top of that the people of Lincolnshire step forward in even greater numbers to work alongside us then I truly believe that not only will we maintain our service, but that we will emerge from these tough years even stronger than we are today.

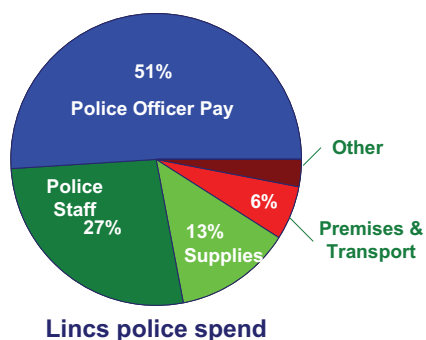
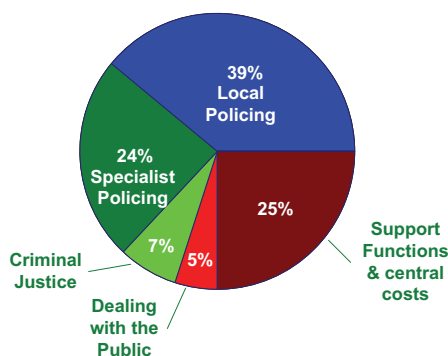
Financial and Operational challenges

Overview of the financial position

Central Government funding to police authorities will reduce by 20% in real terms by 2014/15, with a lesser reduction for national counter terrorism activities. The level of cuts for Lincolnshire Police is significant, amounting to £19.6m over four years. The two diagrams below show two different ways to explain how we spend our money on policing in Lincolnshire.

Further details about the budget can be found at Appendix 3.

As well as the transformational change outlined in Section 3, the force will continue to look for ways to reduce cost without affecting services. Over many years we have produced savings across the force and these efforts will continue. These efforts focus on Value for Money reviews where savings have already been delivered in areas such as the management of



our vehicle fleet, reductions in overtime and managing the deployment of our staff, and functional reviews such as reviews of support to chief officers and administrative support across the force. We have also considered our capital programme and changed our investment plans to reduce the planned spend on the big capital areas such as building maintenance and ICT, and the ambitious programme of work with other forces of the East Midlands to collaborate on both operational and non-operational support will contribute to savings plans as well.

Public confidence in the police

Lincolnshire Police is committed to increasing the public's confidence, as well as satisfaction with the service they receive. We strongly believe that local policing is the bedrock upon which the wider policing mission rests. We also believe that we exist to serve the public, and without public support we cannot properly discharge the duties with which we have been entrusted. Crime has continued to go down across the country, and in Lincolnshire the improvement has been at a greater than average rate. We are, however, not complacent, and there are areas for improvement. If we handle the transformational change facing the Force well, there is every likelihood of this Force coming out of the change stronger and more effective than before.

Our relationship with the public we serve is the source of our legitimacy and consequently our effectiveness. We want communities to feel that they are, and will be, treated fairly and to believe that we are there to support them. This requires us to put people before process, and to recognise that the achievement of higher levels of public confidence is not an end of itself, but an enabler to achieving lower levels of crime. The legitimacy of the police flows from public perceptions of fairness, and policing in Britain is founded upon a model of policing by consent. Without confidence in their police, people will be less likely to report crime, less likely to give evidence, and less likely to go to court act as a witness. Without confidence in the police, the police are less effective. Public confidence in Lincolnshire Police rose

significantly last year, with the rise moving the force up 8 places in national comparisons with other forces. We will seek to build on this success and further increase both confidence and satisfaction in our services over the next few years.

Sustaining and improving service with fewer people

Lincolnshire Police need to maintain the focus on improving service against the backdrop of reducing budgets. One of the most significant challenges we face is that of providing high quality policing with less police officers. We are committed to maintain our levels of service that you experience, and to maintaining our focus on protecting the vulnerable. We will continue to recruit police officers, albeit at a lower rate than previously, and we will make full use of other staff, including Police Community Support Officers (PCSOs) who have huge public support, volunteers and Special Constables.

Lincolnshire Police will have around 130 fewer police officers by 2014/15 than we have been used to previously, and we have taken a number of steps to ensure that the level of service to the public remains high. We will concentrate on neighbourhood policing, as this is the style of policing that people in Lincolnshire have told us they want. Specific steps include:

- Restructuring the Force to free up more resources to deal with the issues that matter most to communities, and reduce senior officer numbers
- Reviewing the last few roles from the Force that are filled by police officers, but do not require police officer powers or skills. This releases officers back to operational duties
- Ensuring we use our support staff in the most efficient way
- Reducing the costs of goods and services we buy, through use of national and regional contracts, finding cheaper alternatives, and better management of our use of energy,

- Use of social media and new technologies to increase the visibility of our neighbourhood policing teams
- Working well with our partners such as the County Council, District Councils, Crown Prosecution Service and National Health Service.
- Increased collaboration with other forces and organisations to deliver services effectively at lower cost.

Find out more about Lincolnshire Police at Appendix 1.

The Plan for Policing Lincolnshire

We believe the right way to increase trust and confidence is to continue to concentrate on three priority areas that have been our focus for a number of years:

- **Making Neighbourhoods Safer** – 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, so that as budgets reduce we can concentrate on those things that matter most to you.

Public consultation supports these priorities. When we talk to the public they tell us that all areas of policing are important to them, but anti social behaviour in their communities, roads policing and a visible police presence are key issues. The majority of people believe that Lincolnshire Police would respond quickly in an emergency situation, and expect maximum efficiency and minimum waste.

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 important 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.

Making Neighbourhoods Safer

By March 2012 we will have:

- A better understanding of how the public call on our services, and the demand profile of our investigation of volume crimes in order to identify the most appropriate response model.
- Changed our policing structures to ensure that our staff are deployed in the right places at the right times, to best meet community priorities for service.
- Arranged and learnt from an independent review of DirectLinc, which provides communities with an easy way of contacting the relevant public sector organisation, to be listened to and responded to within an appropriate period of time. It helps communities to report issues with a view to 'get things fixed'. Community representatives (Councillors, Parish Clerks, and Neighbourhood Police Teams) will be able to report issues and have confidence that these will be directed to the right agency and that they will get an initial response and feedback.

By March 2013 we will have:

- Built on the successes of Operation Fusion⁴ and Operation Nova⁵ to keep our focus on serious acquisitive crime such as burglary, and violent crime which remain a priority for police and public.
- Reviewed the success of the force restructure and checked the impact on the public, performance and financial goals.

By March 2014 we will have:

- Introduced new ways of working with partners, other forces and national organisations in order to work even more effectively with our communities to drive down crime and drive up the safety of neighbourhoods within Lincolnshire.

⁴Operation Fusion is the ongoing Lincolnshire Police operation to target criminals involved in serious acquisitive crime including burglary, robbery and vehicle crime. Community vigilance is vital if we are to succeed in tackling these crimes.



⁵Lincolnshire Police launched Operation NOVA (say NO to Violence and Abuse) in February 2010. The Force campaigns regularly to increase reporting, encouraging victims to break the silence and stop the violence. Whilst NOVA is a police-led operation, it hinges on partnership working and the engagement and co-operation of a wide range of agencies and organisations that have a vital part to play.

Protecting the Public

By March 2012 we will have:

- Created the effective capacity to develop Strategic Threat and Risk Assessments across all protective services and compare these along with the minimum standards in order to identify the necessary action plans.
- Implemented any recommendations in respect of protective services minimum standards following inspection by Her Majesty's Inspectorate of Constabulary (HMIC), and address any new minimum standards identified as part of the on-going improvement process.
- Continued to develop collaborative arrangements with our partner forces in the East Midlands region and continued to promote effective working arrangements with partner agencies and organisations.
- Considered the implications of the 2012 Olympics and our involvement in the policing of the games (particularly around specialist roles such as dogs and motorcyclists) and in the safe transfer of the Olympic torch - which will be within one hour of every person in the UK. It will be within our county/region and we will have to work together with our surrounding forces in the East Midlands to ensure its safe passage.



By March 2013 we will have:

- Reviewed new protective service minimum standards and updated legislation to ensure our compliance.
- Reviewed our capacity and capability to deal more effectively with major challenges to public safety including terrorism and serious crime.

By March 2014 we will have:

- Completed the transfer of appropriate protective services work to regional and other bodies, whilst overhauling those areas that must be delivered locally within force to ensure best service to the public and value for money.

Improving our Services

Policing Change Programme

The Force is looking to transform how we deliver quality policing to the public of Lincolnshire over the next few years. We must sustain and improve the quality of service we provide, within a significantly reduced budget. To achieve this we have established a programme to deliver major change within our organisation. Full details of this are available in Section 3, and an overview is given below.

By March 2012 we will have:

- Simplified the Force structure, reducing senior management and support requirements.
- Reduced the numbers of police officers and police staff whilst maintaining service delivery.
- Begun to remodel the Force's estate to make it more cost effective, environmentally sensitive and focussed on current and emerging policing needs.
- Implemented changes to working practices to streamline processes and reduce costs.
- Re-assessed the correct skills that staff and volunteers need to enable them to maximise their productivity and contribution to policing in Lincolnshire. Alongside this we will consider how best to increase the role of volunteers in Lincolnshire Police.
- Continued to explore sources of investment from national policing streams, partnership bids and external partnerships.
- Completed initial assessment of options to work with the private sector to deliver functions jointly (outsourcing). This will include risks and associated costs, with a view to making a strategic decision on outsourcing for the Force.

By March 2013 we will have:

- Continued to improve the efficiency and effectiveness of the Force through robust strategies and programmes covering areas such as collaboration, transferring work to private companies, value for money, people management and asset management.

By March 2014 we will have:

- Assessed the effectiveness of the Force's policing change programme, and identified further ways to improve our service to the public whilst driving down the costs of policing.

Suggestions for improvement

We recognise that we do not always get things right, and we have robust procedures in place for dealing with issues and complaints. We take complaints and concerns about all people serving with the police and the services we provide seriously and we are committed to listening to you so that we can improve our service for the future. Full details of how the process works and how to raise issues with the Force can be found on our website

www.lincs.police.uk/Contact-Us/How-to-make-a-complaint/

Section 3:

The Changing Face of Policing in Lincolnshire

What the programme will achieve

The overall aim of the programme is to maintain and where possible improve service to the public within a reduced budget. It will also ensure the force is better placed to achieve the Police Authority's strategic priorities. To achieve this we have designed the programme to enable the following key outcomes:

- **Continued reductions** – in crime and anti social behaviour
- **Improved sanction detection rates** – catching more criminals especially around volume crime like car crime that impacts on the public
- **Improved response** – providing the most appropriate resource at the best time
- **Improved quality of service** – easier and more flexible access to policing services
- **Increased satisfaction and confidence** – victims of crime and people requiring our services will experience a higher level of satisfaction. Public confidence will increase through the expanded Neighbourhood Policing Teams and a clear plan of how the new Force structure will incorporate the necessary budget cuts whilst creating a model that can improve services.
- **Budget savings** - £6.7m by March 2012. A further £12.8m over the following 3 years.

An overview of our plans

Policing in Lincolnshire is changing. Lincolnshire Police have embarked upon a two year programme to radically reshape and reorganise the Force to improve efficiency and the quality of service provided to our community. Maintaining or improving standards and

performance at a time when budgets are tightening is a real challenge.

We plan to simplify the Force structure, moving to a county-wide “whole force” model. This means we can take away a layer of senior managers including, for example, two chief superintendents and one assistant chief constable. We will be more flexible and responsive, whilst enhancing visibility and presence of our officers and PCSOs where they should be, in communities, serving the public.

Policing in Lincolnshire is currently organised on a geographically split basis, with services being provided by three separate basic policing command units covering the East, West and South areas of the county.

The basic building block of community policing is currently eleven areas across the county, each led by an inspector, who has a high profile in the local community and manages a team of police officers, PCSOs, special constables, police staff and policing volunteers. These are our Neighbourhood Areas and we set their boundaries to fit with town boundaries and council ward boundaries to align, as best we can, with natural communities.

The officers and staff in the neighbourhood areas work hard to build relationships within their community and with other agencies who work in that community. This style of Neighbourhood Policing is the fundamental bedrock of our relationship with the people of Lincolnshire. The Policing Change Programme will strengthen this relationship and underpin the inspector-led neighbourhood areas with additional officers, by reorganising the way the wider force does its business.

Core to our new way of operating is the creation of a small, tightly managed team of officers, the

Neighbourhood Response officers whose responsibility is to attend emergency calls and urgent calls for assistance, attending swiftly and dealing with them professionally and thoroughly with close monitoring from our control room. Less urgent incidents, where attendance can be planned and agreed with the caller, will be dealt with by the officers and staff from the Neighbourhood Area team. This will mean the public will see a more consistent and effective response when they need us.

We will be updating the Force Communications and Control Centre to support this new way of working.



This is a major project but we want to make sure that the public get the right response when they need us.

A key way we provide better services and also reduce cost is by collaboration with other Police Forces. We have a good track record in this area and by working with other forces have already improved our ability to deal with the most serious crime and threats to the public. We will continue to develop closer links for many of our protective services and specialist teams so that costs reduce, our capacity increases and the public is protected. More information is provided at Appendix 9.

There is also opportunity to share “back office” services not just with Police partners but others in the public and private sector. The need to offer value for money and reducing budgets mean that over the next 18 months we will have 70 fewer Police Officers and around 100 less police staff. However, rather than just reduce numbers we are looking at how we can transform the way we do business by working with partners in the private and public sector. This way we hope to save money and maintain, or even improve the service to the public. This is a big task but we are determined to find the best way to provide services for low cost.

Turning the plan into action

Major organisational change brings risk as well as benefit and careful management is essential. Both the Police Authority and the senior officers of the Force are committed to ensuring we continue to perform well while we go through the process of change.

In order to deliver our planned change, the work has been divided into six projects, overseen and co-ordinated by the Policing Change Steering Group. The steering group meets on a bi-weekly basis. Chaired by the Deputy Chief Constable, supported by two members of the Police Authority, it comprises the senior officers responsible for the delivery of the projects and their business leads, along with senior managers of a number of key organisational departments such as Finance, Human Resources and Information Technology.



The savings we will make over the coming years from this programme are shown in our Value for Money statement attached at Appendix 5. More detail of the transformation plan is attached at Appendix 4.

We have a comprehensive communications strategy in place and will ensure that everyone, both inside the organisation and externally will receive regular communication over the impact and timing of these changes.

We also recognise that delivering policing within Lincolnshire is a responsibility for a number of agencies, not just the police. We will ensure that our plans for change are communicated with our partners, and do not increase the risk of issues failing to be addressed.

Further information can be found on our website:

www.lincs.police.uk/About-Us/Changing-Times/

and on a dedicated Facebook page for comments:

www.facebook.com/pages/Budget-Challenge-Lincolnshire-Police/176644152353946



Appendix 1 - About Lincolnshire Police

Our Area

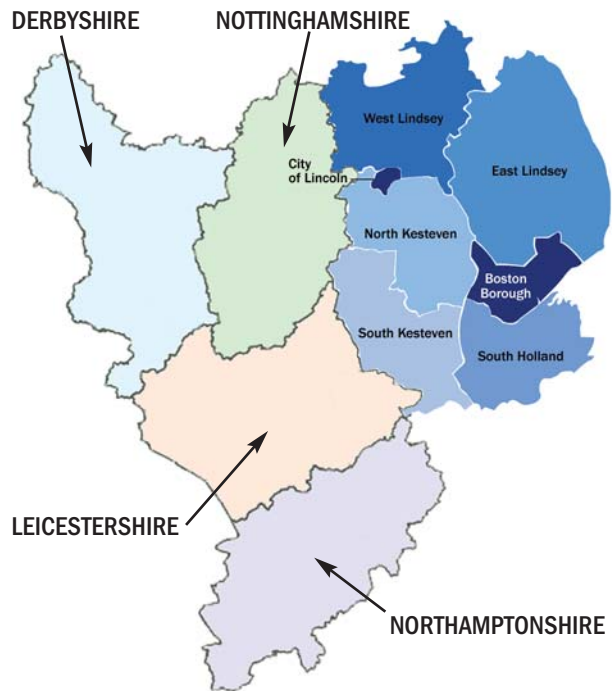
Lincolnshire is the fourth largest county in the country covering 2,284 square miles. This makes it one of the largest force areas within England and Wales to police, and it is twice the size of any of the other counties within the East Midlands region.

The county is very rural with 80% of people living in rural locations. It is made up of small villages, market towns and the historic city of Lincoln. Lincolnshire has a thriving tourist industry with approximately 18 million day visitors flocking from across the country to visit the coastal resorts within the county each year.

Since 2001, Lincolnshire’s population has increased by approximately 8%, almost double the national average, and nearly treble that of the European Union average, with some estimates placing current population at 698,000 people. Latest information on migration numbers to and from the county show a decrease from previous years with the number of people coming to the county at its lowest level since the mid 1990s. The population is diverse with a large number of residents moving to the county from across Europe, although this has also fallen during the last year.

The City of Lincoln has approximately 100,000 residents and this increases regularly as tourists visit the number of attractions such as the castle and the cathedral. The population of Lincoln is relatively young in comparison to other locations within the county, which is due to one of the newest universities in the country being located there.

Lincolnshire has the second largest agricultural area of any county within England and Wales. This land is mainly used for growing crops however there has been a notable drop within the agricultural sector and



the food industry, which is having an adverse affect on eastern parts of the county.

Lincolnshire remains a desirable location to live with a large proportion of older people moving to the county to retire and to enjoy the quality of life and low crime rates. The sheer size of the county and the diverse population brings unique policing challenges for the Force. We continue to focus on making improvements to the service we deliver to you, so that no matter where you live within the county, you can expect and receive the same levels of service.

Our Force

Police Headquarters 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 also based. Specialist services such as Scientific Support and Public Protection are also based here, along with the Force Communications and Control Centre.

The Force has a workforce of 1,205 Police Officers, 878 police staff and 145 Police Community Support Officers (full time equivalents as at 4th March 2011).

The Government has outlined their desire to increase the number of Special Constables nationally by 50,000, and increase volunteers who assist across the service. The Force currently has 212 specials (as at 4th March 2011) and we are currently aiming to have 250 by March 2012. The national vision by 2013 is that all 43 Forces in England and Wales will have an active police volunteer support programme and will be integrating volunteers into Safer Neighbourhood Teams. The current number of volunteers registered in Lincolnshire is 82. The Force would like to treble this number over the next couple of years and work is ongoing to see how this can be achieved.



The Chief Constable
Richard Crompton

is supported by:



Deputy Chief Constable
Neil Rhodes

responsible for Strategic Development, Information and Communication Technology, Legal Services, Professional Standards and Corporate Communications



Assistant Chief Constable
Keith Smy

responsible for Local Policing and Partnerships



Temporary Assistant Chief Constable
Roger Bannister

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



Assistant Chief Officer - Director of Resources
Peter Steed

responsible for finance, estates, fleet, finance, purchasing, recruitment and retention, learning and development, leadership and health and safety and administration

Appendix 2 - About Lincolnshire Police Authority

Members and Statutory Officers



Councillor Barry Young
Chairman

In addition to being the Chairman of the Police Authority, Mr Young chairs the Strategic Planning Committee. He is also a member of the Finance and Performance and Human Resources Committees.

The Chairman represents the East Midlands on the Board of the Association of Police Authorities.

Senior Officers



Malcolm Burch
Chief Executive

As head of the Authority's team of staff, his responsibilities include ensuring the provision of appropriate advice and support to the Chairman and all Members to enable them to fulfil their obligations.



Julie Flint
Treasurer

As statutory chief financial officer, the Treasurer has overall responsibility for the financial affairs of Lincolnshire Police.

Independent Members



John Cooke

Vice-Chairman of the Police Authority and the Strategic Planning Committee and a member of the Human Resources and Community and Partnership Committees



John Atter

Chairman of the Community and Partnership Committee and a member of the Finance and Performance and Strategic Planning Committees



Angela Crowe JP

Vice-Chairman of the Human Resources Committee and a member of the Professional Standards, Audit Risk and Governance and Ethical Standards Committees



Andre Dezonie

Member of the Community and Partnership, Finance and Performance and Professional Standards Committees



Fred Mann JP

Chairman of the Human Resources Committee and a member of the Professional Standards, Strategic Planning and Audit Risk and Governance Committees



Rodney Must

Chairman of the Finance and Performance Committee and a member of the Community and Partnership and Strategic Planning Committees



Brian Wookey

Chairman of the Audit Risk and Governance Committee and a member of the Human Resources, Strategic Planning and Ethical Standards Committees



John Walker

Member of the Human Resources, Finance and Performance and Ethical Standards Committees

Councillor Members



Neil Cooper

Member of the Professional Standards, Community and Partnership and Audit, Risk and Governance Committees



Graham Dark

Member of the Professional Standards, Community and Partnership and the Finance and Performance Committees



Richard Davies

Member of the Human Resources, Audit, Risk and Governance and Ethical Standards Committees



Robert Palmer

Vice-Chairman of the Professional Standards Committee and a member of the Audit, Risk and Governance and Ethical Standards Committees



Paul Przyszlak

Vice-Chairman of the Community and Partnership and the Audit, Risk and Governance Committees and a member of the Human Resources Committee



Ray Sellars

Member of the Community and Partnership, Audit, Risk and Governance and Ethical Standards Committees



Kelly Smith

Vice-Chairman of the Finance and Performance Committee and a member of the Community and Partnership and Professional Standards Committees

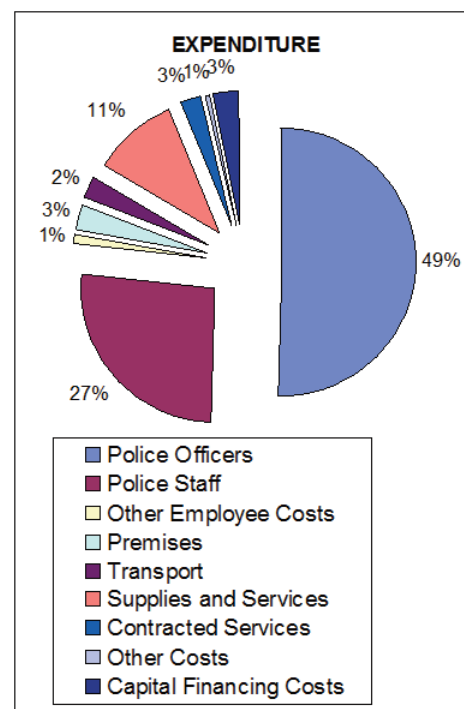
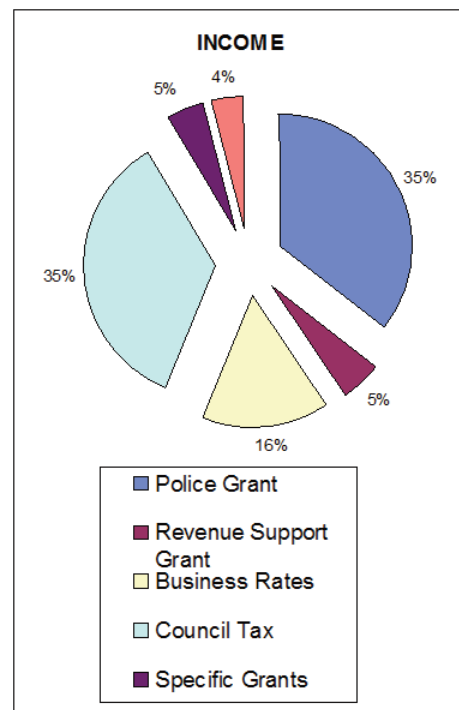


Chris Underwood-Frost

Chairman of the Professional Standards Committee and a member of the Finance and Performance and Strategic Planning Committees

Appendix 3 - The Budget for 2011/12 and beyond

We plan to spend £120.2 million in 2011/12 on policing in Lincolnshire. Of this £71.7 million will come from central government grants. Most of the balance comes from Council Tax. Direct funding from this source will total £42.4 million, 35.3% of the overall budget. The main expense is people, which in 2011/12 will account for £91.8 million of this expenditure. Of this, £60.3 million will be spent on police officers, with the balance being spent on PCSOs and support staff. In addition to the above in 2011/12 we will invest £9.3 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.



Appendix 4 - Policing Change Programme Overview

The Policing Change Programme comprises six key themes – Local Policing, Protective Services, Volume Crime Investigation, Contact Management, Business Transformation and Budget Implementation.

Local Policing

Local policing is the delivery of neighbourhood policing services across Lincolnshire. This part of the programme will:

- Remove artificial boundaries in our structures, such as the three Divisions (East South and West) and introduce a county wide centrally managed approach
- Improve response times, visibility and the quality of initial investigations, by allowing officers to deal with urgent and priority incidents and removing their investigative workload. These changes will allow a reduction in the number of police constables needed to deliver high quality neighbourhood response service from 390 to 219
- Improve Neighbourhood Policing, by increasing police officers on Neighbourhood Policing Teams from 55 to 180, increasing capacity to deal with routine incidents and the types of incidents that cause most harm within a community (such as criminal damage and anti social behaviour)
- Reduce senior managers (by two Chief Superintendents) while still providing appropriate levels of leadership
- Improve Connections with local communities
- Meet increasing demand with fewer resources.

Protective Services

Protective Services describes the police response to the most serious crimes and the potential threats from which the public must be protected. They are a key priority for the force and an integral part of our mission to protect the public and to ensure that the public have confidence in us and feel safe.

Protective services include

- counter-terrorism and domestic extremism
- serious organised and cross-border crime
- civil contingencies and emergency planning
- critical incident management
- major crime
- public order
- firearms incidents
- strategic roads policing
- protecting vulnerable people

This part of the programme will:

- Increase resilience in our ability to protect the public from organised crime groups through involvement in regional opportunities for providing protection
- Bolster current resources in areas such as kidnap by sharing specialist resources with other forces in the region
- Ensure local processes are streamlined and able to take full advantage of collaboration, increase specialist resilience and deliver efficiency savings.

Volume Crime Investigation

Volume crime covers the majority of offences committed, which therefore have a significant impact on many victims.

Volume Crime includes the following crime types:

- Street Robbery
- Burglary
- Theft (including shoplifting)
- Vehicle Crime
- Criminal Damage
- Drugs

There will be a consistent and cohesive approach across the force to volume crime. We will develop new volume crime processes, allowing for more effective and efficient ways of working. This part of the programme will:

- Review current volume crime investigation practices within Lincolnshire, taking account of good practice within the Force and across the country
- Review current volume crime structures, including governance, staffing, shift patterns and geographical locations and identify and implement changes to maintain or improve service delivery whilst reducing costs
- Identify the overlap of functions and reduce duplication of processes by bringing the management and delivery of the majority of volume crime investigation and products under central management
- Identify possible cost savings through changes to processes, estate requirements and workforce makeup and skills
- Remove artificial geographical boundaries in relation to volume crime investigation
- Improve relations with our key partners (such as the Crown Prosecution Service)
- Lead to a more efficient and standardisation process, giving better prosecution file quality.

Contact Management

Emerging findings suggest that we should form a single contact centre for the Force, combining the exiting control centre, Criminal Justice Information Unit and divisional helpdesks. This should be largely cost neutral and deliver a real improvement in our efficiency and the quality of service we are able to give to the public. This part of the programme will:

- Develop a one-stop shop, improving our customer experience
- Address shortfalls in the current fragmented structure for customer contact (which is currently shared between the Communications Centre, the Criminal Justice Information Unit and crime management procedures)
- Introduce better resource tasking, leading to improved customer satisfaction

- Identify a streamlined command team for the new structure, leading to reduced costs at a senior management level
- Maximise benefits from existing computer systems and minimise additional system demands.

Business Transformation

Certain services we currently deliver internally are not core to the policing function. Human Resources, Information Technology, Finance, Fleet and Property Management, for example, could be provided by, or shared with, a local partner. They could be provided by a commercial company through outsourcing, or could be delivered in collaboration with surrounding forces. One force has also commercially outsourced its control room and criminal justice functions. We are exploring all possibilities. This part of the programme will:

- pursue the options that offer the soundest and most productive business case for Lincolnshire
- Look at the viability of outsourcing certain areas to the private sector and examine the experiences of forces that have recently outsourced major parts of their organisation.

This is a medium term initiative, which is anticipated to take up to one year, which could lead in due course to a formal and large tender process.

Budget Implementation

The financial situation has meant that reductions in budgets across the Force have had to be managed and prioritised in order not to adversely affect services to the public. This part of the programme will:

- Realise the savings identified through two reviews that have already been completed (Budget Challenge and Support Services). By the end of 2011/12 we will make savings in the region of £3.5m
- Identify additional savings to be made over the following three years
- Improve systems and procedures for procurement and claims
- Improve the service we provide to the public and provide value for money.

Appendix 5 - Productivity and Value for Money Programme

Value for Money Statement 2011-14

Introduction

The Home Office expects that £545million per annum will be saved across the police service by 2014. To drive this forward the Home Office require each police force to publish a Value for Money (VfM) statement. The statement highlights how forces are using available resources efficiently and effectively.

This statement shows Lincolnshire Police’s approach to VfM and addresses the requirements of the Home Office report by the High Level Working Group Report on Police Value For Money.



Value For Money Considerations

Each Police Authority has a statutory duty to ensure an efficient and effective police service to all the citizens in their particular force area. As laid out in the policing plan, Lincolnshire police is concentrating on three priority areas; making neighbourhoods safer, protecting the public and improving our services.

Value for Money is embedded in our annual policing plan through strategic objectives and specific targets for efficiency savings. VfM has always been an important aspect of the budgeting process but now has an even greater emphasis in the light of current financial pressures facing the police.

It is also important that how well we achieve VfM is communicated to local people to ensure we maintain and enhance public confidence and understanding in how well we deliver our services to the quality and standard that the public have a right to expect.

How will we achieve Value for Money?

We will make efficiency gains of nearly £20m in total by 2014/15, to accommodate an anticipated reduction in police funding of a similar amount. The programme is detailed within Appendix 4, and will cover the following main areas:

SUMMARY OF SAVINGS REQUIREMENT AND PLANS				
	2011/12	2012/13	2013/14	2014/15
	£M	£M	£M	£M
SAVINGS REQUIREMENT	6.7	12.1	15.7	19.6
Strategic Changes to Operational Arrangements				
Policing Change Programme	(2.2)	(3.2)	(4.2)	(5.2)
Regional Collaboration	0.0	(0.3)	(0.7)	(0.7)
Back/Mid Office Outsourcing	0.0	(2.0)	(3.0)	(3.0)
Ongoing Budget Processes				
Annual Budget & VFM Programme	(3.5)	(5.4)	(6.6)	(8.8)
Centralisation of Support Services	(0.4)	(0.5)	(0.5)	(0.5)
Review of Capital Programme	(0.6)	(0.9)	(1.4)	(1.7)
TOTAL PROJECTED SAVINGS	(6.7)	(12.3)	(16.4)	(19.9)
NET SURPLUS PROJECTED	(0.0)	(0.2)	(0.7)	(0.3)

How will we know we are delivering VFM?

We will use a number of methods to assess how well we are delivering VfM, including:

- Public perceptions of service (measured through public satisfaction surveys)
- Comparing our Value for Money profiles with other police forces nationally and regionally
- Delivery of the policing change programme as laid out in Section 3
- Delivery of annual efficiency targets as laid out above.

How will we let people know how we are achieving VFM?

We will report on progress against our VfM targets to the Police Authority, in our annual report and in wider communications to the public on policing in Lincolnshire.

Who is accountable for Value for Money?

All officers and staff are ultimately responsible for delivering value for money across all the services we offer. Managers and Departmental Heads are responsible for designing their service areas to ensure value for money is at the forefront of how services are provided.

Value for money is formally overseen by a Value for Money Board chaired by the Deputy Chief Constable with other representatives from the Force and the Chairman and Vice-Chairman of the Authority, Chairman of Finance and Performance Committee, and Police Authority Treasurer. Progress on Value for Money is reported to the Police Authority through the Finance and Performance Committee.

Appendix 6 - How and what did we do in 2010/11?

In last year's policing plan, the Police Authority set itself and the Force a number of strategic objectives. We fulfilled these and our statutory obligation to ensure efficient and effective policing in the county in the following ways:

Better Performance

Members met with the Chief Constable and other senior officers throughout the year to question and challenge them about policing in the county. This also included tackling the Force about the issues you told us were of concern to you. We have looked in detail at a number of key business areas within Lincolnshire Police including how the public access policing services and how the police respond. We also reviewed the police's approach to managing crimes such as car theft and house burglaries. The Authority has worked with the Force to ensure that standards within Lincolnshire meet national expectations and compare well with other forces.

More Effective Community and Partnership Engagement

At a time of immense change we recognise it is even more important to understand your views about policing in the county. Throughout the year the Police Authority and Force have directly engaged with over six thousand people through various surveys and our budget simulator. Many more members of the public have been engaged through events and the 'It all adds up' campaign. We have continued to play a pivotal role in partnerships to support the wider county level community safety objectives.

Ensuring Better Value for money and efficiency

We have worked with Lincolnshire Police to drive out savings and plan for the future. This has led to a fundamental review of how the Force delivers services.

We continue to work with other authorities and forces in the East Midlands to deliver further savings and improved service through collaborative working. Further details about our productivity and value for money programme are outlined in Appendix 5.

Improved trust and confidence

We continue to put the needs of the county's people at the centre of all that we do. The Home Office official figures show that overall confidence in Lincolnshire Police increased significantly during the last year, and at a rate greater than that displayed by most of the other 42 forces nationally.

In last year's policing plan, the Police Authority set itself and the Force three priority areas with the intention of increasing trust and confidence, these are:

- Safer neighbourhoods
- Protecting the public
- Improving our services

These objectives remain central to the Police Authority and Force's long term plans as outlined elsewhere in this document. This section provides an update on what we have been doing within these key areas:

Reducing and Solving Crime

Overall recorded crime has been reduced by 3.9% or 1,663 offences as at February 2011. The rate of reduction has exceeded the national average in almost all individual categories monitored by the Force.

The Police Authority and the Force recognised that improvements in the number of crimes that were detected or 'solved' was needed. A great deal of effort has been invested over the last year to facilitate this and the benefits are now beginning to show. Four crime types were identified and challenging targets were applied, these were:



- Burglary of a dwelling
- Theft from a motor vehicle
- Assaults with less serious injury (ABH)
- Criminal damage

Of the four targets only one has been achieved to date (February 2011), burglary dwelling. Whilst improvements have been made, it is accepted that better performance is needed. Review of processes and extra training continues to be carried out, it is hoped the Force restructure will also assist in making us better at solving crime and helping to bring offenders to justice.

Safer Neighbourhoods

Crime mapping – Lincolnshire crime mapping website (available on www.lincs.police.uk).

Operation Fusion – This is the ongoing Lincolnshire Police operation aimed at tackling serious acquisitive crime which includes burglary, robbery and vehicle crime. It is a long-term operation that focuses our efforts, through regular days of action, and hitting criminals hard. We will be re-doubling our efforts to catch and convict those that steal from you, your homes and vehicles. This type of criminal activity is often linked to drug mis-use so combating these crimes has a positive ‘knock on’ effect. In the last year we have achieved a number of successes through this operation:

- Thefts of Motor Vehicles were down by 7.8% or 77 offences (April 2010 to February 2011)
- Thefts from motor vehicles were down by 1.8% or 47 offences, the number of offenders apprehended has also significantly improved (April 2010 to February 2011)

The county experienced a higher incidence of burglary than expected in summer 2010 causing an increase in the number of recorded crimes for the year. To combat this rise thorough and effective investigation ensured the prolific offenders involved were brought to justice.



Neighbourhood Policing Visibility – The now defunct policing pledge promised to ensure that officers would be visibly performing duties in the community for more than 80% of their time. This has been maintained and during the last year we achieved over 91% visibility.

New technology will help to maintain this with 800 Mobile Data Terminals now having been issued to the staff and the frontline; they provide officers with much more information and will allow them to input crime submissions directly into the terminals preventing the need to return to a desk.

Protecting the Public

Operation Nova (No to Violence and Abuse) began in February 2010. This operation aims to reduce the number of alcohol related, anti social behaviour incidents and violent crimes as well as domestic violence. The positive impact of this operation is clear, the reductions in the incidence of recorded violence is down by over 4.9% or 386 offences.

- Assaults with less serious injury has reduced by 10% or 341 less offences
- Less serious violence against the person has reduced by 1.2% or 102 less offences
- Anti social behaviour incidents have reduced by 4.7% or 1,701 fewer incidents
- Criminal damage has reduced by 14.4% or 1,466 fewer offences

Serious Sexual Offences - The Force has a Sexual Assault Referral Centre (SARC), to provide the highest level of care for victims of sexual assault. Help and advice is on hand for victims and the facility meets required national guidance. This building was a joint venture with NHS Lincolnshire and is a dedicated facility for this purpose. The first clients started using the centre in January 2010, with the official opening taking place in May. Since opening the centre has been used in 104 critical incidents for the Force (as at February 2011).

The number of recorded serious sexual offences has increased by 10.3% or 42 offences and this is viewed as a positive outcome. We would expect to see the

number of offences recorded increase, indicative of service improvements and increased confidence of victims to report this type of offence.

Improvements in solving these offences are required to echo the already enhanced service to victims. In mid 2011 the Sexual Assault Support Unit is being amalgamated with a new investigation team. ‘Emerald’ as it will be known will provide specialist support and expertise that will enhance the Force approach to managing serious sexual offences.

Improving Our Services

Policing with PRIDE - We have continued to promote excellence in the quality of the service we provide through the development of our Policing with PRIDE initiative. This is designed to improve the skills and cultural values of our officers and staff through a shared commitment to each other and the public we serve.

Calling the Police – National standards are applied to police forces regarding how quickly emergency and non-emergency calls are answered.

Emergency – 90% of calls should be answered within 10 seconds. We achieved 89.6% (February 2011), very close to the target but improvements are needed.

Non-Emergency – 90% of calls should be answered within 30 seconds. We achieved 94.9% (as at February 2011) exceeding the target.

It is anticipated the whole call handling process will be improved with a new Contact Management Centre, a single facility designed to enhance the customer experience and improve service provision.

Responding to Calls for Service – Standards were applied by the now defunct policing pledge and the Force worked hard to achieve and exceed these standards throughout the year. The planning of the restructure of our Force has been strongly influenced by consideration of how improvements can be made to how we respond to incidents. A new model has been developed that should enhance and improve response times in the future.

Appendix 7 - Inspection Reports and Findings

Audit and Inspection

Her Majesty's Inspectorate of Constabulary (HMIC) is an independent inspectorate, which is the advocate and voice of public interest in policing. HMIC rigorously examines how effective police forces and police authorities are in tackling crime and terrorism, improving criminal justice and raising public confidence in policing.

HMIC inspects areas of public and political interest as well as high risk aspects of policing, and assesses each force against a set of national standards. The following inspections of Lincolnshire Police were carried out during the last year:

HMIC Inspection – Anti Social Behaviour (ASB)

HMIC conducted an inspection of ASB in May 2010. The inspection focussed on systems and processes used to deal with reports of and response to incidents of ASB.

The main issues identified during the inspection were:

- Inability to identify repeat and vulnerable callers at first point of contact
- Ineffective use of problem solving database
- Limited understanding of problems posed by ASB
- Limited inclusion of ASB in performance and tasking meetings
- Limited recording of actions taken to deal with ASB
- Limited information from other organisations' reports of ASB.

The Force has established an ASB Challenge Project which aims to resolve these issues. The project will:

- reduce the number of ASB incidents
- identify and reduce the number of repeat and vulnerable victims

- increase the quality of service to the community
- improve data sharing with partners
- increase the public trust and confidence levels within the county with regard to ASB
- undertake an initial assessment of anti social behaviour definitions, processes and response
- feed the results into Police Report Card narrative to provide context.

Police Report Card results for public perception of ASB were graded as 'Fair'

HMIC Report – Demand Management

The HMIC produced a report "Valuing the Police" which considered the effect of budget cuts on policing and in particular the impact on sustaining the number of police who are visible and available to the public. The report stated that general availability of officers is low and on average only 11% of total police strength is visible and available to the public at any one time. The Force has looked at the demand for policing in Lincolnshire - in particular by looking at incident data, arrest and detention data, overtime data assessing the need for high-visibility patrol to ensure accessibility and provide reassurance. This work will continue to be developed as the Force moves towards the new structure.

HMIC Policing Pledge Re-Inspection

A re-assessment of compliance with Policing Pledge (which has now been removed) found that we had improved the way we identify and address gaps in meeting the pledge commitments, and had made real progress since the original inspection. They also found strong leadership and commitment to the pledge. However, there was still improvement to be made in communicating the pledge to the public and make sure we deliver on all pledge promises.

Police Report Card results for meeting the pledge were assessed as 'Fair'. The policing pledge has now been scrapped.

HMIC Inspection of Intelligence and Witness Protection

HMIC carried out an assessment of improved arrangements to protect the public from serious and organised crime following the deaths of John and Joan Stirland.

The inspection team found that we had responded positively and made real improvements in intelligence and witness protection arrangements and the Force is compliant with the national standards for witness protection. This information was used to inform the coroner at the Stirland inquest.

HMIC Inspection - Serious and Organised Crime

HMIC re-assessed the progress the Force has made to meet national standards.

Police Report Card results for Protection from Serious Harm were assessed as 'Fair'.

Overall the Force needs to have a more structured

approach towards rape investigation and its associated intelligence, risk assessment and supervision.

HMIC Progress Check

Assessment of progress made to improve areas previously inspected:

- Major Crime
- Serious and Organised Crime
- Neighbourhood Policing
- Citizen Focus
- Policing Pledge

Satisfactory progress made and issues signed off.

Criminal Justice Joint Inspection of Offender Management

Joint inspection led by HMI Probation and including HMIC to assess the arrangements managing offenders in partnership with other criminal justice



agencies. This is a national programme of inspections of each probation area, not an inspection of Lincolnshire Police.

In a generally strong report, no significant issues were raised in relation to the police aspects of offender management.

Criminal Justice Joint Thematic Inspection of Rape Investigation and Prosecution

Lincolnshire Police was one of six forces that were asked to participate in the joint thematic inspection led by HMIC and including Her Majesty's Crown Prosecution Service Inspectorate. A full inspection was conducted to inform a national thematic report.

Informal feedback from HMIC specific to Lincolnshire included:

- Good partnership working in setting up a Sexual Assault Referral Centre (SARC)
- Good arrangements for sharing intelligence with partners
- Ethical approach to investigation
- Need to conduct more focused analysis on rape intelligence including risk assessments
- Need to improve investigation outcomes
- Some data quality issues were identified

Criminal Justice Joint Inspection of Custody

An unannounced inspection of custody suites in Lincolnshire commenced on 10 January 2011. The joint inspection, led by HMI Prisons and including HMIC, is part of a national programme of reviewing all custodial facilities in England and Wales to comply with the UN Optional Protocol to the Convention Against Torture.

The inspection found that some cell accommodation was in need of repair and identified areas for improvement in relation to some procedural issues.

These are now being addressed.

It was acknowledged that the Force restructure in April will enhance the managerial arrangements for custody.

HMIC Inspection - Valuing the Police

HMIC plans to visit the Force to review the force plans and preparedness to deal with the reduction in budget, with a specific focus on:

- The scale of the financial challenge
- The development of a credible cost reduction plan
- The impact on service delivery and how this is being communicated to the public

HMIC Inspection - Protection from Serious Harm

HMIC plans to conduct inspections to inform the public of how forces are performing in the operational areas such as investigation of major crime, protection of children and vulnerable adults, public order and civil contingencies. HMIC will determine the topics that will be reviewed in each force by risk assessment.

More information can be found at www.hmic.gov.uk

Appendix 8 - Partnership Working

Working with Our Partners

Partnership working represents an increasingly important part of our business. The police service in Lincolnshire cannot resolve issues around crime and disorder alone. Working with partners such as councils and other agencies, particularly in the criminal justice field, enables us to deliver far more to you. Continued financial contributions from the County Council mean that we are able to continue to put an additional 59 Police Community Support Officers into your neighbourhoods to address the issues that are most important to you.

The Government wants to strengthen the relationship between the police and the public by finding solutions to problems within communities. The Home Secretary has stated that efforts will be made to enable and encouraging the public to get involved and mobilise neighbourhood activists. Neighbourhood Teams will be crucial in developing the 'Big Society', encouraging the public to become involved in keeping their neighbourhoods safe.

Finally, the difficult financial position has affected our partners as well as the police, and we are working to ensure that budget reductions have a minimal impact on service delivery from all those involved in solving crime and disorder issues in Lincolnshire.

Community Safety Partners

Together with our community safety partners, the District and County Councils and the Safer Communities Team, we are working to address the concerns that you have identified for Lincolnshire.

These include reducing the harm caused by alcohol, violent crime and domestic abuse. As a result of this, Operation Nova (No to Violence and Abuse) was established and has continued to address the issues of violent crime and domestic abuse. By working with our partners, we aim to tackle problem areas by launching co-ordinated sustainable strategies through a series of action days. Operation Nova will continue to run over the next year and will firmly be cemented as a part of our core 'partnership' business.



The Government is looking at abolishing some of the regulations for Community Safety Partnerships giving greater flexibility for them to decide how best to deliver for their communities.

Local Criminal Justice Board

The Board has in the past been one of our main partners and we have worked together to reduce crime and to support victims and witnesses by bringing offenders to justice. The Board has responded to the announced reductions in budgets by focussing on managing and maintaining key relationships between partners and criminal justice agencies, and ensuring that all of the county's criminal justice agencies continue to work together to reduce crime and improve justice locally.

Lincolnshire Assembly

As a member of the Lincolnshire Assembly, we are 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 Health Service, the councils and the voluntary sector, to work together to achieve the Community Strategy of "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 the quality of life for vulnerable people.

For more information and to look at the priorities in the Local Area Agreement, go to www.lincolnshireassembly.com.

Lincolnshire Road Safety Partnership

The Lincolnshire Road Safety Partnership (LRSP) was formed in June 2000. The partnership comprises of Lincolnshire Police, Lincolnshire County Council, The Highways Agency, Lincolnshire National Probation Service, NHS Partnerships and Lincolnshire Fire and Rescue.

Over the last ten years the success of the partnership can be measured by the significant reduction in deaths and serious injuries on our roads. Lincolnshire has exceeded targets, resulting in 2,564 less people killed or seriously injured between 2000-2010. Indeed 2010 was the lowest year on record for deaths (45) and the first year to have no children killed in road traffic collisions.

We and our partners within the LRSP are committed to enhancing the quality of life of the road users of Lincolnshire by reducing ill health, disability and death caused by road collisions. The aim of the partnership is to make the roads of Lincolnshire safer for all.

Working with You

It is vital that we build our relationship with you and that we use your views and comments to provide the police 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 and to influence the way in which we deliver our police service for you.

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. More information on how to influence delivery of policing services can be found on the police website (www.lincs.police.uk) and on the Police Authority website (www.lincolnshire-pa.gov.uk)

We will continue to work in partnership and are actively working to identify additional funding to support the ongoing partnership.

Regional Partners

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

See Appendix 9 for more information.

Integrated Offender Management

A comparatively small number of offenders are responsible for committing a large number of offences. Investment in improving the life outcomes for these offenders would be expected to have wide-ranging benefit for their families, their communities and themselves. As a consequence the demands on community focused services such as criminal justice agencies, health, housing and education will be reduced.

Integrated Offender Management is an umbrella framework within which such offenders can be more effectively managed and their rate of re-offending reduced. The Police in partnership with the Probation Trust, Prison Service, wider public and third sector organisations have developed a collaborative approach to tackling re-offending in Lincolnshire during 2011/12 and beyond.

Appendix 9 - Collaboration

East Midlands Regional Police Collaboration

Overview

Police forces in the East Midlands have worked together formally and informally over the past decade, recognising that joint working is a sustainable way of delivering a wide range of policing services to people within the East Midlands. Collaboration between the five police forces in the region has gained momentum due to continuing leadership and commitment from senior chief officers and Police Authority chairs and members.

The appointment of a Deputy Chief Constable for regional collaboration in March 2010 has strengthened leadership of collaboration by combining direction and control of the East Midlands Special Operations Unit, East Midlands Counter Terrorism Unit and other regional operational assets established in future, as well as the East Midlands Police Collaboration Programme.

The five Chief Constables and Police Authority Chairs have agreed a set of principles which set the context for regional work: local policing will remain local, collaboration in operational and non-operational support services should be sought and the benefits and costs of working collaboratively will be shared between the five forces.

All of the public sector, including the police service, face significant reductions in government grants. Whilst there are efficiencies to be made within forces, these will probably not bridge the entire gap and all available opportunities need to be considered.

This means collaboration is here to stay and is recognised with the Police and Crime Act 2009, as well as reflected in high profile reports by the Audit Commission and Her Majesty's Inspectorate of Constabulary.

Areas of Work

The region has identified five strategic areas of work that will be taken forward over 2011 – 2012 which are:-

- Crime
- Local Policing
- Operations
- Operational Support
- Support Services

A number of projects within the East Midlands Police Collaboration Programme have been approved and are being developed in the following areas: Scientific Support, Professional Standards, Information and Communication Technologies, Legal Services, Procurement and Contract Management, Major Crime and Specialist Ops to reduce costs and enhance capacity and capability.

An example of one of the projects delivered last year by the East Midlands Police Collaboration Programme was the implementation of a Regional Review Unit that will save Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces over £300,000. The unit will undertake reviews of undetected homicides, domestic murders, murder of vulnerable people, stranger rapes, non-stop fatal road traffic collisions, cold case rapes and cold case murders on behalf of all five forces.

More Information

For further information about the East Midlands Police Collaboration, please contact the programme team on:

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Telephone: 01623 608262



Contact us at:

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0300 111 0300

www.lincs.police.uk

Or call in at your local police station

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More action, less crime. **It all adds up.**

This information is available on request in alternative formats,
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