

Draft Policing Plan

2010 - 2013

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Foreword

AWAIT AUTHORITY CHAIRMAN'S ADDITIONS

This plan sets out how we will continue to increase the trust and confidence that the people of Lincolnshire have in their police service. We intend to do this by cutting crime and by increasing detection rates; by becoming even more responsive to local need, and by protecting you from the threat of serious and organised crime. The Plan details investments and developments that we will introduce this year that will enable us to do this.

We also know that the coming years will be tough financially. We intend to do all that we can to protect and to improve our service in the face of that additional challenge and so this year we will concentrate in particular on the following:

Operations:

Continuing the emphasis upon cracking down on the crimes that concern you the most, whilst developing our partnerships and raising our standards.

Communications:

Transforming our internal and external communications, so that we are better at listening to what you want from us and also that we tell you what we have done and why.

Resource and Demand Management:

Making sure that our working practices and structures are effective, flexible and designed to improve the service that we provide.

People:

Investing in staff development, management and leadership skills in order to make the most of the contribution made by our staff.

Value for Money:

Making sure that every penny we have is spent wisely and that we get the maximum benefit from working with other police forces and partner organisations.

There have been significant service improvements made during this past year. We intend to improve still further by concentrating on these key areas and by introducing the developments outlined in this Plan. In doing so, it is my ambition that over the life of this Plan we become one of the top performing Forces in the Country.

A Challenging Ambition

There are currently 43 police forces in England and Wales. As your Chief Constable I aspire to lead a police force which is viewed as being one of the top performing

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forces in the country. The Chairman and I have agreed that our challenge is to ensure that the performance of Lincolnshire Police is consistently amongst the top half of police forces in the country. In key service areas we aspire to be amongst the top ten of all forces by 2013.

SECTION 1: POLICE AUTHORITY STRATEGIC OVERVIEW

Lincolnshire Police Authority Vision and Strategic Objectives 2010 – 2013

This Policing Plan sets out the policing objectives and priorities for Lincolnshire for 2010 – 2013. It outlines Lincolnshire Police Authority's vision and strategic objectives for policing in the County; it explains Lincolnshire Police's delivery priorities for the next three years and it highlights some of the achievements of the last year.

In the current economic climate, funding will become increasingly tight. The Authority is therefore committed to working with the Force and our partners to maximise value for money and efficiency. The Authority will enable and support the Force in achieving the objectives and priorities in this Plan. Together we will ensure that you have a high quality police service and that Lincolnshire remains one of the safest counties in the country.

Our Vision:

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

Our Objectives:

In order to achieve this vision we will deliver four objectives:

1 Better Performance

We will fulfil our statutory obligation to ensure efficient and effective policing in the County

- We will set rigorous challenges for Force performance and hold the Chief Constable to account for the delivery of the policing plan.
- Each year, we will conduct scrutinies in key areas of Force performance and publish the results on the Authority's website.
- We will continue to monitor and reality check the Force's performance against the Policing Pledge.

- We will ensure that the Force continue to improve its provision of protective services and continue to meet national standards
- We will oversee and monitor the Force in its delivery of the PREVENT¹ Counter Terrorism Agenda and continue to progress the Authority's delivery and monitoring plans.

The Authority will ensure continuous improvement in all aspects of its work

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

2 More Effective Community and Partnership Engagement

Understanding clearly the needs of the people of Lincolnshire and our partners is fundamental to establishing policing priorities.

- In partnership with Lincolnshire Police we will continue to engage with an increasing number of people and partners across the County about policing issues.
- We will take an active role in the appropriate partnerships in the County in order to optimise the resources available to achieve our vision and to support the wider County level community safety objectives. We will develop and implement our Partnership Strategy.

We are committed to safeguarding, promoting the welfare of and improving the well-being of children, young and vulnerable 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 ensure that the Force actively participates and fulfils its obligations as a member of the Lincolnshire Safeguarding Children Board and the Lincolnshire Safeguarding Vulnerable Adults Board.

We will promote fairness and equality and ensure that people are treated with respect and dignity at all times.

- We will demonstrate our commitment to equality and diversity including embedding and delivering the objectives detailed in our Combined Equalities Scheme² and by ensuring the Force progresses its own diversity agenda.
- We will continue to raise awareness of the public's rights with regard to Stop and Search and monitor the Force's proportionate and fair use of these powers.

¹ Details around the PREVENT programme can be found at <http://security.homeoffice.gov.uk/counter-terrorism-strategy/>

² Our Combined Equalities Scheme covers the 7 strands of diversity, namely: age, disability, gender, race, religion/belief, sexual orientation and transgender.

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

- We aim to increase the number of people who have an awareness of the Authority's role. We will achieve this by taking a leading role in partnerships and developing and implementing the Authority's Marketing Strategy and Plan.

3 Ensuring Better Value for money and efficiency

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

- By rigorously reviewing our baseline, we will achieve efficiency savings of at least £12 million over three years and develop an approach to raise funding from sponsorship and other income generating initiatives, which will be ploughed back into front line policing.
- We will prioritise our activities and address risks by introducing an approach which demonstrates the linkage between performance outcomes and financial allocations.
- We aim to be assessed by the Audit Commission as "performing well" in their Use of Resources assessment.
- We will further embed our Risk Management Strategy and ensure that risk informs wider strategic and service planning, and financial and performance management, both in the Authority and within the Force.
- We will work with the Force to carry out Value for Money and Efficiency Reviews.

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.

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

- We will ensure that the benefits of collaboration, including efficiency savings and special grants, are maximised.
- With our partners we will develop strategies that make the best use of collective resources to maintain and improve services to the public.

4. Improved Trust and Confidence

Working with Lincolnshire Police we aim to put the needs of the County's 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 2012;³
- The overall level of public satisfaction⁴ with policing services will continue to improve significantly
- The Authority will ensure the effective delivery of the Force's Public Service and Confidence Programme.

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

- Monitor complaints against police officers and staff, and consider issues relating to discipline, grievance and conduct issues.
- Make sure that lessons learned from monitoring complaints are implemented.
- Manage an effective Independent Custody Visiting Scheme: by 31st March 2011 we will have increased the proportion of detainees offered a custody visit from 50% to at least 80%.

³ 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'.

⁴ 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').

SECTION 2: THE POLICING PLAN

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 believed 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 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 at www.lincs.police.uk) which makes clear the level and the quality of the service which you are entitled to expect.

During 2009/10 we ensured that all standards contained within the Policing Pledge were met. We have been assessed by Her Majesty's Inspectorate of Constabulary as achieving a "fair" grade in relation to the Pledge, and we will continue work to ensure further improvement in our service.

We believe 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 you 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 in policing remains a top priority for the Police Service and is the only target set for us by HM Government. During this year we will continue to implement the strategy for increasing trust and confidence set out in this plan. Last year the British Crime Survey noted an increase of 7% in the confidence people have in us. This means that we are on track to hit our target of 58% by March 2012.

Safer Neighbourhoods

Developing Safer Neighbourhoods means working closely with our communities and our partner agencies, listening to people and working alongside them to help resolve issues that concern them. Issues may range from particular types of crime or anti social behaviour, to motorists who speed through villages and inconsiderate parking. 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 also know that you want to see more uniformed officers on the streets of Lincolnshire. We are working hard to reduce the amount of paperwork that keeps officers in police stations, so that they can spend more time responding to your needs. We have already introduced a number of technological solutions to enable officers to spend more time on patrol within communities.

Communities within the county continue to change and to grow quickly. We remain determined to understand our diverse communities and to provide a service that supports your needs. Lincolnshire is already one of the safest counties within the country and we know that by continuing to work closely with you and our partners, we can make it even safer.

Our Approach

During 2009/10, our 59 Neighbourhood Policing Teams worked hard to improve the quality of consultation and engagement with local communities. Through your local neighbourhood policing team, you tell about the problems in your community and we, together with our partners, try to address and resolve them.

The County Council and the District Councils have, for the last three years, contributed over £1.5m per annum, which we have used to employ 59 additional Police Community Support Officers (PCSOs). The County Council has agreed to continue their funding for a further three years which will enable us to develop some exciting new ways of working with them. We intend to commit our entire team of 149 PCSOs to a joint approach to integrate neighbourhood working which will make both us and the County Council far more responsive to your local needs.

We have also developed two new crime initiatives within Lincolnshire Police during 2009/10; Operation Fusion, which addresses acquisitive crime (burglary, robbery and car crime); and Operation Nova, which tackles violent crime, anti-social behaviour and abuse. We intend to build upon the early success of Fusion and Nova during the next 12 months.

We also intend to increase the number of police officers working in our neighbourhood policing teams by 8 during next year and to create a support team of 2 sergeants and 10 constables. This team will be used to investigate serious crime, whilst supporting neighbourhood policing teams and other operational officers. Together with the benefit derived from the introduction of mobile data terminals for our officers last year, this will contribute to increasing the visibility of uniformed police officers in our communities.

Organisational Activity to Support Safer Neighbourhoods

In 2010/11 we will:

- Continue the development of our Lincolnshire policing model to ensure that the different teams of officers and staff are best aligned and integrated to support neighbourhood policing and that these arrangements are clearly communicated to you.
- Continue the development of our Neighbourhood Policing approach by incorporating good ideas and practice learned from the pilot Neighbourhood Management Areas.
- Through the development of 'Integrated Locality Working' we will work closely with Lincolnshire County Council to develop an expanded role for Police Community Support Officers and to ensure a better response to 'community calls for action'.
- Recruit and deploy an increased number of volunteers, from a wider base of the community, to augment the amount of people available to provide responsive policing services.
- Develop and support the many partnership and collaborative arrangements we have with a wide variety of organisations and groups, to ensure better outcomes for the people of Lincolnshire
- Drive forward the reduction of burglary, car crime and robbery offences through our ongoing Operation Fusion.
- Drive forward the reduction of anti-social behaviour and violence associated with the evening economy, particularly where alcohol is a factor through our ongoing Force-wide Operation Nova.
- Improve our crime detection rates and investigative competence.
- Ensure that the commitments we have made in relation to the 'Policing Pledge' are sustained and developed.
- Work with other Criminal Justice Agencies to develop a wider range of approaches to dealing with offenders and offending behaviour, including restorative justice practice and more say for the community in decisions on appropriate action to be taken following investigations.
- As part of our recognition of the wider diversity of our community, we will improve our approach to supporting community cohesion and representation.

In 2011/12 we will:

- Review our policing delivery structures to ensure that our staff are deployed in the right places at the right times, to best meet community priorities for service.
- Arrange an independent review of our integrated locality working implementation with the County Council.

In 2012/13 we will:

- Look to replace Operation Fusion and Operation Nova with further force-wide operations to continue driving down crime

For further detail on the above, please see our Implementation Schedule at Appendix 10

Monitoring Our Performance

To assess our progress in delivering Safer Neighbourhoods during 2010/11, we will monitor and seek to improve our delivery against a range of indicators:

- The number of staff deployed in neighbourhood policing teams and their availability to the public
- The number of volunteer hours deployed
- Recorded levels of acquisitive crimes and detections (burglary, robbery and car crime)
- Recorded levels of anti-social behaviour
- Recorded levels of violence and detections
- Police Pledge performance

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 protected from those that prey upon them.

During 2009/10, we invested a significant amount of money to improve how we address the threat from major crime and serious and organised crime. We have created a number of new posts to work in this area and have achieved the national standard set by Her Majesty's Inspectorate of Constabulary. As a result of this work and these additional staff, the people of Lincolnshire are now much safer.

Our Approach

We have a small review team which is working to help us to ensure compliance with the national standards for each protective service area: critical incidents, civil contingencies, public order, roads policing, counter terrorism, domestic extremism, protecting vulnerable people, major crime, serious and organised crime and firearms.

There are over 1,300 elements to the national standards and the team will ensure compliance by April 2011.

We have also developed close and productive working relationships with the other four Forces in the East Midlands region (Nottinghamshire, Derbyshire, Leicestershire and Northamptonshire). For example we contribute to the East Midlands Special Operations Unit, which provides a specialist service across the Region to fight serious and organised crime. The Unit is recognised as being an exemplar of good practice, and many organised crime groups which have operated in Lincolnshire have been disrupted and prosecuted as a result of its work. During this year we intend to develop additional regional partnerships and collaborations, which will help us to provide even better protective services to the people of Lincolnshire.

In 2010/11 we will:

- Implement the findings of our Protective Services Review, to ensure that the Force is compliant with the Association of Police Officers (ACPO) minimum standards, which govern each Protective Service. In particular we will strive to improve current processes and practices, increase partnership working and learn lessons where we need to do so.
- Develop additional capacity to support divisional CID teams, investigating serious volume crime.
- Complete the establishment of permanent staff dedicated to public protection services, including additional capacity for child protection work.
- Encourage the reporting of serious sexual offences and through joint working with our partners including the Crown Prosecution Service, bring more offenders to justice.

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- By working with partners such as HM Courts Service and the Crown Prosecution Service, increase effective use of the Proceeds of Crime Act such as bringing confiscation, forfeiture and restraint orders.
- Improve our working practices with Independent Advisory Groups (IAGs), in particular, in major or specialist crime offences.
- Continue development of the collaboration arrangements we have with other police forces in the East Midlands Region, in particular in relation to firearms response, public disorder training and forensic science.
- Continue the development of partnership working to protect vulnerable children, through the ongoing improvement of information sharing agreements between organisations.
- Continue our operational roads policing activity to deny criminals the use of roads.
- Work with the Road Safety Partnership to reduce the number of killed or seriously injured persons on Lincolnshire roads, focusing on an 'intelligence led' approach, education and enforcement.
- Continue to identify lessons learned from collision investigations and through specific analytical work, use this information to design out potential hot spots and target enforcement in the right areas for maximum effect.
- Continue the development of our communications centre to maximise our ability to answer calls for service promptly and to deploy the appropriate resource to each incident, based on agreed and published criteria.
- Maintain a robust, effective firearms capability in order to deal with the most dangerous of individuals within society and to protect the community.

In 2011/12 we will:

- Review our compliance against the national standards for protective services
- Implement any recommendations in respect of protective services minimum standards following inspection by Her Majesty's Inspectorate of Constabulary, and address any new minimum standards identified as part of the on-going improvement process.
- Gather and utilise effective practice identified from regional and national protective services inspections
- Continue to develop regional and sub-regional collaborative arrangements with our partner forces in the East Midlands Region

- Continue to promote effective working arrangements with partner agencies and organisations
- Share our own best practices and lessons learned from across our ten Protective Service Areas.

In 2012/13 we will:

- Continue a process of self-examination and review to maintain compliance with existing and new Protective Service Minimum Standards, and updated legislation.
- Continually strive ensure that the Force is still able to maintain the capacity and capability to deal effectively with major challenges to public safety including terrorism and serious crime.
- Continue our work on a Regional and Sub Regional basis with our partners in the East Midlands Region to develop Collaborative working opportunities

For further detail on the above, please see our Implementation Schedule at Appendix 10

Monitoring Our Performance

To assess our progress in protecting the public, together with partners such as the Crown Prosecution Service, we will monitor and seek to improve our delivery against a range of indicators, including:

- The number of recorded violent crimes and detections
- The number of people killed or seriously injured on the roads within the county
- The number of repeat victims of domestic abuse
- The number of serious sexual offences and detections
- The degree by which serious and organised crime has been prevented or disrupted.

Service Improvement

We are committed to providing the best possible service to the people of Lincolnshire. In order to do this we are developing and improving our existing services and working with the Police Authority to ensure that every penny we have is spent wisely and to the benefit of those we serve. We are developing an ambitious value for money programme which can be seen in more detail at Appendix 4.

Our major focus is on investing in our staff in order that they are properly trained and equipped. We will also invest in continued leadership and management training to ensure that our staff receive the highest standards of leadership. Our work on instilling the right values and behaviours, what we call "Policing with Pride", will continue this year to ensure that every single person who works for Lincolnshire Police is dedicated to providing the service you require.

Often we are told that we are not good enough at getting our message across. This year will see significant extra effort put into developing our internal and external communications. We want to hear from you about things that we can improve and we want to make sure that you hear about the great work that is done by your Police Force.

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, how you experience neighbourhood policing, through to increasing savings so that we can put more resources back into front line staff and increase that visible police presence that you tell us that you want to see.

A financial settlement reached in June 2008 stabilised our monetary position for the first time in several years. This allowed us to reinvest savings and efficiencies that we made that year into frontline policing during 2009/10. We also took this opportunity to reschedule our capital programme, which includes items such as police buildings, computer systems and vehicles. This rescheduling freed up more cash to invest in crime fighting.

This rescheduling process has enabled us to make our money go much further and has allowed us to create some new posts across the organisation, which supports our commitment to service improvement for you. This assessment of how and where we invest is now a yearly event which enables us to really focus on improving the service we provide to you across the county by re-investing in our core functions.

Service Improvement Programmes

The Force has several programmes of work on this subject, all of which seeks to gain improvement in a variety of areas. These projects and programmes range from compliance with the 1,300 standards contained within the National Protective Service Standards, through to improving our performance against the Policing Pledge, and ensuring that our Capital Programme (ICT, police buildings and vehicles) deliver the most cost-effective and practical solution for us. A detailed schedule of investments and changes in this area can be found at Appendix 10.

Approximately 80% of all police budgets are spent on people. It is important that our staff are appropriately trained and equipped to deliver a police service that meets your needs. This next section explains how we intend to develop our people.

People Development

We believe that if our staff are skilled, well motivated, and feel supported and valued by their managers, this will be reflected in the service they provide to you. We believe that this in turn will increase the levels of trust and confidence that you have in us. We have put in place a whole range of activities aimed at making sure we get the absolute best from our people.

We have been very clear about the values of Lincolnshire Police (**Policing with PRIDE**) and about the behaviour we expect from our staff, both in the way they treat members of the public and the way in which they work with their colleagues. We have a programme of work in place designed to make sure these values and behaviours are firmly embedded in everything we do.

Our leaders and managers have a huge impact on the skills, behaviour and motivation of our people so we will continue to invest in leadership and management development programmes to make sure that our people are well led. We will also continue to invest in the training and development of all of our staff to make sure that they have the right skills to deliver great services in an efficient and cost-effective way. Our focus will not only be on those who want to progress within Lincolnshire Police, but also those who are happy in their role and are always seeking to improve the quality of service they provide.

We will continue to review the mix of our workforce so that our people are in the right place, at the right time, doing the right things ensuring that we get the most from them. Our work on succession planning and talent management will make sure we have the right skills in the long term, as well as the more immediate future.

We believe that we are better placed to provide responsive and effective services if our workforce has a good understanding of the needs and the experiences of our local communities. We therefore aim for the composition of our workforce to be diverse and to be similar to the composition of the local population. This will help to build the trust and confidence of our communities which is central to policing with consent. We continue to encourage members of under-represented groups to apply

to work for us and will strive to remove any barriers to their retention and career progression in the organisation.

Another way of increasing the capacity of our workforce is through the use of volunteers who bring with them a wide range of different skills and experience as well as a great commitment to public service. Over the next year we will look to recruit and retain more special constables, volunteer police staff and cadets and to invest in their development.

Whilst we are committed to the training and the development of our staff, we want to make sure that we minimise the amount of time they are away from their jobs. We therefore wish to extend the use of e-learning (learning using a computer training course, rather than traditional teaching in a classroom) so our people have more flexibility in when, where and how they learn. This will also improve efficiency by reducing the time and costs of travelling to courses.

Making the Best Use of Our Resources

We are committed to ensuring that every penny we receive of public funding is used to the maximum. For us to improve the way we use this public money, we need to challenge how we use all of our assets; be they people, buildings, working practices or equipment. In the forthcoming year, we intend to review various areas of business in order to reduce any unnecessary bureaucracy and any inefficient working practices, so that our staff can do more for you.

The Deputy Chief Constable and the Chair of the Police Authority have instigated a Value for Money Programme across the Force. On behalf of you the taxpayer, the Police Authority scrutinises how we deliver savings, how we improve the service we deliver to you and how we become more efficient at what we do. With a difficult financial period ahead, the Authority and the Force are clear that the demand for increased productivity i.e. doing more for the same amount of money invested, or possibly less money, will continue across the lifetime of this plan.

Under the banner of the Value for Money programme, the Force and the Authority have several reviews planned to deliver cash savings and to create resources that can be reinvested into front line services. In addition to this, there is a relentless focus on efficiency through either internal audits conducted by the Police Authority, or through external audits which are commissioned by the Authority but completed by a consultancy firm.

In 2010/11 we will:

- Review the way in which we provide administrative and back office support to the Force, to increase the efficiency of these areas and also to reduce bureaucracy so that operational staff have more time to spend on the frontline.

- Work hard to secure the highest possible level of investment in policing for Lincolnshire and continue to lobby central government for a fairer share of national funding
- Look to secure grants to support services and investment, be they from national police funding streams, partnerships bids or external sponsorship.
- Work with partner agencies and police forces to get the best from our shared resources
- Continue to work to secure efficiency savings from the resources that we already have.
- Review the location of our police stations and bases. We recognise that the locations of some of our police stations are inconvenient for both the public and our policing purposes. Over the next year we shall start developing our plans to address this. These plans will include considering whether we would be better sharing facilities with Councils, NHS, Fire Service or other bodies, to provide easier access for the public to a range of services.

Performance Indicators 2010-11

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

- Monitor the overall satisfaction levels of our service
- Confidence measures regarding police reliability, fair treatment, ability to deal with minor crime, understanding of issues affecting communities and how well the police and local council deal with crime and anti-social behaviour.
- Financial PIs (**efficiency savings etc – Head of Finance to add**)
- Seek to achieve a workforce mix that reflects the population of Lincolnshire, that is:
 - Police officers from ethnic minority groups - 1.4%
 - Police staff from ethnic minority groups - 1%
 - Special constables from ethnic minority groups - 0.7%
 - Female police officers - 25%
 - Staff with disabilities - 2.7%

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.

There are approximately 692,800 people living within Lincolnshire and this number is growing at a faster rate than most other counties in the country. The population is diverse with a large number of residents moving to the county from across Europe.

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 1,193 Police Officers, 916 police staff, 112 Special Constables and 149 Police Community Support Officers. – **FIGURES TO BE UPDATED AS OF 01 APRIL 2010**

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 Safer Neighbourhoods including Volume Crime, the three Basic Command Units (BCUs), Criminal Justice and Partnerships, Community Safety, Neighbourhood Policing and Citizen Focus

Temporary Assistant Chief Constable, Alec Wood:

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

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, fleet, finance, purchasing and administration

Force Structure

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.

Chief Superintendent Russ Hardy - East Division

Chief Superintendent Lee Freeman – South Division

Chief Superintendent Carl Langley - West Division

The BCUs are supported by two further operational departments; Crime Support and Operations Support

Chief Superintendent Heather Roach – Operations Department

Chief Superintendent Roger Bannister – Crime Support

ADD PICTURES

APPENDIX 2 – ABOUT LINCOLNSHIRE POLICE AUTHORITY

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 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
- Seven 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 Performance and Human Resources Committees.

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, she 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

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

ADD INDEPENDENT MEMBER CURRENTLY VACANT

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

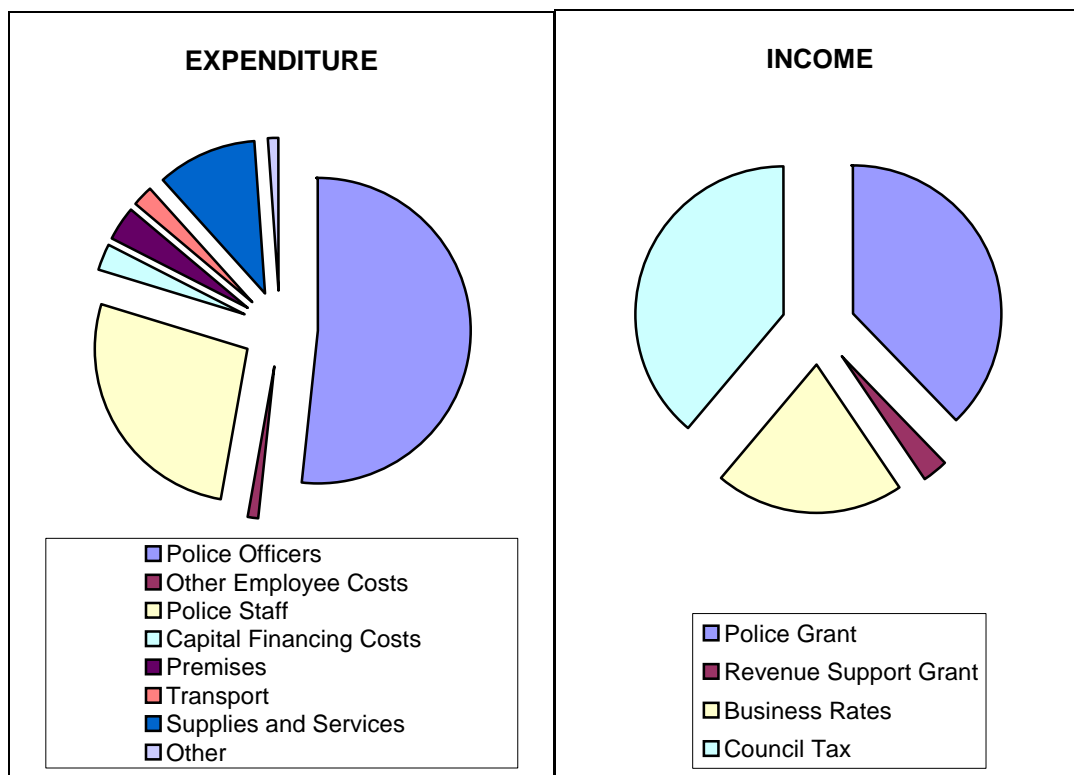
ADD PICTURES

APPENDIX 3 - THE BUDGET FOR 2010/11 AND BEYOND

We plan to spend £122.9 million in 2010/11 on policing in Lincolnshire. Of this £75.3 million will come from central government grants. In comparison direct funding from the Council Tax will total £42.0 million, 34.1% of the overall budget.

The main expense is people, which in 2010/11 will account for £96.5 million of this expenditure. Of this, £61.0 million will be spent on police officers, with the balance being spent on PCSOs and support staff.

In addition to the above in 2010/11 we will invest £8.9 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 – PRODUCTIVITY AND VALUE FOR MONEY PROGRAMME

AWAIT CONTENT FROM DCC AND DIRECTOR OF FINANCE & ADMIN

APPENDIX 5 – HOW AND WHAT DID WE DO IN 2009 /10?

In 2009/10 our priority was to build your trust and confidence in us, by:

- Making your neighbourhood safer,
- Protecting you and
- Improving our services.

We want to take this opportunity to give you an update on what we have been doing within these key areas:

Safer Neighbourhoods

Crime mapping – Lincolnshire crime mapping website (available on www.lincs.police.uk) was launched in December 2008. You can now search using your postcode or area name to compare levels of crime (including burglary, violent crime and car crime) so that you can find out what is happening in the area in which you live. In October 2009, this service was updated to become part of the national crime mapping website.

Operation Fusion - a crackdown on burglary, car crime and robbery was launched on June 8th 2009. Fusion is a long-term operation that will focus our efforts, through regular days of action, on hitting criminals hard. We will be re-doubling our efforts to catch and convict those that steal from you, your homes and vehicles. This sort of crime is often linked to drug abuse and so we will continue to focus upon those that are involved in the supply of drugs. So far we have had a number of successes through this operation:

- House burglaries have reduced across the county by **QUANTIFY AT END OF YEAR).**
- A number of prolific burglars and car thieves have been caught and detained to prevent further offending **(QUANTIFY AT END OF YEAR).**
- ‘Trap’ vehicles have been successfully deployed across the county and a number of offenders caught and convicted. **(QUANTIFY AT END OF YEAR).**

Innovative ideas have been implemented to increase the impact of the operation, such as police support staff distributing crime prevention leaflets and the use of blue tooth technology and public address systems to communicate key crime prevention messages.

VOLUME CRIME RESULTS TO ADD AT END OF FINANCIAL YEAR

New Technology Introduced to Help With the Fight Against Crime

By the end of 2009, we had deployed 800 hand held mobile data terminals, which have enabled our officers to access our computer systems and to carry out other functions whilst remaining out on patrol.

In January 2010, we launched our new crime and intelligence computer system (Niche), which enables us to manage our crime records and our intelligence information on one joint computer system. Linked to this, we have also introduced a new digital dictation crime recording system, which means that officers no longer need to return to police stations to update computer systems with information relating to crimes.

In March 2010 we expanded the use of the Niche system and launched our new case management and custody application, which enables us to manage records connected to an individual from arrest right the way through the justice system on one computer system.

We have also introduced a streamlined file submission process that reduces the amount of paperwork officers have to complete for court cases. This means that they have more time to patrol within your community.

As a result of internal reviews under the value for money programme, we were able to recruit an additional 2 neighbourhood policing team constables and 6 uniformed operational sergeants to support and to direct frontline policing.

Protecting the Public

We have listened hard to what victims of crime have said about their experience of our service and we have made vast improvements in the way in which we keep them updated about their case. This has resulted in a marked improvement in victim satisfaction. **QUANTIFY AT END OF YEAR**

In March 2009, the Force launched its new database for the management and the recording of missing persons called MISPEERS. This system enables us to co-ordinate the management of missing person in a robust and effective manner. Since the launch of MISPEERS, the Force has recorded a total of 2138 missing person reports (as at March 2010) which involve 1417 missing people, over 99% of whom have been traced. **TO BE UPDATED WITH END OF YEAR FIGURES**

During 2009, we established a new Sexual Assault Referral Centre (SARC), which ensures that we provide the highest level of care for victims of sexual assault. This building is a joint venture with NHS Lincolnshire and is a dedicated facility for this purpose. The first clients started using the centre in January 2010. As a result of our value for money reviews and with a desire to increase resources in this area, we have recruited an additional 16 people to set up a Sexual Assault Support Team.

We have also increased our ability to review major crime such as murder and kidnap by recruiting an additional 5 people to work in the Major Crime Unit, 6 police officers to assist in our fight against serious and organised crime and 2 posts to investigate on-line paedophile and criminal activity. We have also recruited 6 case builders to assist detectives in the preparation and the submission of case files, thereby releasing police officer time for investigations.

We have improved the provision of Forensic Medical Examiners for both the victims of sexual assaults and for those people who have been arrested or detained in custody suites and who require medical care or attention. We have recruited a number of police staff Custody Officers, so that police officers can be released back to front line duties instead of supervising prisoners in police cells.

To enable us to search the large number of computer systems that store police information and intelligence, we have developed and launched the Genie Search Engine. This enables all of our computer databases to be searched at the press of a single button.

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.

Improving Our Services

We have introduced a new way of monitoring performance, including a quarterly event attended by all of our senior staff, as well as partner agencies such as the National Police Improvement Agency and HMIC. This event is used as a forum to identify and to share good practice, and to agree strategies for tackling countywide concerns such as anti-social behaviour, alcohol and domestic related violence, and road safety.

We have consulted with over 4,000 residents of Lincolnshire on how we can improve our communication you, including the best places, times and ways in which to speak with you, in your community. We are now using this information to make it easier for you to contribute to how we can address issues in your area.

During 2009, we reviewed the uniform worn by our staff and listened to their views about how appropriate it was for the job they were being asked to perform. We are now in the process of issuing new uniform, which allows staff not only to do their job efficiently and safely, but also increases their visibility in the community whilst looking smart and professional at all times.

We have launched our new Single Non Emergency Number (0300 111 0300) which will ensure that you can contact us when you need to and still receive a local service.

We have continued to promote excellence in the quality of the service we provide through the development of our **Policing with PRIDE** initiative

We have continued to improve our performance against the Policing Pledge and to develop activity in line with our Quality of Service commitment.

We have installed 'Checkmate' which is a system to improve how we carry out independent vetting on people wanting to work with children or vulnerable adults.

APPENDIX 6 - 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:

The Policing Pledge

The Policing Pledge sets out ten minimum standards that the police service promised to deliver from 31 December 2008. These are outlined at Appendix 8 of this document.

HMIC reviewed how well the 43 forces in England and Wales were delivering the standards that the Police Service had promised to the public. Forces were assessed against each pledge standard and what we were doing to improve. Separate grades were allocated for each of these areas as well as an overall grade being provided: Lincolnshire Police was graded as *'fair'*. A summary of the findings from HMIC is shown below.

Pledge No.	Strengths	Areas to improve	Grade
1	Our police stations are accessible to visitors with disabilities. We provide interpreting services and leaflets for customers who do not use English as their first language	Police station opening times decided by us, not the public. We had not asked new and emerging communities about their needs.	Fair
2	We publish details of neighbourhood policing teams and how to contact them on our website.	We had not displayed posters in busy places, such as supermarkets to inform people who do not use the internet.	Fair
3	We provide consistency and continuity to our local communities by keeping neighbourhood policing team members in their posts for over two years. They spend more than 80% of their time visibly working in	We do not provide enough support from other members of the force to tackle neighbourhood priorities.	Fair

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Pledge No.	Strengths	Areas to improve	Grade
	neighbourhoods tackling local priorities.		
4	We answer e-mails and letters quickly.	We had recently introduced new arrangements for responding to telephone messages, which were still bedding in.	Fair
5	In 2008/09, we answered 91% of 999 calls within the 10-second target.	We did not always give callers an estimated time of arrival.	Fair
6	In 2008/09 we answered 92% of no-emergency calls within the 30- second target. Our call handlers are trained to recognise the needs of callers who are vulnerable or upset.	We had not provided enough information to call handlers to help them to decide whether calls relate to a community priority. We did not always give callers an estimated time of arrival.	Fair
7	We use a wide range of opportunities for people to regularly meet with their neighbourhood policing teams. We publish details of meetings on our website and in police stations.	We did not have a consistent approach to either advertising meetings or involving local communities in deciding local priorities.	Fair
8	We provide up to date information about local crimes on our website. For the benefit of people who do not use the internet, we had consulted with our community to find out how they would like to hear about policing in their local area.	We were not regularly providing information about action taken against offenders, how we and our partners are making neighbourhoods safer and how we are performing.	Fair
9	We have arrangements in place from their first report for the care of victims of assault, burglary, vehicle crime, robbery or hate crime. We also care for victims of all crimes once an offender has been charged.	We did not have victim care arrangements in place for victims of all crimes from their first report. We did not routinely ask victims how they want to receive updates about their case.	Fair
10	We are improving the way that we handle reports of dissatisfaction.	We needed to improve the way we record reports of dissatisfaction.	Fair

Pledge No.	Strengths	Areas to improve	Grade
		We needed to look more closely at what causes customers to be dissatisfied in the first place.	

We have developed an action plan to ensure improvement against any area that was identified by HMIC as requiring improvement.

HMIC completed a follow-up inspection in January 2010 to assess how we had improved since their previous visit. The feedback from this was very positive and particular reference was made to improvements in programme management, action planning and gap analysis and in the regional collaboration review work carried out to support the implementation of the policing pledge across the East Midlands. The sub-grade for 'action being taken to address deficiencies' was increased from a FAIR to a GOOD.

Other improvements were identified such as strong personal leadership from the Chief Constable, visibility of the pledge on force and authority websites, clear Police Authority governance arrangements and development of training and marketing tactics.

Major Crime

Following an HMIC inspection in 2007 of our ability to deal with homicide and other major crime, we were assessed as *'failing to meet the national standard'*. HMIC recognised that we have a low to medium demand in terms of this type of crime and that our detection rates for such offences are far above average. However, HMIC recommended that we allocate additional resources to increase our analytical capacity and created the ability to review major crime cases. These developments would then ensure that we met the required national standard. The Force developed an action plan to achieve this and made significant financial investment in the identified areas including:

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

In July 2009, HMIC carried out a re-inspection of major crime to review the improvement made since the original inspection from 2007. The inspection team was impressed by the investment that the Force and the Police Authority had made into improving major crime and thereby reducing the threat and risk posed to the community.

They acknowledged that we had appointed a number of analysts and intelligence officers to support and to increase our analytical capability and capacity. As a result of this, we now have a better level of understanding about the threats that confront us from major crime.

We have also created a dedicated major crime review team, using retired detectives who have experience in dealing with these types of investigations. We were able to demonstrate the range of reviews that had been completed by the team and how we have made improvements in the way we work because of the lessons learned.

HMIC considered that the recommendations have now been addressed and their assessment was that we now *'meet the standard'*.

Most Serious Violent Crime

In January 2009, the Home Secretary commissioned HMIC to carry out a national review of the way in which police forces record the most serious types of violent crime. The review was a snapshot and quite limited by the small sample of data that was selected. Whilst HMIC did not provide forces with an individual report or grade, they published a national report in which they found that most violence is being recorded correctly by the police service, but noted that some victims felt that they may have been denied the service they deserved because their allegations were not recorded as a crime.

Although we were not identified as a force with a high error rate in the areas tested, we will however review the good practice identified within the report and adopt the suggestions made to help us to improve our performance.

Planned Inspections and Audits for 2010/11 Onwards Anti-Social Behaviour

HMIC has identified that, both locally and nationally, the public is concerned about anti-social behaviour. HMIC will therefore make local assessments about how police forces respond to reports of anti-social behaviour and particularly how repeat victims and vulnerable victims are treated.

An inspection team visited us in January 2010 to assess how we deal with anti-social behaviour and how we talk to people within our communities about their experiences of anti-social behaviour. The results of the inspection are included in the Police Report Card, an HMIC assessment of each police force, which was published in March 2010. **DETAILS TO FOLLOW AFTER 11TH MARCH**

APPENDIX 7 - 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 District and County Council partners 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.

Our partners have played an active role, working alongside us in our recent crackdown on dwelling burglary, vehicle crime and robbery (Operation Fusion). The distribution of energy saving light bulbs, the installation of free door chains and window locks and the deployment of 'talking signs' in local authority car parks are just a few examples of partnership working undertaken since the inception of Operation Fusion.

The Lincolnshire Doorstep Crime Partnership continues to grow and is attracting more and more members onto the board. Their work centres upon raising awareness about distraction burglaries, bogus callers and rogue traders. Over the course of 2009, the Partnership has co-ordinated a number of awareness events, created a doorstep crime calendar and combined their resources in order to make the communities of Lincolnshire vigilant against this type of crime.

We have also developed a new department to strengthen the link between criminal justice and partnerships which has also helped 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.

As a result of this, Operation Nova (No to Violence and Abuse) has been created 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. Similar to Operation Fusion, Operation Nova will continue to run over the next two years and will firmly be cemented as a part of our core 'partnership' business.

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. Through our Policing Pledge we will provide you with information about the outcomes of offenders who enter the justice system.

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 Primary Care Trust, 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 <http://www.lincolnshireassembly.com>.

Lincolnshire Road Safety Partnership

The Lincolnshire Road Safety Partnership (LRSP) celebrates its 10th anniversary this year. The partnership comprises of Lincolnshire Police, Lincolnshire County Council, The Highways Agency, Lincolnshire National Probation Service and Lincolnshire Primary Care Trust.

Over the last ten years the success of the partnership can be measured in the significant reduction in people being killed or seriously injured on our roads. The figures speak for themselves and show a 50% reduction over the last 10 years.

We and our partners within the LRSP are committed to a collaborative, intelligence led approach to road safety, which focuses on education, engineering and enforcement.

The Lincolnshire Life Skills Academy, based at North Kyme has recently become fully operational and has been developed by the Principle Road Safety Co-ordinator. It provides a centre of excellence to deliver a wide range of first class road safety programmes to help us all achieve further reductions in casualties.

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 (<http://www.lincolnshire-pa.gov.uk>)

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.

We have been given national funding to invest in regional special operations work with specialist officers and equipment. This allows us to improve the service we deliver 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. For further detail, please see Appendix 9.

APPENDIX 8 – OUR 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.

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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.

APPENDIX 9 – EAST MIDLANDS REGIONAL POLICE COLLABORATION

Overview

Over the last three years, continuing leadership and commitment from chief constables, their chief officer teams, police authority chairs, members and officers has ensured that collaboration between the five police forces in the region has increased. Collaboration is unquestionably a sustainable way of delivering a wide range of policing services to people in the East Midlands.

Leadership of collaboration has been strengthened with the appointment of a Deputy Chief Constable for regional collaboration. This post combines the 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.

Further significance is being given to collaboration on services such as human resources, information technology, procurement and areas of operational support. In future, there will be greater emphasis on finding savings. These changes in the collaboration programme are a direct response to the tightening financial position the police service faces generally and the particular financial pressures on police authorities and forces in the region.

Widespread collaboration is here to stay. Measures in the Police and Crime Act 2009 make collaboration easier. At the same time, the Act gives the Home Secretary powers to mandate collaboration in certain circumstances. The proposals to ensure increased collaboration set out in the Her Majesty's Inspectorate of Constabulary report "Getting Together: a better deal for the public through joint working", have been implemented by the Home Office. The region will continue to work closely with the National Policing Improvement Agency as it supports the police service to make the best use of collaboration.

A Regional Vision

There is a vision for collaboration on policing in the East Midlands, which emphasises the importance of improving public confidence in policing:

"By working together we will help to improve public confidence in the police by improving public safety and improving our productivity."

Public confidence in the police will be improved through successful delivery and communication of the productivity and public safety improvements, together with local policing delivery by local police forces.

Public safety will be improved through the shared delivery of protective services where appropriate reducing threat, harm and risk.

Productivity will be improved through working together sharing best practice, increased interoperability and shared delivery of services. Also, through making better use of resources.

Regional and Sub-regional collaboration

The approach to collaboration in the East Midlands is one of maximising the benefit to the region of collaboration. Collaboration within the region will sometimes involve fewer than all five of the region's forces (called sub-regional collaboration). This has always been part of the collaboration model for the East Midlands and will continue to play an important role because some policing services are best delivered locally; geography makes delivering services at a sub-regional level appropriate sometimes and in some circumstances sub-regional change can be implemented more quickly than change at a regional level.

However, it is important to remember that sub-regional collaboration ultimately may not deliver the economies of scale that can be achieved through full regional collaboration involving all five forces. Where this is the case, work may still start at a sub-regional level, make early progress, before being rolled-out more widely across the region. In some cases, elements of a service will be delivered sub-regionally, with other elements of the service being delivered regionally.

Areas of Work

The East Midlands Police Collaboration has had some notable successes (details can be found in East Midlands Police Collaboration Annual Report). These have raised the regional profile around collaboration.

The region has identified eight strategic areas of work that will be taken forward over 2010 - 2011. Several of these have existing projects that are already underway, whilst in others projects will be developed and proposed to reduce costs and enhance capacity and capability.

The eight strategic areas are:

- Crime;
- Specialist Operations;
- Local policing;
- Operational support services;
- Human resources;
- Finance and resources
- Information and communications technology (ICT);
- Corporate support.

More Information

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

eastmidlandscpt@nottinghamshire.pnn.police.uk / 01636 685208

APPENDIX 10 – IMPLEMENTATION SCHEDULE FOR 2010/11 AND BEYOND

ORGANISATIONAL DEVELOPMENT TO SUPPORT SAFER NEIGHBOURHOODS

In 2010/11 we will:

- Recruit 8 additional constables to deploy within neighbourhood policing teams.
- Reduce the amount of serious acquisitive crime against last years figure and improve our national position to top 20
- Reduce the amount of violent crime against last years figure and improve our national position
- Reduce the amount of repeat domestic abuse crime against last years figure and improve our national position
- Reduce the amount of ASB against last years figure and improve our national position
- To ethically improve and sustain our overall crime detection rate
- Improve our grading in any Policing Pledge re-assessment
- Complete the transformation of policing sectors into neighbourhood policing areas
- Review the current neighbourhood management pilot sites and expand where practicable
- Develop the Demand Management Strategy
- Complete the Resource Management Review
- Implement with Lincolnshire County Council, the pilot for integrated working around neighbourhood management and then role out the model throughout the year across the county.
- Challenge the structure and the effectiveness of the county partnership and review the police engagement in partnership and collaboration activity
- Working with our partners, identify roles that would be suitable for volunteers and then match skills in order to place them.
- Make the current Specials and Volunteer Coordinator post a permanent position to continue a dedicated recruitment focus to promote the role of Specials and Volunteers within the Force.

- Double the number of volunteer hours undertaken in support of operational policing
- Establish unified codes of practice for the evening economy across the county of Lincolnshire
- Complete the Public Service & Confidence Programme
- Re-establish restorative justice as an effective means of disposal, particularly for juvenile offenders
- Introduce PENTIP, which is a national computer system for fixed penalty notices, so that we can share information to reduce disorder on the streets
- To develop the role and impact of the newly recruited Equality & Diversity Officer and publish a combined Equalities Policy
- Develop the Independent Advisory Groups

In 2011/12 we will:

- Reduce the amount of serious acquisitive crime against last years figure and improve our national position
- Reduce the amount of violent crime against last years figure and improve our national position
- Reduce the amount of repeat domestic abuse crime against last years figure and improve our national position
- To ethically improve and sustain our overall crime detection rate
- Reduce the amount of ASB against last years figure and improve our national position
- Implement the Demand Management Strategy
- Implement the recommendations from the review of integrated local neighbourhood management with Lincolnshire County Council
- Double the number of volunteer hours undertaken in support of operational policing

In 2012/13 we will:

- Reduce the amount of serious acquisitive crime against last years figure and improve our national position
- Reduce the amount of violent crime against last years figure and improve our national position
- Reduce the amount of repeat domestic abuse crime against last years figure and improve our national position
- Reduce the amount of ASB against last years figure and improve our national position
- To ethically improve and sustain our overall crime detection rate
- Replace and upgrade where necessary the existing hand held mobile data terminals that were issued to 800 front line officers in 2009/10.

ORGANISATIONAL DEVELOPMENT TO SUPPORT PROTECTIVE SERVICES

In 2010-11 we will:

- Using existing financial resources, create a specialist team of 2 sergeants and 10 constables, who will be based within Basic Command Units and will be redeployed to the Major Crime Unit if a major incident occurs.
- Recruit 2 detective constables (DC) for the Child Protection Unit to increase the forces existing capability within this area, taking a more proactive role in bringing offenders to justice.
- Extend the fixed term contracts of 20 support staff working within the Public Protection arena until August 2011, enabling the force to continue using police staff in roles that were previously carried out by police officers. This will also enable the Force to increase our potential for investigating crimes committed against the most vulnerable members of our communities.
- Recruit a specialist Police Staff Firearms Trainer to carry out the role of an instructor, as and when required and to provide administrative support on a day-to-day basis.
- Recruit an additional Insp for the Force Control Centre (conversion of Sgt post) to ensure compliance with the recommended command structures, providing resilience and increased capability.
- Recruit staff to the Collision Investigation Unit with detective status to ensure compliance with national standards to provide a professional response to fatal and serious road collisions.

- Upgrade our computer system which stores confidential information about criminals which has been provided by members of the public
- 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 to detect crime and make communities safer.
- Implement an electronic solution that will enable the efficient retrieval of information relating to the location, or the release of offenders within the prison system.
- In direct response to the Bichard Enquiry after the Soham Murders, achieve full compliance in relation to the management of our policing information by December 2010.
- Implement a robust process for managing all records held by the Force to enable fast and effective recovery. This is one of the requirements for police forces following the Soham enquiry.
- Provide continued support to administer, develop and monitor the child abuse tracking system (CATS) and the missing persons system (Compact Misper)
- Install an upgraded mapping system so that all of our systems are working from the same address and location base
- Implement the ContactPoint system to share with key partners information on services and partnership involvement with children.
- Continue to support and to develop the Genie application that 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 enquiry.
- Increase the analytical capability of the Road Safety Partnership to provide more up to date information on which to base force activity.
- Improve the tasking and co-ordinating process for the Operations Support department, ensuring that the core functions of the department are considered on a daily basis and resourced appropriately
- Ensure appropriate training for all relevant Force Command and Communication Centre staff regarding the safe management of police pursuits.
- Implement a computerised system for managing covert intelligence.
- Continue our joint working with the East Midlands Specialist Operations Unit to tackle serious and organised criminality.

- Support the national CONTEST Strategy to tackle terrorism related criminality.
- Continue our joint working with the regional Counter Terrorist Intelligence Unit to address terrorist related criminality.
- Develop the force intelligence system in line with that of regional forces.
- Implement a cold case type review unit with regional forces.
- Take action to meet the standard in serious and organised crime as assessed by HMIC.
- Recruit a Crime Trainer to develop and to deliver training to force personnel.
- Continue to implement and improve the adoption of the Niche Crime and Intelligence system.
- Through effective working with our partners, open a Sexual Assault Referral Centre in the county to improve the service to victims of sexual offences.
- Implement a regional Witness Protection Unit.
- Increase the proactive use of the Intelligence Support Officers and ANPR system to deny criminals the use of the road.
- Continue to develop specialist resources available for deployment throughout the force area when necessary to respond to any critical incident, to assist in cases of vulnerable missing persons or other serious crime incident.
- Embed the required elements of the Policing Pledge to ensure a quality of service that is second to none, providing the public with estimated times of arrival and ensuring all responses are within required timescales.
- Commence a fleet replacement programme, plus in house fleet management workshop, which will run over the next 3 years. This programme will ensure that a quality standard of police fleet exists that meets the demands of today's policing needs.
- 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
- Commence a programme of work to ensure procedures are in place regarding our essential support activities to mitigate risks from disaster (disaster recovery and business continuity)

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- Replace our Data and Telephone Wiring, which will provide us with a much more efficient and effective mechanism for operating our technological solutions.
- Continued rolling Replacement of PC's and Servers to ensure that the technical equipment in use across the force remains fit for purpose.
- Upgrade our IP telephony to ensure that the system remains fit for purpose.
- Replace our Wide Area Network **(Words needed from Head of ICT)**
- Continue to run our Estates Renewal Programme that enables us to renovate, replace and renew major police sites across the county.
- The force is mandated to comply with the Government Protective Marking Scheme (GPMS) the Management of Police Information (MOPI) and the Community Security Policy (CSP). The force will purchase software to help with compliance in these areas.
- Continue to develop the software used to manage our staffing records (Origin) to increase its efficiency
- Introduce new software that will enable us to manage any risks posed to the force electronically, and share these with our regional forces if required.
- Introduce a new module to our Finance System to provide improvements in budgeting and forecasting.
- Extend the Fixed term contract of a Web Editor to enable us to continue developing the web and intranet content and exploit the advances in new media.
- Carry out reviews of staffing, physical resources and processes to ensure that we are operating in the most efficient and productive way to deliver value for money.
- Commence a Body Armour Replacement Programme to ensure all our officers have the necessary equipment to perform their role.
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In 2011/12 we will:

- Continue to implement upgrades to the HOLMES major enquiry system

In 2012/13 we will:

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- Implement further collaboration arrangements we have with other police forces in the East Midlands region.
- Develop a Data Warehouse, which will hold information from across all of our separate systems and enable us to conduct searches far easier and pull information from our core systems without having an adverse impact on that systems performance.
- Increase the efficiency and effectiveness of our resource management system and implement its use across the force.
- Complete the Body Armour Replacement Programme.