

Lincolnshire Police Authority and Lincolnshire Police



THREE YEAR STRATEGIC PLAN

2008 - 2011



A Positive Future

A message from Chief Constable Richard Crompton and Chairman of the Police Authority, Mrs Angela Crowe ...

This three year plan sets out how we intend to transform the policing service provided in Lincolnshire. We plan to increase the trust and confidence that the people of Lincolnshire have in us, by creating safer neighbourhoods, protecting the public from harm and by improving all of the services we provide.

Lincolnshire is already a safe County that has benefited from year on year improvements in policing, despite severe budgetary difficulties, increased development and population growth.

During 2007, however, the budgetary situation became so critical that the Police Authority concluded that without a significant increase in funding, the standard of policing provided would plummet and we would be unable to provide an acceptable service to the people of Lincolnshire.

That crisis has been averted by the Police Authority who have set a budget which will enable essential investment to be made in policing. During the next 3 years the face of local policing will change dramatically. More police officers and PCSOs will be deployed in local neighbourhoods and we will ensure that more support staff perform roles that do not require police powers, freeing up yet more officers for frontline duties. This will at last enable us to respond to the public demand for "more bobbies on the beat".

We will also put more of our resources into dealing with those crimes which have the greatest impact on the most vulnerable people



in our society. We intend to make real improvements to the way we deal with violent crime, particularly domestic abuse and sexual offences and how we deal with serious organised and major crime.

Our intention is to make people in Lincolnshire, particularly the most vulnerable, even safer that they are today.

Some details of these changes are detailed in the following pages.

The Police Authority, officers and staff who make up Lincolnshire Police are justifiably proud of the Force, but all of us know that we need to do more if the people of Lincolnshire are to have the police service that they deserve and need. We are acutely conscious that the people of Lincolnshire have been asked to pay more for policing, our guarantee is that every single penny will be spent on building a policing service that is at the heart of every community in the County, and that puts the needs of the people of Lincolnshire first.

STRATEGIC AIMS

Building Trust and Confidence by:

- Safer Neighbourhoods
- Protecting the Public
- Service Improvement



Richard Crompton

Richard Crompton
Chief Constable



Angela Crowe

Angela Crowe
Chairman

Achievements and Challenges

Last year we responded to your concerns regarding violent crime, road traffic collisions and crime and detection levels by making these our priorities. We also recognised the importance of responding to those things which matter most to communities and prioritised improving the levels of satisfaction felt by those who use our services.

The face of local policing is changing, and there are new opportunities for communities to get involved and find solutions to local problems. Working with their Neighbourhood Policing Team, people can find ways to address issues that concern them.

The presence of more Police Community Support Officers (PCSOs) on the streets and



more support staff in office roles is releasing more Police Officers to investigate and reduce crime.

Over the next 3 years, the people of Lincolnshire will see us develop to meet the changing needs of local communities and the County. We will respond to and take advantage of advancements in technology and work with local people and groups as partners.

Creating safer communities is also important to our partners. We will work with local authorities, organisations and community groups to achieve our joint ambitions in the Local Area Agreement and Community Safety Partnerships.

We are facing a time of great change that will be both exciting and challenging for the Force. We will ensure that we remain focussed and manage the organisation to make the best use of the additional resources to make a real, visible difference to the service we provide.

HOW DID WE DO?

- ❑ We said we would reduce Violent crime. We succeeded, with an overall reduction of 9% on the previous year.
- ❑ We said we would reduce the number of people under 16 who suffered fatal or serious injury as a result of a road traffic collision and maintain overall reductions. 8 less young people suffered such injury and 22 less people were killed or seriously injured overall.
- ❑ We set ourselves a target to reduce BCS Comparator Crime (see bibliography) by 9%. We actually achieved a reduction of 10%
- ❑ We wanted to increase the crimes detected. We achieved 14,265 sanction detections, which equates to 28% of all crime.
- ❑ We wanted to ensure that we were dealing with issues that were important to local communities. 59% of you agreed that we achieved this.
- ❑ We said we would improve the service provided to victims of crime and road traffic collisions. 64.79%* of victims were satisfied that we had kept them informed and 78%* were satisfied with the overall service we provided.

** figures to December 2007*

OUR PRIORITIES 2008 - 2011

- Community Confidence and satisfaction
- Community Safety, focussing on what causes most harm
- The Safety of Children and Young People
- Road Safety
- Efficiency and Productivity through the best use of resources

Building Trust and Confidence

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

Working with and Representing our Communities

Neighbourhood Policing is at the heart of everything that we do in Lincolnshire. This plan will explain how we intend to develop our Neighbourhood Policing style to ensure that we respond to the needs of every community that we serve. This means that we must be in tune with all of the established communities in the County as well as the newer ones.

Historically, there have been few people of different cultures and ethnic backgrounds in Lincolnshire. However, the population of the County is now becoming more and more ethnically diverse.

The opportunities for work, in particular in the agricultural and food industry in the south of the county, have led to a large number of migrant workers moving to the County.

All public and voluntary organisations face both challenges and opportunities to encourage people from ethnically diverse backgrounds to join their organisations, represent their cultures and help build cohesive communities. We recognise and welcome the opportunity to further diversify our workforce.

Working in Collaboration

We are also committed to fighting serious and organised crime and to ensuring that the people of Lincolnshire are protected from harm. We intend to achieve this in part by working with other forces. The force participates in a number of collaborative activities for Protective Service, with surrounding forces, eg:

- The East Midlands Special Operations Unit (EMSOU) was set up to tackle serious and organised crime in the East Midlands.
- A regional training unit was set up over four years following a best value review to

improve learning and development across the region

- The leaders of the police authorities from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are working together to improve efficiency and performance in the future.

Collaboration will achieve improved levels of service from within existing resources, similar levels of service at reduced cost or both. This can be achieved whilst still retaining local police forces and local accountability.

For more information on collaboration see Appendix 4.





Working in Partnership

We believe that we can achieve much more by working in partnership with others.

Increasingly, funds will be targeted towards achievements in a Local Area Agreement (see Bibliography), with other partners in the County, including the Primary Care Trust, councils and voluntary sector.

We will be focussing on agreed targets that enable the achievement of sustainable communities within Lincolnshire.

This plan will explain how, through public protection, safer neighbourhoods and improving our service to local people, we are able to build trust and confidence in Lincolnshire's Police Service.

Managing our Organisation

The population of Lincolnshire is the fastest growing in the Country and this is just one issue that we need to take account of for the future.

We regularly assess the impact of a variety of issues, including changing demographics and new legislation. Before making the recent funding decision and setting the priorities for the next 3 years we took into account all known risks to the organisation, some of which will be described in this document.

Lack of adequate staffing has had an effect on the speed and quality with which we can respond to people. This has led to frustration and dissatisfaction in the level of service.

We now have the opportunity to build and maintain a staffing level to fulfil the calls for our service and to maximise visibility.

Taking advantage of the opportunities presented by increased use of new technology we can increase our capacity and exploit opportunities to meet emerging demands on Managing the information that we hold is key to efficient use of our resources and making sure that links are made with partners, stakeholders and other agencies.

Safer Neighbourhoods

This is the start of a period of growth for Lincolnshire Police that will improve the neighbourhood teams in every area with their own policing team and local issues resolved in partnership with local people.

Neighbourhood Policing

Visible neighbourhood policing teams, working with local communities will reassure and listen to the issues that affect local people.

To make sure that the whole community can be heard we train our staff to develop the skills and ability to engage with every part of the community.

Last year Neighbourhood Policing in Lincolnshire was graded as GOOD by HMIC. Whilst we are pleased with this result, there is always room for improvement and the Force intends to demonstrate that other functions such as call handling, response and patrol, crime investigation and counter terrorism are all part of Neighbourhood Policing.

Anti-social behaviour

Local people are concerned about anti-social behaviour in their communities, some of which is fuelled by alcohol.

Alcohol misuse among young people is a local concern and can affect health as well as causing anti-social behaviour.

The frequency of low level crime and anti-social behaviour has a significant impact on how people feel about their personal safety and that of their family, friends and property. To reduce such occurrences and build confidence in our communities we will increase visible policing on the streets of Lincolnshire.

We will be working with partners in the County to address under-age drinking and behaviour that affects and causes concern in our communities.

Through our communities we will develop strategies to suit what is required in that area, which we will then monitor and report back to the community.

Prolific offenders

A same small group of 'prolific offenders', commit most of the crime in Lincolnshire. We recognise that drug addiction is a significant motivator in reoffending, particularly acquisitive crime where the offender steals property in order to buy drugs.

Together with our partners, through a drugs strategy, we will focus on these prolific offenders to make sure that they pay for their crimes, that they receive the support they need to change their lifestyle and to break the cycle of reoffending.

When dealing with offenders we will pursue the recovery of any assets gained through their criminal activity to ensure that they do not benefit from and keep the proceeds of their crimes.

Road safety

Deaths and serious injuries on our roads are of concern to local people and authorities alike. As a member of the Lincolnshire Road Safety Partnership, we will continue to target local black spots and work on measures to improve road safety in the County, particularly focusing on vulnerable groups such as young drivers and motorcycle riders through a combination of education and enforcement activities.



By 2011 we will have...

- Communities that will decide local priorities and have confidence that local policing meets their needs.
- Less fear of crime and worry about anti-social behaviour in our communities.
- Successful partnership working with other agencies and organisations to tackle the issues that concern local people
- Young people diverted from crime, drugs and alcohol by positive action.
- A Neighbourhood Policing service that is perceived as excellent by our communities.

By 2008/09 we will...

- Reduce alcohol related crimes involving young people.
- Improve road safety.
- Improve community confidence and satisfaction.
- Provide crime and anti-social behaviour information to all communities.
- Reduce youth re-offending and first time offending.
- Establish community based problem-solving groups
- Reduce community concerns about and levels of anti-social behaviour.
- Provide communities with information about their local Neighbourhood Policing Team.
- Further develop the Safer Schools Partnerships (see Bibliography).
- Reduce fear of crime.

What a difference a year makes.....

We identified a group of youths aged between 14 and 18 who were committing a number of offences including damage, assault, theft whilst under the influence of alcohol and were also known to carry weapons.

Two particular incidents increased the seriousness of this situation. Firstly a couple were attacked and had their shopping stolen – the female was pregnant but this did not deter the attackers. Secondly, a dispute outside an off-licence resulted in at least 40 youths causing a large-scale disturbance resulting in one being hit over the head with a bottle.

This was a real scenario in Summer 2007.

If this were to happen in Summer 2008 we will have the resources to disrupt and deter this activity, including:

- **A more vigorous approach**
- **Increased patrols in vulnerable areas.**
- **Suspension or total withdrawal of alcohol licences at off-licenses found to be selling alcohol to underage customers.**
- **Issue of Anti-social Behaviour Contracts and Anti-social Behaviour Orders.**
- **Encouraging youngsters into worthwhile activities.**

Protecting the Public

Protecting the public is a sensitive, high risk and critical area for the Force and safety is a primary aim.

Protecting the most vulnerable people

During our funding crisis we struggled to provide a level of service that the people of Lincolnshire deserved and needed. We want to protect people, helping them to feel safe, secure and confident. This is important for those who are most vulnerable, such as children and people who have suffered domestic abuse.

HMIC (see bibliography) identified that a lack of officers and staff had an adverse effect on the Force's ability to protect vulnerable people and make the best use of our resources.

Protecting victims of domestic abuse and targeting repeat and sex offenders are already priorities for us. The increase in funding will allow us to recruit more police officers to increase this level of protection.

Partnership working

We know how important it is to involve other agencies in providing this protection and will make sure that we work together in partnership to achieve this. We also recognise that victims of serious sexual assaults need more support through the justice process and we will work with partners to provide this.

It is vital that we share information and responsibility for making sure that vulnerable people are protected and supported.

We do this through information sharing agreements with the County Council for Children's Services and vulnerable adults and arrangements for dealing with people who go missing from care. We also have an agreement with the Crown Prosecution Service in cases of domestic abuse.

Violent crime

Nationally, there is concern about crime involving the use of weapons. We have helped to ensure that these crimes are rare in Lincolnshire and we are determined to make sure that this does not change.



We know that young people are most likely to be the victim of a crime and we have made it a priority to improve their safety, making sure that they are protected from harm and from problems such as abuse and bullying.

A changing society

Low crime levels and a good quality of life makes Lincolnshire an attractive retirement area and we recognise that our older population is increasing. Older people can be especially vulnerable to crimes such as distraction burglaries and we will work with local partners, including charities, to raise awareness and confidence amongst this group.

Increased resources will also give us the ability to investigate the increased use of computer technology that is being used to target young vulnerable people.

People who commit violent crime against victims because of an aspect of that person such as their religion, disability, gender or ethnicity will be targeted.

Through the True Vision project (see Bibliography), we are encouraging people to report such hate crimes so that we can protect them and prevent reoffending.

Collaboration with the other police forces in our region and monitoring of risk in local areas enable us to protect the people of Lincolnshire from the effects of extremism and radicalisation.

Ensuring that we have dedicated and skilled staff will enable us to tackle serious and organised crime within the County as well as providing the level of protection that the people of Lincolnshire need.

By 2011 we will have...

- Reduced the most serious violent crimes, domestic abuse and sexual offences.
- Improved the safety of children and young people.
- Reduced serious, organised and crimes where property is stolen.
- Reduced major crime.
- Achieved national standards for providing protective services

By 2008/09 we will...

- Support victims of sexual assaults and domestic abuse by working with other agencies to establish a multi-agency approach, including setting up of SARCs, MARACs and SDACs (see Bibliography).
- Focus on the protection of children and vulnerable adults.
- Increase our capacity to deal with the most serious crimes and protecting people.
- Improve the way we use information received from our communities to deliver better protective services.
- Introduce an annual review to make sure that our staff are vetted appropriately.
- Use new technology to improve the way we manage information and resources

What a difference a year makes.....

Lincoln, 2007 – A call was received by our Command and Control Centre reporting that a man was claiming he had a gun and was going to hurt his girlfriend with it.....

3 Armed Response Vehicles (ARVs) and one traffic car were sent to the scene....

A52 – A minute later another call was taken - a serious collision had just happened. One person had died and a traffic car was sent to the scene.

This happened one day in 2007. It resulted in all of our Roads Policing officers attending just 2 incidents for several hours, leaving Lincolnshire's road unprotected from criminals using our road network.

From 2008 there will be 5 such vehicles, each staffed by 2 officers, available to respond to incidents at any time. This will almost double our ability to respond to this type of incident, making sure that we can protect the public and improve the safety of our roads.



Service Improvement

Building trust and confidence in our communities requires us to put the right people in the right place at the right time. For example, members of Neighbourhood Policing Teams must be reactive to local needs in order that the policing they provide is flexible, responsive and effective.

Providing Value for Money

Expectations that we spend public money wisely and effectively are rightly very high and we are determined to improve our service to you.

The funding for next year will mean that local people will see a major difference in their Police Force. We will now be able to transform the quality of our services so that they are more responsive and meet the increased expectations of local people.

Now we can have more officers and staff to respond to emergencies and to address neighbourhood issues.

Although we now have greater financial resources it is still very important to us that we make best use of our resources by addressing any areas of unnecessary bureaucracy that affect our efficiency.

This is an opportunity to be able to build and to invest in new resources and technology to make the best use of the investment that you have made in us.

Policing in the future

In his Review of Policing, Sir Ronnie Flanagan reported on the way that the Police Service should develop to meet the needs of the future.

He has identified areas to improve efficiency and make better use of resources, by reducing bureaucracy and also ensuring that Neighbourhood Policing is accountable locally and is central to the service.

Use of resources

It is vital that we make the best use of all our resources. This will include alternative ways of working and using information and communication technology to move forward and meet the needs of modern policing.

Our people are the most valuable asset we have and we have developed a strategy to ensure that we make the best use of their skills and experience.

Getting Involved

The Police Authority consults with local people to find out what they want and expect from their police service. A number of events have been held recently including:

- Public meetings and forums for representatives to consider rural policing issues.
- A 'You Pay, You Say' engagement event giving people the opportunity to decide how they would spend the 'policing pounds' on various priority areas.
- Independent Advisory Groups (IAG) consisting of representatives from diverse and minority groups meet regularly to advise on the development of the service we provide.





The changing face of policing

Over three thousand people took part in consultation on the 'sustainable funding' project (see Bibliography) and they helped the Authority to make the right funding decisions to support this Plan.

In deciding to increase the amount of resources available to Lincolnshire Police to meet the needs of local people, a police model based on local authority districts has been developed (the 'District Model').

This will mean that our management and staffing structures will change to align with Local Authority areas.

The impact of this change will be that local people will see an improvement, with over 135 additional staff being assigned to specifically focus on safer neighbourhoods.

Building trust and confidence in our communities requires continuity and putting the right type and number of people in the right place. For example, the members of the Neighbourhood Policing Teams will reflect local conditions in order that the team can be flexible, responsive and adaptive.

All communities deserve high quality public services, that are shaped around their needs and they will have the opportunity to be involved in the decisions that affect them.

Together with our partners, communities will be central to developing local targets, measuring success and assessing local problems and solutions.

Assessing our performance

From 2008 there will be a new national framework, APACS (see Bibliography), that will be used to measure our success in achieving some key indicators of performance through working in partnership with Councils and other agencies. This will include how we address locally identified issues such as anti-social behaviour.

Internally, a new performance measurement system is being developed, that will measure outcomes rather than outputs and numbers. This means that rather than relying on counting what officers do (for example, stop searches or arrests) we look at what the impact has been on the community (for example, they feel safer and worry less about anti-social behaviour).

There are new opportunities for funding to help improve our service. We will look at areas of collaboration, income generation, sponsorship, commercial partnerships and using the income generated through the recovery of proceeds of crime.

We are encouraged that independent research, national audits and the PURE report (see Bibliography) have all acknowledged that Lincolnshire Police is very efficient in the way that it uses its limited resources. However, we intend to continue striving towards the highest level of efficiency and effectiveness possible.

Our financial action plan includes improvements to final accounts, performance reports, risk management and monitoring and we will develop this to include stronger links to policing objectives, customer satisfaction and assessment of 'value for money'.

By 2011 we will have...

- ❑ Met the policing needs of the people of Lincolnshire
- ❑ Enabled the people of Lincolnshire to have improved levels of confidence, satisfaction and fear of crime.
- ❑ Improved our productivity.
- ❑ A performance culture that is focussed on results rather than processes or procedures.
- ❑ Implemented recommendations from the Flanagan report (see Bibliography).
- ❑ Improved efficiency and productivity through new technology and reduced bureaucracy.

By 2008/09 we will...

- ❑ Gain a more in depth understanding of what affects public perception of their local police.
- ❑ Develop and work on an action plan to implement the Flanagan report recommendations.
- ❑ Ensure that our service delivery meets local people's needs.
- ❑ Develop local measures of accountability through partnerships.
- ❑ Improve the response provided by our Command and Control Centre, thus improving public satisfaction with our response service.
- ❑ Review our Equalities Schemes to reflect the current situation.

What a difference a year makes.....

In Spring 2007 a victim of crime reporting having property stolen from their car, having their house broken into or being assaulted could expect varying levels of service in relation to keeping them informed of progress in their case. This variation would depend on the circumstances of the case and to some extent on the capacity of their local police to keep in touch with them.

This inconsistent approach resulted in victims reporting dissatisfaction with the service provided to them.

In Autumn 2007 we introduced Crime Desks across the County to address this issue. Now all victims of burglary dwelling, vehicle crime and certain violent crimes as well as those people involved in road traffic collisions can expect regular contact by specially trained staff, who have been recruited with the skills to provide a high quality follow up service to them. Satisfaction figures have improved by 13% since this service was introduced.

Appendix 1

HMIC Inspection and Audits 2007

Her Majesty's Inspector of Constabulary (HMIC) carries out assessments of aspects of all Police Forces' performance.

The latest assessment, carried out in October 2007 gave gradings as follows:

Neighbourhood Policing	Good
HMIC recognised that budgetary constraints meant that sustaining neighbourhood policing would be a challenge. We will work with local communities to define where neighbourhoods are, on training and on local networks.	
Performance Management	Good
Engagement with partners will be further developed.	
PROTECTING VULNERABLE PEOPLE	
Again, there are issues of resilience and capacity because of the level of resources. Areas for improvement in the development of profiles, intelligence, skills and training and an independent audit and vetting regime will be addressed.	
Child Abuse	Fair
HMIC recognised resource constraints, but more documentation of decision making with partners and a review of some posts and management information are needed.	
Domestic Violence	Fair
Staffing levels and work to streamline and improve working practices was identified and will be included in the business planning.	
Public Protection	Fair
More work is needed on intelligence records and management information.	
Missing Persons	Fair
More knowledge of protocols and use of performance information was required with review of staffing and caseloads.	

Appendix 2

Achievement of our targets and Performance Indicators to 31st March 2008

SPI No	Description	Outturn 2006/07	Target 2007/08	Outturn 2007/08
1.	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road collisions with respect to: a) making contact with the Police b) action taken by the Police c) being kept informed of progress (Force Priority) d) their treatment by staff e) the overall service provided (Force Priority)	91% 68% 52% 87% 72%	No target No target 70% No target 85%	90% 74% 66% 90% 79%
2.	a) Using the British Crime Survey, the percentage of people who think their local police do a good or excellent job	46%	No target	Results available July 2008
3.	a) Satisfaction of victims of racist incidents b) Comparative satisfaction of minority ethnic groups c) Parity of arrest arising from stop and search between ethnic groups d) Parity of detections for violent crime between ethnic groups e) Minority ethnic officer recruitment g) Female officer representation	71% White 77% MEG 64% White 16% MEG 17% White 46% MEG 37% 0 (no recruits from minority ethnic groups) 21%	No target No target No target No target 1.4% No target	75% 80% 70% White 14% MEG 29% White 44% MEG 29% 0 (no recruits from minority ethnic groups) 22%
4.	Using the British Crime Survey: a) the risk of personal crime b) the risk of household crime	6.0% 17%	No target	Results available July 2008
5.	a) Domestic burglaries per 1,000 households (not a national indicator for 2007/08) b) Violent crime per 1,000 population c) Robberies per 1,000 population (not a national indicator for 2007/08) d) Vehicle crime per 1,000 population (not a national indicator for 2007/08)	8.2 16.7 0.3 8.9	No target No target No target No target	7.3 14.9 0.2 7.4

SPI No	Description	Outturn 2006/07	Target 2007/08	Outturn 2007/08
	e) Life threatening and gun crime per 1,000 population	0.3	No target	0.3
	f) Acquisitive crime rate	14.9	No target	10.0
6.	a) Number of offences brought to justice (not a national indicator for 2007/08)	15,323		Results available July 2008
	b) Percentage of offences brought to justice	28%		
7.	a) Overall sanction detection rate (Force Priority)	27%	25%	28%
8.	a) Domestic violence arrest rate	27%	No target	34%
	c) Value of cash and confiscation orders	£342,584		£214,766
9.	a) (i) Number of people killed or seriously injured in road traffic collisions (Force Priority) (not a national indicator for 2007/08)	411	Less than 411	387
	(ii) per 100 million vehicle kilometres travelled	6.7	No target	6.3
10.	Using the British Crime Survey:			
	a) fear of crime	Burglary 11.3%	No target	Results available July 2008
	b) perceptions of anti-social behaviour (ASB)	Car Crime 11.2%		
	c) perceptions of local drug use/drug dealing	Violent Crime 11.9%		
		ASB 8.5%		
		Drug use 20.6%		
11.	a) Percentage of police officer time spent on frontline duties	72.15%	72.2%	Results available September 2008
12.	a) Delivery of cashable and non-cashable efficiency targets	3,628,000	£2,720,000	Results available July 2008
13.	a) Officer sick absence	6.84	8	8.75
	b) Staff sick absence	7.45	8	7.50

LOCAL PERFORMANCE INDICATORS

Local Performance Indicator	Outturn 2006/07	Target 2007/08	Outturn 2007/08
Percentage agree that local police deal with things that matter in the local community	60%	70%	59%
Violent Crime level (excluding offences for which a Penalty Notice for Disorder was issued)	9746	Not to exceed 2006/07 level	8918 (9% reduction)
British Crime Survey (BCS) Comparator Crime level	31908	9% reduction	28836 (10% reduction)
Number of people under the age of 16 suffering fatal or serious injury as a result of road traffic collisions	31	10% reduction	29

Appendix 3

Changes to Staffing and Deployment

The strategic plan includes additional staff to be deployed as shown below.

This will increase the Force establishment by 180.5 police officers and 227.5 police staff, bringing the total to 1350.5 police officers and 1271.5 police staff.

The budget for 2008/9 is based on 1170 police officers and 1044 police staff posts (this includes 149 PCSO's)

Work Stream	Supts	C/I	Insp	Sgts	PC	Police Staff (including PCSOs)	Total
Neighbourhood Policing	1	3	-5	21	43	72	135
Response and +Patrol	0	0	0	10	35	0	45
Contact Management	0	0	0	0	0	16	16
Volume Crime	0	0	1	10	11	69.5	91.5
Intelligence	1	0	2	1	5	8	17
Public Protection	1	0	1	7	18.5	33	60.5
Serious + Organised Crime	0	1	0	2	4	5	12
Operational Support	0	0	0	1	5	6	12
Major Crime	0	0	1	0	0	9	10
Organisational Impact	0	0	0	0	0	9	9
	3	4	0	52	121.5	227.5	408

JUNE 2008

Note: The proposed staffing figures for 2009/2010 are based on the budget decision taken by the Police Authority in March, to increase the police element of the council tax by 78.9%.

The decision to cap this at 26% will greatly affect our ability to meet the needs of the people of Lincolnshire. The figures will therefore be revised to reflect this.

Appendix 4 - Collaboration

Collaboration within the East Midlands

The East Midlands Special Operations Unit is one example of collaboration. It was set up to tackle serious and organised crime in the East Midlands. Another example is the joint air support unit serving Nottinghamshire and Derbyshire. Chief constables and the chairs of police authorities from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are committed to working together in this way to improve efficiency and performance in the future. Collaboration will achieve improved levels of service from within existing resources and/or similar levels of service at reduced cost. Collaboration does this whilst retaining local police forces and local accountability.

Following the HMIC report, Closing the Gap, the five East Midlands forces and their police authorities considered how best to identify and address gaps within protective services (serious and organised crime, major crime strategic roads policing, civil contingencies, critical incidents and public order). New emphasis was placed on working collaboratively after the Home Office withdrew its 2005 plans to merge police forces. The East Midlands region has been recognised as being at the forefront of collaborative working.

The five police forces individually and collectively identified those areas where there is the greatest need to increase capacity and capability to address protective service gaps. This assessment drew on local, regional and national data and will be updated periodically. The areas with the most urgency for improvements in protective services across more than one force are the priority for a regional programme and for significant progress by 2009. The current areas of regional protective services work are set out in Table 1

Table 1 Regional protective services work programme

Witness protection	Hi-tech crime
Making best use of police officers with specialist operational skills	Ability to tackle cross-regional and national criminality impacting on the region
Domestic abuse	Live and cold case reviews
Technical support to police operations	Surveillance support teams

Parallel work conducted with support from consultants identified opportunities for greater productivity. Current projects are set out in Table 2.

Table 2 Regional productivity projects.

Tape summarising	Forensics and identification
Managing demand	Authorisation for specialised surveillance
Managing resources	Mobile data
Prisoner processing & file preparation workforce modernisation	Aligning policy and procedure across forces

A collaboration programme team manages the programme of regional work. The Team will cost £1.13m in 2008/09 and £1.2m in 2009/10. It is funded jointly by the five police forces. Projects are led by chief officers from around the region. The programme is overseen by a collaboration board, comprising chief constables, the chairs and members of police authorities. This board meets approximately every six weeks. It provides the detailed management of the programme. There is further oversight of the work through the East Midlands Joint Police Authorities Committee, which meets quarterly in public. More information can be obtained from Simon Hobbs (simon.hobbs@nottinghamshire.pnn.police.uk; 0115 977 4897; Nottinghamshire Police Authority, County Hall, West Bridgford, Nottingham, NG2 7QP).

Detailed information about the programme of regional collaboration on protective services and productivity, including work beyond 2008/09 is set out in the East Midlands Regional Collaboration Plan. This can be found at www.lincs.police.uk or lincolnshire-pa.gov.uk. A printed version of the plan will be available from Simon Hobbs from 30 June 2008.

Appendix 5 - Efficiency and Productivity Strategy

The Police Service Efficiency and Productivity Strategy, requires the inclusion of increases in efficiency and productivity over the three-year period of the policing plan.

The Force and Authority are required to meet an efficiency and productivity target of 9.3% of Gross Revenue expenditure in the financial year 2007/08, over the three years of the plan. The approach to efficiency and productivity has yet to be determined as the financial position of the Authority and Force is subject to a capping review by government in response to the significant increase in precept levied as part of the budget setting process.

Following the clarification of the level of Council Tax precept a plan will be developed for the three-year period. This will depending on resources available include workforce modernisation and changes to Force structure. Productivity gains are also to be included in the plan from the recently announced successful grant application in respect of the provision of equipment to enable officers to access data remotely. The plan is also required to demonstrate the contribution that these changes will make to deliver Force Priorities.

In 2008/09 a full year target of £2,115k has been set. The breakdown of this is shown below:

	Full Year £'000
Civilianisation	1,400
General inflation	375
Training meals	40
Mobile telephone analysis	50
Payroll contract	50
	2,115

Appendix 6 - Lincolnshire Police Authority Revenue Budget 2008-2011

	Proposed	Forecast Budget	
	2008/09 £'000	2009/10 £'000	2010/11 £'000
EXPENDITURE			
1. Employees (including Police Pensions)	90,299	93,582	97,465
2. Premises	3,467	3,875	4,294
3. Transport	2,660	2,842	3,012
4. Supplies and Services	12,105	12,755	13,311
5. Agency/Contracted Services and Capital Financing	5,124	6,727	8,054
6. Gross Expenditure	113,656	119,782	126,136
7. Income	(4,737)	(4,879)	(5,026)
8. Net Expenditure	108,919	114,902	121,110
PROVISIONS AND GRANTS			
9. Pay Awards	1,173	1,199	1,249
10. Other Inflation	330		
11. Second Homes	107	107	107
12. Contribution to Bank Holiday Reserve	211	216	221
13. Asset Life Debt Charges / Capital Programme	-	500	500
14. Lincolnshire Neighbourhood Policing	(1,700)	(1,756)	(1,800)
15. Service Changes	0	1,500	3,000
16. Efficiency and productivity strategy	0	(1,500)	(3,000)
17. Resources for Investment	16,374	16,091	16,097
18. Total Budget	125,414	131,259	137,484
19. Rural Policing	(2,057)	(2,057)	(2,057)
20. Forensic Science	(387)	(387)	(387)
21. Special Priority Payment	(636)	(636)	(636)
22. IPLDP	(188)	(188)	(188)
23. Crime Fighting Fund	(2,189)	(2,189)	(2,189)
24. Neighbourhood Policing Fund	(2,719)	(2,793)	(2,868)
25. PCSO Rnds 1-3	-	-	-
26. BCU	(310)	(310)	(310)
27. Security Grant	(302)	(302)	(302)
28. Budget Requirement	116,626	122,397	128,547
FUNDING			
29. External Funding	(62,308)	(64,265)	(66,302)
30. Council Tax	(54,319)	(58,133)	(62,245)
31. Deficit/(Surplus)	(0)	(0)	(0)
32. Home Office Special Grant	0	0	0
33. Deficit/(Surplus)	(0)	(0)	(0)

Bibliography

Local Area Agreement (LAA)

The LAA is an agreement between local partners and national government to deliver key outcomes for Lincolnshire over the next 3 years. The LAA provides a framework for improved joint working that will address Lincolnshire's priorities through better use of existing resources and strengthened partnership working.

HMIC

Her Majesty's Inspector of Constabulary is responsible for carrying out inspections of Police forces and making an assessment of the quality of the service.

True Vision Project

'True Vision', launched in May 2004, was aimed at improving the service the police provide to minority communities. 23 different police forces have joined together to provide people with a single self-reporting and information pack together with an on-line facility that allows hate crime to be reported directly to the police.

Sustainable Funding Project

The project was to develop a plan that ensured that the Police Authority and Force have the ability to plan more securely for the future and to invest in much needed improvements in the services we provide.

APACS

The Assessments of Policing and Community Safety (APACS) framework was introduced in April 2008 and applies to all police forces in England and Wales. It covers key services delivered by the police working on their own or in partnership, complementing (but not substituting) performance arrangements being developed by other partners. The resulting assessments and associated monitoring arrangements will be used to demonstrate performance to the public and, critically, to help partners in England and Wales deliver and improve performance against national and local priorities.

Police Use of Resources Evaluation (PURE)

This is an Audit Commission review of the economy, efficiency and effectiveness of the Police Authority's use of resources.

British Crime Survey (BCS) Comparator Crime

The police recorded crime reports statistics provide a good measure of trends in well-reported crimes, are an important indicator of police workload, and can be used for local crime pattern analysis.

BCS results are based on interviews and include crimes that are not reported to the police, giving an indication of trends in crime over time.

Safer Schools Partnerships

Safer School Partnerships is a partnership approach to crime prevention, school safety, behaviour improvement and educational achievement. It integrates with the wider prevention agenda, the Children Act 2004 and other initiatives such as Every Child Matters, the Respect Action Plan, Local Area Agreements, Prevent and Deter, Neighbourhood Policing and Extended Schools.

Sexual Assault Referral Centres (SARCs)

The Centres provide medical care, support and forensic services for victims of sexual assault.

Multi Agency Risk Assessment Conferences (MARACs)

A MARAC is a single meeting which combines up to date risk information with a comprehensive assessment of a victim's needs and links those directly to the provision of appropriate services for all involved, e.g. in a high risk domestic abuse case: victim, children, perpetrator.

Specialist Domestic Abuse Courts (SDACs)

Set up to deal with all aspects of domestic abuse and to make sure that all relevant agencies are involved.