



PART B

LINCOLNSHIRE POLICE STRATEGIC PLAN 2006 - 2009

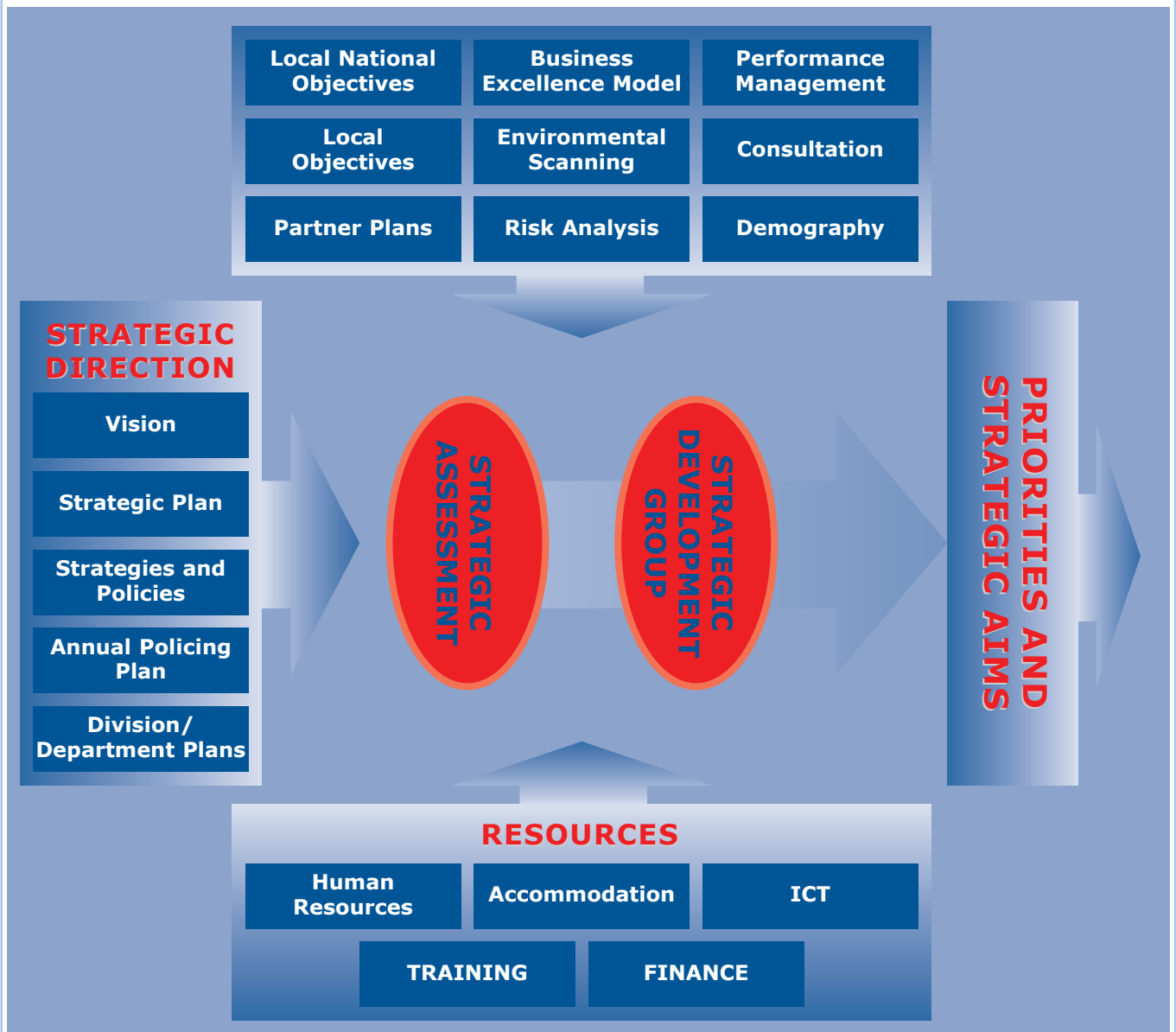
LINCOLNSHIRE POLICE STRATEGIC PLAN

Helping to make Lincolnshire the safest county in England

OUR AMBITION:

- To focus on the citizen,
- to achieve the highest standards of professionalism,
- to deliver excellent performance, in order to
- to inspire confidence among the people we serve

To achieve our ambition we have aligned our priorities to the Police Performance Assessment Framework (PPAF). This gives strategic direction and focus to our activities. A full explanation of each of the PPAF areas can be found in the introduction.



CITIZEN FOCUS

STRATEGIC AIM: To adopt a citizen focused approach to delivering our services.

By 2009 we will have:

- a) *Implemented a citizen focused plan for delivering our services*
- b) *Established community policing teams across the county*
- c) *Our Quality of Service commitment in place*
- d) *Contributed to the countywide community cohesion agenda.*

We all want to live, work and socialise in safe environments, free from crime and the fear of it. We want a visible policing presence that provides reassurance. Residents and visitors from other parts of the world should be treated with respect and everyone should be able to access policing services easily, feel positive about the experience and be satisfied with the results.

Citizen focused plan for delivering our services

We police with the consent of our communities. In everything we do we want to reflect the needs and expectations of individuals and local communities. Confidence, involvement and partnership working are all essential to build a strong relationship between you and us.

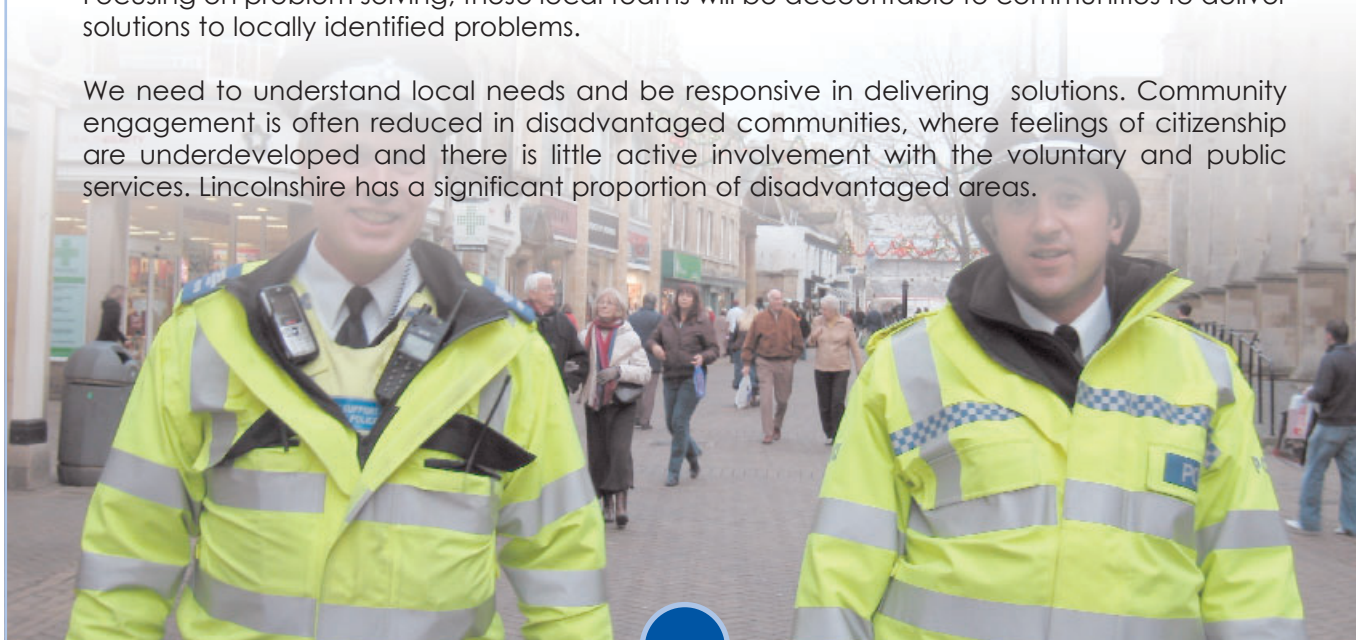
We want to build on this relationship by developing better ways to address the things most important to the people of Lincolnshire. This will inform our decision-making, service delivery and operational practice. This is particularly true in our response to diversity, where we need to ensure the policing services we provide are responsive and accessible to all.

Community policing teams

Lincolnshire has a long tradition of community based policing, but this needs further development to reflect the changing context of policing. There will be more opportunities for local people to set priorities and to hold us to account through community panels. Police Community Support Officers (PCSOs) working with Community Beat Officers and members of the Special Constabulary allows us to develop services and to provide a visible response to local people.

Focusing on problem solving, these local teams will be accountable to communities to deliver solutions to locally identified problems.

We need to understand local needs and be responsive in delivering solutions. Community engagement is often reduced in disadvantaged communities, where feelings of citizenship are underdeveloped and there is little active involvement with the voluntary and public services. Lincolnshire has a significant proportion of disadvantaged areas.



Quality of Service Commitment

We will set out our standards for dealing with people in a Quality of Service Commitment and a Victim Code of Practice so all who contact us receive the excellent standard of service they deserve. If we do make mistakes in this area there will be methods of recourse to deal with complaints.

We know from customer surveys and letters of appreciation that the service we deliver is generally of a very high standard. Unfortunately some people who come into contact with us are disappointed with our follow up service. Some of this is due to failures on our part, and some is due to unrealistic expectations and limited resources.

This section sets out our commitment to improve customer service within Lincolnshire Police.

Countywide Community Cohesion Agenda

Community Cohesion is important in one of the fastest growing counties in the country. Low crime rates, good quality of life and affordable housing have all contributed to making Lincolnshire an attractive place to live. Together with other agencies, we will explore ways of bringing communities together. We aim to build on the progress that has been made.

At the same time our population is becoming more diverse. Migrant workers, refugees and asylum seekers, and students are also changing the make up of our population. Different languages and cultures must be taken into account.

REDUCING AND INVESTIGATING CRIME

STRATEGIC AIM: To reduce crime and improve the standards of investigation

By 2009 we will have:

- a) *A fully integrated approach to cross border, serious crime and organised criminality with other forces in the East Midlands region*
- b) *Reduced volume crime focusing on those categories that are a priority for the public.*
- c) *Built confidence in our ability to bring offenders to justice by working with the Local Criminal Justice Board to achieve stretching targets for sanctioned detections.*
- d) *Reduced the harm caused by offenders who have drug dependency problems by working with the Drug and Alcohol Action team, combining enforcement activity with treatment.*

Our response to criminal activity must promote confidence in the criminal justice system and reduce the fear of crime. We want people to feel secure where they live and work. We need to catch more offenders, punish and stop offending and ensure those who continue to offend as a consequence of drug and alcohol addiction are provided with access to treatment.

Preventing Crime is equally important to the reduction of crime. We will work with planners and developers to ensure that new premises have appropriate crime prevention deterrents built in, such as CCTV schemes.

Cross Border, Serious and Organised Crime

The Force has an excellent record in major crime investigations and securing convictions in murder cases. This expertise will be harnessed and applied to other serious crime issues, particularly where offenders are committing crime across force boundaries.

To reduce the threat of terrorism we must work with regional and national partners in intelligence led operations. The threat to the UK from international terrorists means that appropriate arrangements must be in place to manage and minimise the risk posed. We regularly review our contingency plans to make sure we can respond to terrorist incidents.

Volume Crime

Volume Crime covers those crimes that have an impact on a large number of victims, such as burglary of people's homes, violent crime and vehicle crime. Using the National Intelligence Model (NIM), detailed strategies on prolific and other priority offenders and full use of forensic and technological support will assist us to tackle these areas.

Alcohol plays a significant part in violent crime and alcohol consumption by young people can lead to a range of criminal and anti social behaviour activity that increases the fear of crime. Drunken brawls and street fights in our towns and city at night, and the prevalence of drunken young people is a growing national phenomena and subject of high media attention. Alcohol abuse has a detrimental impact on society. We will continue to reassure communities and enforce standards of behaviour together with our partners and local licensees.

Crimes motivated by hate will not be tolerated. The force will implement and monitor its hate crime policy, providing a positive response to victims of such unacceptable criminal activity.

Working with the Local Criminal Justice Board

Improving community safety is not just the responsibility of the police; our success relies heavily on the involvement of our partners. The public, voluntary organisations such as Neighbourhood Watch, Countryside Watch and other public sector organisations all have an important role to play. Crime and Disorder Reduction Partnerships play a key role in local problem solving.

Bringing offences to justice is a key priority for the police. We will invest in the Professionalising Investigations Programme to ensure our investigators are trained to a high standard.

Working with the Drug and Alcohol Action Team

Lincolnshire Police is an active partner in the Drugs and Alcohol Action Team (DAAT) and is a major contributor to delivering its strategy. We ensure that drug enforcement activity is linked to a community support package overseen by the DAAT. Drug dependency is often a key issue for offenders engaged in the 'catch and convict' and the 'rehabilitate and resettle' strands of the Prolific and Priority Offender scheme.

PROMOTING SAFETY

STRATEGIC AIM: To promote safety and reduce the fear of crime, disorder and anti social behaviour.

By 2009 we will have:

- a) Further enhanced our working arrangements with partners to reduce incidents of crime, disorder and anti social behaviour
- b) Ensure local people are involved in their local police service and are able to hold us to account for dealing with local problems
- c) Continued to deliver the Government strategy on road safety

We work with communities and other professionals to establish standards of behaviour to address noise, graffiti and unacceptable behaviour. Local people are entitled to know what is being done about those who threaten the fabric of their community. The TOGETHER campaign promotes a collaborative arrangement where communities ask us to respond to problems, influence what we do about them, and hold us to account for our response.

Enhance our Working Arrangements with Partners

Rural Policing is vital in a county with a large and diverse geographical area and this needs to be reflected in the delivery of policing services. The remote countryside, seasonal coastal resorts, towns and the city of Lincoln present challenges in the context of limited resources. Each of these environments require a different style and approach to policing and this plan needs to allow local staff the flexibility to respond to those differing requirements. We will develop further collaboration with partner agencies to support our service delivery.

Local People are Involved in their Local Police Service

We will keep people informed of the action that has been taken in their community to improve confidence in the service. We will improve our services through better intelligence. In line with our communication strategy we will inform people about the actions we are taking, which will reassure all communities that their concerns are being acted upon.

Road safety

Lincolnshire has an historic problem with deaths and serious injuries on our roads. The behaviour of drivers is as important as our response and the arrangements we have in place to promote safety on our roads should continue.

The road safety partnership will continue its activities designed to educate drivers, engineer solutions to road problems and focus on enforcement activity.



PROVIDING ASSISTANCE

STRATEGIC AIM: To deliver a quality, responsive and accessible service.

By 2009 we will have:

- a) *Introduced the National Call Handling Standard*
- b) *Implemented a training programme in respect of customer care*
- c) *Introduced new arrangements for keeping victims informed*

Most people contact the police by telephone, talking to our staff in the Force Communications and Control Centre (FCCC). In order to deliver an excellent service in all contacts between the public and police, we aim to be responsive and accessible. We want all callers to feel their calls were handled professionally with any response being timely and appropriate.

In any one year, the Communication Centre receives approximately 78,000 calls.

National Call Handling Standard

The National Call Handling Standards provide clarity about what the public can expect when they telephone police forces. Given our financial status we are examining innovative ways in which to deliver these standards using our existing resources. This work will be linked to the Quality of Service Commitment (see page 15).

Customer Care

Calling the police for assistance is something most people do rarely. Currently too many people are confused about how to contact us for help or advice; these are issues that we need to address.

The planned improvements in community policing will inevitably increase public contact. This will be managed through consultation with callers and agreement with the community about how and when the police will respond.

Keeping victims informed

The level of communication with victims over the progress of their incidents or crimes has been poor in the past. Victims want to know what action is being taken and the outcome of enquiries. Developing a Victim's Code of Practice will complement the witness care introduced through our 'No Witness No Justice' initiative.

People often do not know their local police officer or how to contact them in respect of more minor matters. The new community policing teams will provide greater opportunities for local people to contact their local officers, through dedicated contact points and to have an input into policing in their area.

RESOURCE USAGE - Human Resources

STRATEGIC AIM: To realise the full potential of all our people and resources.

By 2009 we will have:

- a) A workforce which:
 - is skilled
 - is highly motivated and well led
 - feels supported and valued
 - is representative of our communities
- b) The ability to recruit and retain excellent people
- c) An excellent HR service and HR framework for the force
- d) Attendance levels that are amongst the best of all forces in the country

With fewer resources and staff than most other forces, it is essential for Lincolnshire Police to get the best from the resources that we have available. This includes getting the best from our people.

We aim to create a workforce that is fit for purpose, flexible and is as diverse as the communities it serves. This means having the right people, with the right skill and the right powers, in the right place, at the right time.

Our aim is to have a workforce which is skilled, highly motivated and well led, feels supported and valued and is representative of our communities

Lincolnshire Police is committed to modernising its workforce so it is equipped with the skills and attitudes to police in the 21st century. By creating a flexible and dynamic employment framework we will have the most effective mix and deployment of skills and abilities of both new and existing staff that will enable us to deliver a high quality, cost effective, citizen focused service.

High quality, inspirational leadership is vital to the success and continuing improvement of the Force. Our Leadership Charter sets out the key areas in which managers at all levels should lead. All managers should model their practice on the Charter, which will help them to review and improve their performance and motivate others.

We want our staff to reflect the diversity of those who live and work in Lincolnshire and our recruitment targets will help us to achieve this. We will continue to engage with our communities, particularly in relation to our training practices and support the development of community policing.

Through this approach, our workforce will provide excellent services to our communities that are delivered in a professional, caring and responsive manner.

The Force is working towards achieving the Investors in People standard.

The Ability to Recruit and Retain Excellent People

We will drive workforce modernisation by recruiting the right people, with the right skills, and the right powers, in the right place at the right time.

To achieve this we need to develop effective workforce planning processes and systems to make sure we have the right people with the right skills in the right place at the right time is vital to our success. By professionalising careers within the Lincolnshire Police we aim to create an environment that attracts quality staff, by recognising those who are already qualified before joining and accrediting those who already work for us.

Through effective leadership we will create a high performance culture that rewards competent and committed staff.

An excellent HR service and HR framework for the force

We aim to have an excellent HR function that will support Lincolnshire Police in becoming a top performing Force. Our service will be well organised with professional and knowledgeable staff who are responsive and supportive to our customers. We will continually review the services we provide to make sure resources are directed to areas of priority.

Attendance Levels that are Amongst the Best of all Forces in the Country

We want to improve the overall health of our workforce and so improve the attendance levels. We will continue to focus on attendance, promoting a high attendance culture by recognising good attendance and taking action on unsatisfactory attendance. We aim to maintain the low level of medical retirements, continue to reduce the number of working hours lost due to sickness absence and reduce the number of work related incidents and accidents.

This will have a positive effect on operational policing, force performance and the services we deliver to the local community.



RESOURCE USAGE - Finance

STRATEGIC AIM: To have an appropriately funded, effective and efficient policing service

By 2009 we will have continued to:

- a) *Ensure that resources are managed in an efficient and effective manner to support the policing strategy for the people of Lincolnshire*
- b) *Establish comprehensive financial services and management information to the force*
- c) *Implement an effective system of checks and balances that secure sound corporate governance arrangements*

Forces with high performance are generally well funded and gain maximum efficiency and effectiveness from the resources they have. The funding formula and the capping of council precepts has had an adverse impact on the finance available to this Force and therefore our financial management has to be extremely effective to deliver the service improvements set out in this plan.

Level of Expenditure Per Head of Population

We need to work hard to increase the level of funding available to the Force to the levels of other similar forces. We need to work closely with the Police Authority to generate optimum levels of funding locally and consult with the public on their views on funding for additional police officers and other resources. To help us do this we will increase local and national understanding about the impact that the funding gap has on policing in Lincolnshire. We will participate actively in the countywide funding initiative and other forums that aim to bring additional monies. We will constantly benchmark our performance against that of most similar forces to ensure we are getting the most out of our budget.

Resources are Managed in an Efficient and Effective Manner

To support our strategic aims we need to ensure we are getting the best out of our people and improve the understanding of the exact cost of delivering our services. We will implement Activity Based Costing, benchmark performance and identify areas for detailed examination and alignment to service demand. The ABC data will be used to support change proposals. This will also be linked to our efficiency plans where we will continue to identify opportunities to make cashable and non - cashable savings to meet statutory obligations, in addition to identifying resources for the force to be used in a more efficient way. We recognise that there is value in collaborative arrangements with other forces and external partners and this will be the norm in any change proposal.

Comprehensive Financial Services and Management Information

Our ability to achieve our objective of being a highly performing force in this area relies on our ability to provide the Force with a comprehensive range of services and good quality management information. Over the next three years we will implement the new structure of the finance department and agree the performance measures by which the department will be held to account by key stakeholders in respect of the level of service and provision of information.

Effective System of Checks and Balances

The Force must maintain an effective financial regulatory system that minimises the risk of error, omission and fraud, whilst ensuring legality of transactions. This will be a priority for the finance department. We will help to develop a corporate risk model that will identify and evaluate areas of service risk that need to be addressed to ensure that the Force can continue to provide the level of service expected by our communities.

LEADERSHIP AND DIRECTION

STRATEGIC AIM: To develop leaders for the future.

By 2009 we will have:

- a) *Implemented the Core Leadership Development Programme*
- b) *Improved our Baseline Assessment*
- c) *Be fully compliant with the Bichard recommendations*

Introduction

Successful organisations all have inspirational leaders who promote an organisational culture that delivers innovation, good practice and challenges current behaviour. The people of Lincolnshire deserve people who are skilled in leadership to provide clarity and focus in delivering policing services. We owe it to our workforce to ensure that we select the right leaders and develop people to be effective leaders. If we do this right our services will reflect the values and ethics of the Force and we will have mechanisms in place to deal with issues that have potential to affect the reputation of the service.

Core Leadership Development Programme (CLDP)

The HR Strategy includes the key action to establish a programme of leadership and management development activities to meet identified needs. This includes developing the use of CLDP especially within the Sergeants and Inspectors Development Programmes. Modules from the CLDP are being piloted in 2006 within the Inspectors Development Programme. The CLDP will support the use of the Force Leadership Charter as a basis for assessing skills and developing staff.

Baseline Assessment

The police service must be accountable to its communities for its performance and standards of service. Lincolnshire Police is a learning organisation, continually striving to improve our performance against national and local targets. The baseline assessment process enables the Force to assess its own strengths and areas for improvement. These are then independently examined by Her Majesty's Inspectorate of Constabulary and graded against a national standard.

In the next three years the Force will work towards continuous improvement of our baseline position.

Compliance with the Bichard Recommendations

Sir Michael Bichard's report into the tragic events at Soham has highlighted the need for better management of police information between forces. The public need to be reassured that lessons have been learned. Programme IMPACT is a national response designed to implement recommendations from the enquiry. Lincolnshire Police are fully engaged with the requirements of the implementation team and strategic arrangements for this are articulated in our strategic programme and ICT strategy.