

The Police and Crime Commissioner for Lincolnshire

Annual Report

2013 - 2014

Contents

1. Police and Crime Commissioner Foreword	1
2. The Highlights	2
3. My Police and Crime Plan Priorities	3
Reducing Crime	3
Crime Figures	3
Confidence in the Police	5
Victim Satisfaction	5
Rural Crime	5
Business Crime	6
Stop and Search	6
Volunteers	7
Independent Custody Visitors	8
Street Drinking	8
Community and Volunteer Fund	9
A Fair Deal for the People of Lincolnshire	10
Funding	10
Openness and Transparency	10
Value for money	10

Contents

<i>Police and Services that are there when You need them</i>	10
<i>Visibility</i>	10
<i>ANPR Investment</i>	11
4. <i>Listening to you</i>	12
5. <i>HMIC Inspections</i>	13
6. <i>Innovation and Transformation</i>	14
<i>Policing Transformation Programme</i>	14
<i>Crime Prevention</i>	14
<i>Demand Management</i>	14
<i>Workforce Modernisation</i>	15
7. <i>Our Partnership with G4S</i>	15
8. <i>East Midlands Collaboration</i>	15
9. <i>Oversight and Accountability</i>	16
10. <i>Financial Performance</i>	16
11. <i>Summary</i>	17

1. Police and Crime Commissioner Foreword

While the Government continue to put greater than ever pressures on budgets, including unexpectedly ‘top slicing’ an additional £800,000 from our budget to pay for HMIC (Her Majesty’s Inspectors of Constabulary) and an innovation fund, we in Lincolnshire continue to provide quality policing at the lowest cost per head of population in the Country.

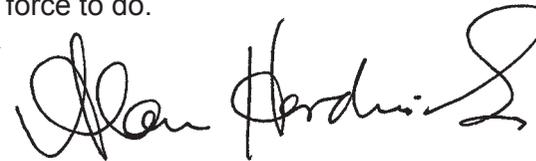
We do this in many ways; partly it is through the hard work and dedication of our officers, volunteers and staff. It is also because we are not afraid to be innovative. Our strategic partnership with G4S continues to save us (and therefore the taxpayer) money. The V1000 project aims to have 1000 volunteers making a positive difference to policing the County by 2016. This includes the first volunteer PCSOs in the Country. We are also using technology, with trials of mobile finger print devices and body worn cameras just coming to an end. I have also made a significant investment in ANPR (Automatic Number Plate Recognition) which will contribute to keeping our roads and communities safe.

I have also agreed to fund a ‘Live Links’ suite which will reduce the amount of officer time spent in court – meaning they can give evidence from a remote location and so spend longer patrolling your communities. Kent Police, the first force to install and test the system in a live environment, reported savings in excess of 300 hours of officer time during the first year. This is an indication that the benefits are real.

Partnership working remains a key element of successful policing. The distressing events of the Boston floods in December were a prime example of just how powerful partnerships can be, and

how effectively they can work together. I would like to use this opportunity to once again express my appreciation for the work, professionalism and empathy that our officers and staff demonstrated when dealing with this situation.

Our expectations of services from our Police Force and criminal justice agencies have not changed. We all want our communities to be safe, feel that we are getting value for money from our taxes and have access to the services we want, when we want them. I know this because you tell me. Not only do you tell me but what you say directly impacts on what I do on your behalf. In the next few pages I have reviewed the achievements of the last year. I also take a look forward as there remains much for me, and every member of the force to do.



Alan Hardwick

The Police and Crime Commissioner for Lincolnshire



2. The Highlights

What I do:

- Police and Crime Commissioners took office on the 22 November 2012. They became responsible for a combined police area budget of £8billion.
- The role of the PCC is to be the voice of the people.
- PCCs aim to cut crime and deliver an effective and efficient police service within their force area.
- PCCs have been elected by the public to hold Chief Constables and forces to account; effectively making the police answerable to the communities they serve.
- PCCs ensure community needs are met as effectively as possible, and improve local relationships through building confidence and restoring trust. They work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

This year I have:

- Maintained officer numbers despite further cuts in funding
- Kept all operational police stations open
- Invested in ANPR (Automatic Number Plate Recognition)

- Provided financial support for youth crime and substance misuse prevention
- Invested in a 'Live Links' system that reduces the time officers need to spend in court
- Given grants (totalling £20,000) to individual community groups to assist in their work towards crime prevention
- Financially supported the trial of mobile fingerprint technology and body worn cameras
- Spoken to and listened to hundreds of people around the County to understand what they want from policing in Lincolnshire. I have also communicated with many more through letter, email and social media
- Continued to support initiatives to tackle issues around alcohol misuse in the County
- Financially supported the Street Pastor project
- Financially supported the Lincolnshire SARC (Sexual Assault Referral Centre)
- Increased funding to Neighbourhood Watch
- Continued to support the project to involve 1000 volunteers in Lincolnshire Police – including the introduction of the country's first ever Volunteer PCSOs (VPCSO)
- Increased the number of marked police vehicles on the road

Over the next year I will:

- Work towards better services for victims and witnesses by directly commissioning more services with partners
- Continue to campaign for a fairer share of Government funding for Lincolnshire
- Continue to support local communities with crime reduction initiatives by providing them with small, easily accessible grants
- Continue to work with other forces in the region to further develop collaborative working opportunities
- Continue to have oversight of the work of Lincolnshire Police to further reduce crime
- Support and develop the work of drug action teams alongside partner agencies
- Continue to invest and support initiatives that mean officers and staff spend longer in direct contact with the communities they serve
- Continue to meet the communities of Lincolnshire in a wide variety of ways, to ensure I truly represent the views of Lincolnshire
- Continue to work with community safety partners to address local priorities such as anti-social behaviour (ASB), domestic abuse and road safety
- Work with partners to get the most out of the national changes to the probation service and the way in which offenders are managed in the community

3. My Police and Crime Plan Priorities

Reducing Crime

Lincolnshire continues to be one of the safest counties in the country. **Crime continues to fall.** There has been a 2.7% reduction in overall recorded crime, which means there have been 1,017 fewer victims of crime this year compared to last year. The continuing downward trend of recorded crime in the county has been seen across a range of crime groups including our priority categories noted in the Police and Crime Plan. These include burglary dwelling (down 16.5%), anti-social behaviour (down over 18%) and violence against the person with injury (down 6%).

Crime Figures

All recorded crime is down 2.7% with 1,017 fewer crimes

in the period April 2013 to March 2014 compared to same period last year. This has been consistently improving over the last 5 years.

These figures relate to the period April 2013 – March 2014 compared to April 2012 – March 2013.

Violence against the person (with injury)¹ crime is down 6.1% with 195 fewer crimes ✓

This has been consistently improving over the last 5 years.

Criminal damage is down 9.2% with 560 fewer crimes ✓

This has been consistently improving over the last 5 years.

Burglary dwelling offences are down 12.4% with 256 fewer crimes ✓

This has been consistently improving over the last 5 years.

Violence against the person with injury resolutions is 47.6% ✓

This has increased compared to the same period last year (46.2%).

Vehicle Crimes are down 11.6% with 396 fewer crimes ✓

Recorded incidents of Anti-Social Behaviour have reduced across the county by 18.2% (4,850 fewer incidents) ✓

This has been consistently improving over the last 5 years.

The Force is showing an overall crime resolution rate of 31.6% ✓

This has increased compared to the same period last year (1.1%).

The resolution rate for Burglary Dwelling is 16.5% ✓

An increase of 1.6%.

¹ This crime category includes common assault, assault with injury, harassment, wounding, death by driving, manslaughter and murder.

The number of people **killed and seriously injured** on the roads in the county is 403, down 5.4% (23 fewer)

Confidence in the Police

The nationally run Crime Survey for England and Wales reports on the public's confidence in their local police service. The latest percentage of people surveyed (to December 2013) who agreed or strongly agreed with the following question: 'Taking everything into account, I have confidence in the police in this area' is 71.7%. This compares with 70% recorded in 2012.

Victim Satisfaction

I can report a continuing improving trend in how satisfied victims are with their experiences with the police. The latest data shows that over **83% of victims surveyed were satisfied with the service they received** (rolling 12 month to March 2014).

The current 12 month rolling figure for the satisfaction rate of victims in relation to being 'kept informed' is 74.5%, an increase of 1.8% when compared to the same period last year. There has been a continued improving trend since June 2012.

The current 3 month rolling figure for overall satisfaction levels in relation to Anti-social behaviour is 72.8%. The satisfaction rate for ASB 'kept informed' is 65%.

Other theft/Shoplifting crimes have increase by 2% (235 crimes) in the period April 2013 – March 2014 compared to same

period last year. This is reflected nationally with a 6% increase being reported across England and Wales last year.

Sexual Offences have increased by 18.4% (104 crimes) in the period April 2013 – March 2014 compared to same period last year.

The number of recorded sexual offences is higher this year than at the same time last year. It is thought that successful campaigns over the Christmas period and around Valentine's Day may be raising awareness and reporting. There has been an increase nationally whereby greater numbers of victims of sexual offences have come forward to report historical offences to the police. I continue to push for improved crime resolution rates in this area.

Rural Crime

I set out my commitment to focus on crime against rural communities in my Police and Crime Plan. Operation Galileo is one example of how the force has taken action to address rural crime, namely combating hare coursing incidents. Operating from September through to April, officers have worked with local farming communities to tackle the problem. Good results continue to be seen this year:

- **163 people have or are being prosecuted** under the Hunting or Game Acts. Two years ago, there were about ten prosecutions.
- **97 people have been given 'words of advice'** where there was insufficient evidence to prosecute.

- Reported **incidents have reduced** to 756 (98 fewer incidents compared to last year).

I've received positive feedback on the value of this rural community policing initiative from local stakeholders and will remain focussed on reducing these types of crimes.

Other examples of good work:

- Lincolnshire Police continues to work across borders to tackle rural crime, eg a spate of farm thefts were disrupted in October 2013 when a prolific offender was arrested in partnership with Cambridgeshire Constabulary.
- Lincolnshire Police has developed partnership collaboration with the United Kingdom Border Agency and Special Branch to disrupt and prevent the exportation of stolen plant and equipment.

Business Crime

Lincs Alert Business Watch has been promoted across the County and is supported by a newly appointed dedicated Business Crime Co-ordinator. This has increased prevention and intelligence opportunities amongst the business community.

Business crime has been a national issue over the last year, with increases in areas such as shoplifting. The increase was seen locally in Lincolnshire, but the numbers were stemmed by the implementation of a 'challenge and prevent' initiative. This successful scheme involved a range of partners including

local councils and businesses working together on prevention strategies. Plans are in place to continue this good work.

Stop and Search

In 2013 the HMIC conducted an inspection of Lincolnshire Police's use of the tactic of Stop and Search. This formed part of a national inspection across all Forces. The tactic of Stop and Search is a controversial issue which if used incorrectly can damage the relationship between police and the community.

The report **did not raise any significant concerns** about the use of Stop and Search by Lincolnshire Police. It did however make a number of recommendations, which were similar to recommendations made to other rural forces across the country.

The Chief Constable and I agreed a plan to tackle the points highlighted in the report, including:

- Carry out work to highlight the numbers of Stop and Search in relation to crime, including analysis to ensure that Lincolnshire Police is not marginalising any sections of our community. This information is provided to my office and to the Independent Advisory Group for them to question and challenge the use of this power.
- Begin the mandatory refresher training package on the proportionate use of stop and search which is to be completed by all officers.

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- Both the Lincolnshire Police website and my website have sections which give details of the rights and entitlements of any persons stopped and searched. They also provide a section for feedback and how to make a formal complaint about the use of this power.

Lincolnshire Police is actively canvassing **community groups** to obtain their views on this police power. Lincolnshire Police is committed to ensuring the highest standards of integrity. They will use this police tactic both ethically and effectively to reduce crime and keep all of our communities in Lincolnshire safe.

Looking forward, I will ensure that the Home Secretary's announcement in May 2014 regarding the **reforms** to stop and search is taken on board by Lincolnshire Police.

Volunteers

I set out a challenge to Lincolnshire Police to have 1000 volunteers in place by 2016. Great progress has been made this year towards that goal. As of the end of March 2014, there were:

- In total 512 volunteers
- 250 Special Constables
- 160 Volunteer Police Cadets
- 91 Police Support Volunteers (doing a variety of roles from monitoring Closed Circuit Television (CCTV) to providing front counter services in rural stations, making the Police more accessible to local people)

- 11 Volunteer Police Community Support Officers (VPCSO)

Lincolnshire is the only police force in the country to introduce the role of VPCSO. It is an innovative role specifically developed to provide additional uniformed officers and staff that are there to help and serve local communities.

- In their first month, VPCSOs contributed over 630 hours of their time.
- Lincolnshire Police volunteers together contributed a total of over 68,000 hours.
- This equates to over £1million worth of hours given compared to an equivalent paid position.
- For every £1 invested in volunteers, they provide £4 back in benefit.

Volunteers are dedicated and committed individuals and their contributions are too numerous to mention, but members of the Special Constabulary turned out to help local people in Boston during the floods and routinely police the night time economy making the streets safe for all; the Cadets regularly assist with crime reduction initiatives and raise money for local charities. Volunteers have provided additional services and in many cases have freed up police officer's time to focus on reducing crime, arresting offenders and dealing with those things that are important to local people.

Through the **Volunteer Charter**, Lincolnshire Police has made **a commitment to invest** in its volunteers; by recruiting, training and developing individuals, offering them opportunities to progress in their chosen career or to "give back" to their

communities. But the hope is that everyone will benefit: the volunteers will gain new skills, experience and take satisfaction from their roles whichever type of volunteer they are; the Force will have additional resources at its disposal and local communities will have the level of service they deserve.

I am indebted to our volunteers for the work that they do and the commitment that they give. The dedication and enthusiasm that is shown never fails to make me proud.

If you'd like to know more about volunteer opportunities, contact the V1000 Project Team:



- Email: 1000volunteerchallenge@lincs.pnn.police.uk
- Write: **1,000 Volunteer Project, Lincolnshire Police HQ, PO Box 999, LN5 7PH.**

Independent Custody Visitors

I have a statutory duty to put in place an effective Independent Custody Visitors' Scheme for the county. Independent Custody Visitors (ICVs) are volunteers drawn from the local community who make unannounced visits in pairs to places of detention to check on the welfare of detainees and the conditions under which they are detained. The purpose of their role is to act as an independent monitor of police custody areas and to comment on

whether PACE (Police and Criminal Evidence Act) guidelines are being met.

Scrutiny and challenge takes place at a number of levels:

- with Custody Sergeants at the time custody visits are undertaken so that any immediate issues can be addressed
- at meetings of four local ICV Panels – based in the West, East, South East and South West of the County – with Custody Inspectors and Senior Detention Officers
- at meetings with senior officers of the Force and during quarterly briefings with the Scheme Manager so that I can consider any strategic issues and recurring themes emerging from custody visits and ensure that the voice of ICVs is being heard.

For the period 2013/14 a total of 184 custody visits were undertaken across the county. Of the 423 people detained in police custody at the time of the visits who were available to receive a visit, 395 (93%) consented to meet with the Independent Custody Visitors.

Street Drinking

In addition to supporting the work of Street Pastors and the enforcement work of Lincolnshire Police, I have been working with partners to continue to tackle street drinking and the associated anti-social behaviour.

Over the last year, Lincolnshire Police has carried out a number of initiatives to tackle street drinking. Work with partners will continue into next year to further understand the nature of problem drinking in Lincolnshire.

One of Lincolnshire Police's most popular and well-received strategy involved the use of Twitter. Using the hash-tag **#optrunk** for the Spalding area, officers tweeted all interaction with drinkers and gave daily updates of how much alcohol had been seized. This was reinforced with photographs of alcohol being poured away. Almost every #optrunk tweet was re-tweeted by the force's followers or received favourable responses.

Community and Volunteer Fund



Last year I was pleased to announce the launch of my Community and Volunteer Fund. This was specifically set-up to assist small local, community based groups in reducing

crime and anti-social behaviour and supporting the victims of crime by providing grants of between £250 and £1000. In particular, I wanted the Fund to support as many smaller projects as possible, projects that were aimed at younger and older members of the Community and which were supporting victims, witnesses and vulnerable people.

Over the past twelve months many groups have received grants totalling nearly £20,000. These include a wide range of activities

from repairing a youth centre roof to allow the young people to use the building again, to supporting a scheme that supplies door bolts to vulnerable people.

The success of the fund, and the difference it has made to communities means that I will continue to offer the grants for 2014/15 and I hope to support even more groups to reduce crime and anti-social behaviour.

“The aim of the Boston Sanctuary Scheme is to protect any victim of domestic abuse living in our area who chooses to remain at home. The volunteers and clients of our scheme are very grateful for the generous grant from the Police and Crime Commissioner - his grant means that we can carry on providing this service and equipment ‘free of charge’ for victims of Domestic Abuse in the Boston Area. Thank you.”

Peter Hunn

Principal Community Safety Officer

“Getting the money from the Community and Volunteer Fund will mean we are able to produce a set of accessible crime prevention factsheets. These can be used by anyone who has difficulty in understanding things. Accessible information is easy to read text and pictures laid out in a clear format. It helps people to have a better understanding and have more control in their lives.”

Marie O’Sullivan

Total Voice Lincolnshire

A Fair Deal for the People of Lincolnshire

Funding

- As the lowest cost Force per head of population, Lincolnshire has had many experiences in delivering efficient and effective policing services.
- Policing Lincolnshire costs each of us less per person than anywhere else in the country. But a greater proportion of what is spent on Lincolnshire Police is raised from the Council Tax in Lincolnshire than anywhere else. The communities of Lincolnshire therefore shoulder a greater burden than tax payers in other counties. I don't believe that this is fair.
- To save money, we need to further cut costs and improve services by examining how we work and where possible, working with other forces and partners.
- Our partnership with G4S is delivering annual savings of £5million together with improvements in service delivery such as call response times.

Openness and Transparency

I continue to support the government's drive to improve openness and transparency. To this end, I have a section on my website that gives details such as: what we spend and how we spend it, my personal expenses, gifts/hospitality and salaries of senior staff.

Go to <http://www.lincolnshire-pcc.gov.uk/Transparency/Transparency-Index.aspx> for more information.

Value for money

Lincolnshire Police is determined to continue to increase productivity of their staff and officers. Some of the ideas we are exploring include:

- How investment in technology can save officers from having to return to base stations to carry out administrative functions
- Smarter allocation of work to officers
- Improved geographical tracking of resources
- Leadership development that increases effectiveness of teams.

I continue to push the Force to get the best value out of every penny they receive.

Police and Services that are there when You need them

Visibility

People frequently tell me that they want to see police officers within their communities. I am introducing a number of initiatives that help increase the frequency with which this happens, (some of which are elsewhere in this report) however I also want to make sure that when there are police in an area, they are visible.

To achieve this I have improved the official markings on all PCSO cars in order that it is clear that they are police vehicles. In addition, I have made bike racks available where appropriate to

enable local policing teams to use their bikes for patrol as often as possible.

I have also ensured that all police vehicles have markings on them to identify them as such – unless there is an operational reason why they need to be unmarked. This, along with the PCSO cars means there are now around **100 additional vehicles on the roads** of the county that are clearly identifiable as police vehicles.

There were 82,055 emergency (999) calls received in 2013/14. **The Force answered 95% of these calls in 10 seconds.**

91.28% of all (primary) non emergency calls (388,504) were answered within 30 seconds in 2013/14.

Response times – 80% of urgent rural calls were responded to in less than 20 minutes. **81% of urgent urban calls were responded to in less than 15 minutes.**

ANPR Investment

I have always been committed to making policing in Lincolnshire as efficient and effective as possible. Making use of technology is an obvious way of doing that. ANPR (Automatic Number Plate Recognition) has over recent years proved itself as an invaluable tool for keeping the people of Lincolnshire safe. It also means when a crime does take place, our officers have the best, most up to date crime fighting tools at their disposal.

This year I announced that I have invested a quarter of a million pounds to upgrade the quality and coverage of the ANPR network.

When a vehicle passes an ANPR device, its registration number is read and instantly checked against database records of vehicles of interest. Police officers can then stop a vehicle, check it for evidence and, where necessary, make arrests.

ANPR has proved to be important in the detection of many offences, including locating stolen vehicles and returning them to their owners, dealing with uninsured drivers, finding missing people and solving cases of serious and organised crime.

It also allows police attention to be drawn to offending vehicles whilst allowing law abiding drivers to go about their business unhindered.

4. *Listening to you*

As a representative of the people of Lincolnshire it is essential that I dedicate a good proportion of my time speaking to, and more importantly listening to the people that I serve.

I have attended many events and met hundreds of people to whom I am very grateful for taking the time to give me their opinions on Policing. I always learn much more from meeting people at these events than they learn from me.

I have tried to cover as much of our County as possible in the last year, attending engagements as far apart as Caistor and Holton Le Clay in the North and Stamford and Long Sutton in the South. It is also important to meet people who belong to groups who have specific interests or knowledge, for example I have also met with Elders Forums, Disability and Hate Crime groups and rural communities groups to name just a few.

I was delighted to be able to attend many of the summer engagement events last year. These events are a favourite of mine as they offer the chance to informally meet many people who may not have been able to attend more formal engagements. I am also very pleased that along with the force we will be running these again in 2014.

Sometimes it is necessary to ask the public about a specific subject. In January this year I launched my budget consultation. This took place on-line, via my website and once again I was very pleased with the rate of responses and also thankful again that people took the time to take part. The website, alongside other digital media continues to be a very effective way of talking to the public. On average my website receives 1,000 visitors a month and just short of 2,000 people follow me on Twitter. I continue to receive much correspondence through traditional mail and received over 1500 items over the previous twelve months – this is in addition to many phone calls.

When I speak to people my main aim is to ensure that what is a priority to them is a priority to me and therefore, the force. I continue to hear that people want more visible policing, are concerned about anti-social behaviour (ASB) and often tell me that they are frustrated by the role that alcohol plays in crime and ASB.

You will read in more detail in this annual report how I, along with Lincolnshire Police, are dealing with these issues.

5. HMIC Inspections

Her Majesty's Inspectorate of Constabulary (HMIC) decides on the areas of activity that are inspected based on their assessment of what is in the public interest. Their considerations include risks to the public, the integrity of policing, service quality and public concerns. **The evidence they gather is used to drive improvements in the service provided to the public.**

HMIC conducted the following inspections of Lincolnshire police:

- Working with offenders with learning difficulties and disabilities
- Policing in Austerity – how the force is approaching the requirement to make savings
- East Midlands regional collaboration
- Domestic abuse
- Undercover policing
- Making best use of police time

HMIC publish reports on these inspections at www.hmic.gov.uk

Over the course of the year HMIC have made 25 force specific recommendations, plus 11 national recommendations for improvement common to all 43 forces. The force is currently implementing these changes and I continue to monitor their progress.

A national report '*the treatment of offenders with **learning disabilities within the criminal justice system***' was published in January 2014 following an inspection conducted in March 2013. In the period between inspection and publication the force began improvement work, based on initial inspection findings. This included the introduction of learning disabilities awareness into refresher training programmes and the distribution of neurodiversity guidelines to officers. Improvement work will continue to ensure the national recommendations made in January are addressed.

In July 2013, the PCCs for the East Midlands region commissioned HMIC to review the existing arrangements for **collaboration between the five forces in the region** and their overall approach. A key finding regarding the effectiveness of the collaboration states,

“The five forces in the East Midlands region showed great vision, as well as strong and cohesive leadership, in establishing the collaboration programme, which was ahead of its time. The forces and their successive leaders have continued to support and develop it. As a result, the region was the first to increase capabilities in critical operational areas through joint working; its collaborated functions have produced an average saving of 20% from the pre-collaboration costs, and the East Midlands forces continue to reap significant benefits in terms of resilience in some major operational areas.”

The **Policing in Austerity: Rising to the Challenge** inspection in May 2013 looked at how the force has addressed the need to make significant savings, in the region of £19.8million, over the 4 year period of the Comprehensive Spending Review, it found that:

“Lincolnshire Police faces a difficult challenge. It has the lowest cost of policing per head of population in England and Wales and has taken more decisive steps than most forces in order to close its funding gap”.

6. Innovation and Transformation

Policing Transformation Programme

The Policing Transformation Programme (PTP) has been introduced to address future challenges likely to follow the next expected Comprehensive Spending Review in 2015; therefore I challenged the Force to make efficiencies through new ways of working.

The aim of the PTP is to deliver the objectives:

- Maintaining and improving public satisfaction and confidence
- Closing the forecasted financial gap 2016/17 onwards
- Keeping crime low

Overall, the HMIC inspection activity conducted during the course of the year **did not identify any significant operational risks** to the force. All recommendations made have been accepted and improvement work continues.

The three main themes of the programme are:

Crime Prevention

- design an approach to policing where officers are supported and enabled to anticipate, whenever possible, the risk of crimes happening and to act to prevent them or reduce their impact on victims

Demand Management

- recognise and understand where calls for service come from and how they can be improved.

Workforce Modernisation

- identify, develop and implement police officer roles suitable for civilianisation, ensuring that the overall workforce plan remains fit for purpose.

I continue to monitor the Force's progress in these areas.

7. *Our Partnership with G4S*

The G4S and Lincolnshire Police partnership has now completed its second year of transformation. The partnership was the first of its kind, transferring 575 civilian police personnel from Lincolnshire Police to G4S and covering 18 operational and organisational support functions formerly managed by the Force. Within the first year, the contract saved the force, and therefore the taxpayer over £5million, following a commitment to deliver £36million by the end of the ten year partnership.

Following the transfer of staff and services, G4S have now implemented projects and efficiencies that have further contributed towards savings, ahead of those projected and are now improving the Force's network and IT infrastructure.

In addition to these improvements and business as usual delivery G4S have worked side by side with Lincolnshire Police to deliver a robust response to the worst storm in 60 years, where winds recorded at 100 mph hit the east coast. The spirit shown at such a challenging time underlies the strength of the partnership.

8. *East Midlands Collaboration*

Our East Midlands collaboration with other Forces and Commissioners is recognised nationally as one of the most operationally advanced and successful in the Country. There is more to do and we have recently been successful in obtaining an award through the Innovation Fund to progress the transformation

of services across the region through better integration and exploitation of IT. Lincolnshire will play a leading role sharing our experience of change and innovation.

HMIC has recognised our good work and more detail is available via the HMIC website www.hmic.gov.uk

9. Oversight and Accountability

Good governance is essential to how the Chief Constable and I take decisions for the good of the people of the county, in a fair and open way. It also requires standards of behaviour that support good decision making - integrity, openness and honesty. It is the foundation for the delivery of good quality services that meet all local people's needs. It is fundamental to showing public money is well spent. Without good governance we would struggle to improve policing services.

I have systems in place to hold the Chief Constable to account for the effective and efficient delivery of police services in the county. I look at performance, (levels of crime, anti-social behaviour incidents, solving crimes, confidence in police), how money is spent and finances, workforce and human resources, IT and professional standards (complaints and conduct issues). This is supplemented by specific written and oral briefings in other areas of force business.

10. Financial Performance

The budget for policing services in 2013/14 amounted to just over £114million.

The key points of the budget are that:

- it provides for a budgeted police officer establishment of 1,100 police officers and 149 police community support officers

The Annual Governance Statement (AGS) gives a sense of how successfully we have coped with the challenges we have faced. You can find the AGS within the Financial Statements document (see below).

The Joint Independent Audit Committee is in place to:

- provide independent assurance to the Chief Constable and me regarding the adequacy of the risk management framework and the associated control environment
- provide independent scrutiny of the Force's and Office of the Police and Crime Commissioner's financial performance
- oversee financial reporting processes

You can find out more about the Audit Committee via my website at www.lincolnshire-pcc.gov.uk and click on 'Transparency'.

- government grants to support police and crime spending are reducing but expenditure is set within the income available by
 - making savings of £4.8million, or some 4%, in 2013/14 and
 - increasing the police and crime element of the council tax by 2%

The Financial Statements show the financial affairs over the last year. The Accounts are issued in draft form in June each year, and only finalised once they have been audited and approved. This happens in September and they are available on my website.

I also publish a summary of the accounts which is a shorter, 'easy read' version of the full financial statements that gives the highlight financial messages, an overview of where the money

comes from, where it is spent, what we did with the money and what we are worth.

It goes without saying that I am committed to the delivery of good financial management – this is essential to ensure that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

You can look at the Financial Statements via my website at www.lincolnshire-pcc.gov.uk and click on 'Finance'.

11. Summary

The last twelve months have continued to be challenging for the force and for Policing nationally, however a report like this is a chance to look back and reflect on how we have risen to those challenges. Most importantly the things that matter to the public are being dealt with:

- Crime continues to fall, and although we can never be complacent I hope that the initiatives and investments I have made over this year will see this trend continue.
- Police officer numbers are not being cut in Lincolnshire and police stations remain open.
- I have this year met with the Home Secretary and lobbied local MPs for their support on this issue. I continue to challenge the national funding formula.

I have a great sense of pride looking at the work that is represented in this report, and I would like to take this opportunity to thank all those who have contributed to our successes; Police officers from the 'Bobby' on the beat to the Chief Officer team, the PCSOs in the heart of communities, Police staff in their many and diverse roles and of course all our volunteers, who give their time and energy so generously. I would also like to pay tribute to the people of this county who are never afraid to tell me what they think – both positive and negative, and who continue to remain passionate about keeping Lincolnshire one of the safest places to live – a passion I share wholeheartedly.