

**The Police and Crime Commissioner for Lincolnshire**

# **Annual Report**

2014 - 2015

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## 1. Police and Crime Commissioner Foreword

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*When I took office as your Police and Crime Commissioner, I gave myself three clear priorities. Those priorities formed the basis of my Police and Crime Plan which sets out my expectations of Lincolnshire Police. Most importantly, those priorities were what you told me were important to you. Put simply, they represented what you wanted me and the Chief Constable to achieve:*

- Reducing crime
- A fair deal for the people of Lincolnshire
- Police and services that are there when you need them

In this, my second annual report, I set out how the Chief Constable and I, together with our officers and staff, have delivered what you asked of us.

Firstly, we have reduced crime. Crime has fallen in Lincolnshire at a faster rate than the national average and continues to fall. The County remains one of the safest places to live in the country.

We have done much to transform Lincolnshire Police to ensure you have the services you need, when you need them. Despite budget reductions and the cuts that are taking place in many other police areas, I have maintained police officer and Police Community Support Officers (PCSO) numbers. The independent HMIC (Her Majesty's Inspectorate of Constabulary) has graded us 'outstanding' in terms of delivering affordable policing, giving you, the taxpayer, a fair deal. HMIC also recognises Lincolnshire

Police as 'good' in terms of our effectiveness at reducing and preventing offending and 'good' at tackling anti-social behaviour.

Whilst our overall performance continues to be good when compared to other police forces, the next few years will be extremely challenging for policing, both nationally and locally. HMIC has clearly stated it has concerns about the ability of Lincolnshire Police to maintain its current level of service to the communities of Lincolnshire beyond 2016 and deems us to be at risk.

Without a fairer slice of the national police grant, or substantial precept rises in future years, we could see significant degradation of service from 2016 onwards. That would undoubtedly take the form of fewer PCSOs, police officers and the staff who support them. I know this is not what the people of Lincolnshire want or deserve. The Chief Constable and I have been taking this message to the heart of Government and they are listening.

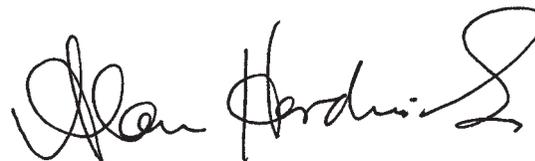


Indeed we have already been successful in obtaining a special grant to cover the extraordinary costs of policing the Boston floods in 2013.

We are therefore optimistic for the coming year and beyond. As a low cost and efficient organisation, we are very much part of the solution to building a sustainable model for police funding. Nationally, that means every police area needs to have enough money to deliver a good and efficient service. For some who are not as efficient as we are, that will mean less money. But for Lincolnshire the result will be an even fairer deal for our communities, which will help us to continue to reduce crime

and ensure our services are there when people need them for years to come.

I commend our achievements to you and look forward to another successful year.

A handwritten signature in black ink, appearing to read 'Alan Hardwick', with a stylized flourish at the end.

**Alan Hardwick**

*The Police and Crime Commissioner for Lincolnshire*

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## 2. The Highlights

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### *Reducing crime*

- Overall recorded crime is down by 2.1% in the last year and by 23% over the last five years
- HMIC grade Lincolnshire Police as **good** at reducing crime and preventing offending and **good** at tackling anti-social behavior

### *A fair deal for the people of Lincolnshire*

- HMIC grade Lincolnshire Police as **outstanding** in terms of delivering “affordable policing”
- Lincolnshire Police remains the cheapest police force per head of population in the country
- I have continued to deliver even more savings and better services through our innovative strategic partnership with the private sector

### *Police and services that are there when you need them*

- There were 83,709 emergency (999) calls received in 2014/15. Lincolnshire Police answered **95%** of these calls in 10 seconds
- Police officer numbers have been maintained at 1,100
- PCSO numbers have been maintained at 149
- No operational police stations have been closed
- I have invested in technology so that police officers spend their time doing what they do best – policing our communities
- I have introduced new volunteer roles including the country’s first ever Volunteer Police Community Support Officers (VPCSOs)
- I have provided funding to Crimestoppers, Neighbourhood Watch and community volunteer projects and I have invested in even more services for all victims of crime and specialist services for those who need our help most
- There are also now more marked police cars on Lincolnshire’s roads than when I took office.

### 3. Delivering my Police and Crime Plan – what I have achieved

#### Reducing crime

##### Overall performance

Lincolnshire continues to be one of the safest counties to live in the country. Overall recorded crime continues to fall, bucking the national trend. There has been a 2.1% reduction in overall crime, which means there have been 744 fewer victims of crime this year compared to last year. The downward trend in recorded crime in the County has been seen across a range of crime types including anti-social behaviour and violence against the person. These types of crime have seen continuing reductions over the last five years, with overall crime down 23% since 2009/10. This is testament to the hard work and commitment of your 1,100 police officers, 149 PCSOs, volunteers and staff.

**All recorded crime is down 2.1% with 744 fewer crimes (5th best out of 43 forces)**

in the period April 2014 to March 2015 compared to same period last year.

**Violence against the person (with injury)<sup>1</sup> crime is up 7.8% with 235 more crimes (3rd best out of 43 forces, 1st best out of East Midlands forces)**

in the period April 2014 to March 2015 compared to same period last year.

**Burglary dwelling offences are up 1.6% with 29 more crimes**

in the period April 2014 to March 2015 compared to same period last year but these offences have fallen over the last 5 years.

**Recorded incidents of anti-social behaviour have reduced across the County by 2.2% (487 fewer incidents)**

in the period April 2014 – March 2015 compared to same period last year.

**5,507 recorded instances of criminal damage and arson. This is down 3.4% compared to the same period last year (188 fewer crimes)**

HMIC independently assesses police forces and policing in the public interest. During the year, HMIC graded Lincolnshire Police as **good** at reducing crime and preventing offending and as **good** at tackling anti-social behaviour. Not only are we good at reducing and preventing crime but when it happens, we do something about it.

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

**An overall crime resolution rate of 31.6%**

in the period April 2014 to March 2015.

**Violence against the person with injury resolutions is 46.6%**

in the period April 2014 – March 2015.

**The resolution rate for burglary dwelling for the period April 2014 – March 2015 is 15.1%.**

In other words, when a crime happens, Lincolnshire Police is getting better at identifying the people responsible and bringing them to justice.

Every quarter I publish a performance update on my website. This includes the latest Lincolnshire Police performance figures and also includes information about high profile investigations and notable convictions. It's really important to me that our communities not only see what Lincolnshire Police has done, but also that fair and timely justice is dispensed.

**The number of people killed and seriously injured on the roads in the County is 372 (for the period January – December 2014) this is down 10.1% (42 fewer) compared to the same time last year.**

This year we have had a number of successful campaigns focussing on raising awareness of the dangers of speeding, and driving under the influence of alcohol and while using mobile phones. As part of our preventative approach we have also continued to raise awareness of the impact and penalties resulting from violence in the night time economy, domestic abuse and sexual violence.

**Sexual offences have increased by 38.1% (253 crimes)**

in the period April 2014 to March 2015 compared to same period last year.

The number of recorded sexual offences is higher this year than at the same time last year. The number of sexual offences has continued to increase nationally. This is thought to be partly related to the 'Yewtree effect', which has led to greater numbers of victims of sexual offences having the confidence to report historical offences to the police.

Lincolnshire's conviction rates (after trial) for both sexual offences and rape offences are significantly higher (over 70%) than the national average (around 50%) and in comparison with regional forces. This shows our commitment to effectively handling and investigating rape and sexual offence cases. Throughout the year I have continued to invest in specialist advisors, a specialist rape team and the Sexual Assault Referral Centre.

## Rural crime

My commitment to tackle crime in rural communities continues. Operation Galileo is a Lincolnshire Police strategy aimed at tackling and reducing the incidents of Hare Coursing across the County. The operation runs on an annual basis from September to March. There have been 977 incidents relating to hare coursing this season.

- **70 people have or are being prosecuted** under the Hunting or Game Acts
- **Many people have been given 'words of advice'** where there was insufficient evidence to prosecute.
- **A large amount of hare coursers have been stopped** with the aid of Automatic Number Plate Recognition (ANPR) and other tactical resources, together with information from other forces, therefore preventing offences being committed.

In addition, Lincolnshire Police has launched a Strategic Rural Crime Group. This brings together partner agencies in order to understand community concerns and align our responses for maximum effect. Our 'best practice' guide for officers is now being adopted by other police forces nationally.

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

Finally, I was delighted when Lincolnshire Police Wildlife Crime Officer PC Nick Willey was named Wildlife Enforcer of the Year

2014. He has been one of the driving forces behind a number of successful wildlife crime operations and is highly respected within and outside the County. Nick is a great example of the kind of people we have at Lincolnshire Police and is an embodiment of how we police with PRIDE. ***Congratulations again Nick!***

## Business crime

**Other theft/shoplifting crimes have decreased by 10.8% (1287 crimes)**



in the period April 2014 – March 2015 compared to same period last year.

Shoplifting is, quite rightly, of major concern to retailers. It is an area where targeted action by Lincolnshire Police has had a real impact with a double digit reduction of over 10%.

Most of the business crime that Lincolnshire Police records is shoplifting but the definition of business crime is changing to have a broader focus. The new definition takes into account the wider needs of the business community and will enable Lincolnshire Police to more accurately record business crime and therefore investigate and resolve it more effectively. Officers and staff have engaged with business leaders and groups this year and will launch a new Business Crime Strategy in 2015/16 and best practice guidance document for retailers and business groups across the County. Business crime is under reported (both locally and nationally) and we want to continue to work with local businesses to improve their confidence in us.

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I have always been hugely impressed by the success of the various Shopwatch and Pubwatch schemes that we have in the County. Businesses have constantly told me of their value. I am therefore pleased to have joined forces with Lincolnshire County Council to fund an expansion of the Shopwatch and Pubwatch Schemes in partnership with Lincolnshire Chamber of Commerce. This is just another example of how we work closely with the County Council and District councils in the areas of enforcement and prevention. Lincolnshire Police work with Trading Standards throughout the year to tackle hugely damaging activity such as the sale of counterfeit goods and new psychoactive substances (so called “legal highs) and rogue traders. Our licensing department also works with the licensing authorities to ensure that licensees sell alcohol in accordance with their licence. Where they do not, action is taken.

Finally, the Lincs Alert Business Watch has been promoted across the County and is supported by the dedicated Business Crime Co-ordinator. This has increased prevention and intelligence opportunities amongst the business community. The Co-ordinator visits businesses on a daily basis, providing security advice, encouraging them to join the Business Watch Scheme and providing a single point of contact for intelligence sharing. A number of talks have also been given to local business clubs over the year.

## Community and volunteer fund



Over the last twelve months, through my grant scheme, I have continued to support communities in reducing anti-social behaviour and other criminality.

Since visiting a Lincolnshire youth club in my first few weeks as PCC I have been aware of what a big difference a small amount of money can make when used well by the people that understand a problem better than anybody else – the people that live and work with it.

The grants, which range from £250 - £1000 are available to groups who make a difference to people’s lives by reducing crime and anti-social behaviour and supporting victims of crime.

This year, the grants have been wide ranging and include close circuit television (CCTV) for a youth club, a music and dance project for young people and a project to reduce shoplifting in Boston.

*“We are so grateful to Alan Hardwick, the PCC for Lincolnshire, for his support of our Access to Learning Programme. This programme provides distance learning, advice and guidance to men and women in prison, and is an intervention proven by the Ministry of Justice to reduce reoffending. With the Commissioner’s support, we have been able to provide vital educational opportunities to five learners in HMP Lincoln, helping them develop their*

*knowledge, skills and self-confidence, changing their lives for the better when they are released. Reducing reoffending through education reduces the impact of crime on local communities in Lincolnshire; this is only possible with the Commissioner's support."*

**Cassie Edmiston**

*Head of Fundraising Prisoners' Education Trust*

*"The Be Your Best Foundation is extremely grateful for the support of the Office of the PCC for Lincolnshire in producing the Rock Challenge in the County. The event benefits hundreds of young people from Lincolnshire each year in a variety of ways from increased school attendance to improved relationships with teachers and reduced anti-social behaviour in participating schools."*

**David Beale**

*Chief Executive, Be Your Best Foundation*

*"The grant we have received from Lincolnshire PCC will help to enable us to put on a 3 day event in October 2015 half term for 150 young people from the Louth area. Our event, "Unleashed Louth 2015" will provide the youngsters with skills and help build their confidence and self-esteem."*

**Rachel Jones**

*Project Development Manager, Living Well Project*

## **Working with Lincolnshire County Council and other partners**

I have already highlighted some of the work I do in partnership with the County Council. The County, District councils and I all share statutory responsibilities around Community Safety. We come together as Lincolnshire Community Safety Partnership to agree priorities and pool our resources to have the greatest impact on issues that matter to you such as domestic violence and anti-social behaviour. I also make a significant financial contribution to the running costs of the Youth Offending Service in the County. As the number of offenders they need to work with has reduced, the service increasingly follows a preventative approach, engaging with young people before they commit crime.

I would also like to thank the County Council for its continuing commitment to neighbourhood policing. It continues to contribute to the funding of your 149 PCSOs in the County, enabling the Chief Constable and I to maintain this valued community resource.

## **Safeguarding the vulnerable**

We are at our most effective in protecting the vulnerable in our communities when all public services work together. Again I play an important role here by providing funding to some key bodies in which Lincolnshire Police play a central role. The Lincolnshire Safeguarding Children Board is a statutory multi-agency board made up of representatives from the County Council, Police, Health Service, Community Rehabilitation Company (Probation),

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Youth Offending Service, the Voluntary Sector and others. I was pleased to see that the recent Ofsted inspection judged Lincolnshire County Council's Children's Services and the Lincolnshire Safeguarding Children Board to be providing good, effective, timely support for children and families. I congratulate all involved, and particularly want to thank the Director of Children's Services Debbie Barnes and Chair of the Safeguarding Board Chris Cook for their effective leadership of these crucial services.

The effectiveness of multi-agency safeguarding hubs has been demonstrated in many parts of the country. I am therefore proud that during the year we were able to form the Safe team in Grantham. Led by a police officer, the team brings together the Police, Children's Services staff and managers, named nurses for safeguarding and members of the Youth Offending Service. The team deals with all investigations of child sexual abuse and is heavily involved in both helping victims rebuild their lives and prevention initiatives.

The Care Act 2014 came into force on 1 April 2015. For the first time this places the safeguarding of adults on a statutory footing, a move I welcome. A requirement of the legislation is the creation of Safeguarding Adults Boards. Lincolnshire has had such a Board for a number of years. Again, I am pleased to support it both financially and through the involvement of Lincolnshire Police. I wish the Chair, Elaine Baylis continued success with her work.

## *A fair deal for the people of Lincolnshire*

### Funding

Postcode lotteries are not acceptable in any part of public services and policing is no different. It is absolutely unacceptable that Lincolnshire continues to be penalised for being, in HMIC's words, outstanding in delivering affordable policing while at the same time, less efficient forces are rewarded and allowed to continue to fritter away public funds. This year, the last Government finally recognised that the unfairness in police funding needed to be addressed. We were successful in obtaining a special grant to cover the additional costs we incurred during the Boston floods in 2013 and officials are continuing to consider whether more funding can be made available to us for historic, exceptional costs. This is all very welcome, but the focus for both me and the Chief Constable is in securing a sustainable funding solution for Lincolnshire. We have both been actively engaging with officials and Ministers throughout the year.

Given our success of operating a lean and efficient organisation that has delivered falling crime levels and business transformation, we see our model as part of the solution for the service as a whole. The Chief Constable has been part of the National group which will develop proposals for future funding models. He has been very pro-active in asking the difficult questions of a service which is reluctant to change because the vast majority of forces benefit from the current arrangements and do not see they have a duty to eradicate waste. Not only have we been asking the questions, we have also been providing

the answers. That will continue with the new Government. The alternative would be significant reductions in service from Lincolnshire Police; numbers of police officers will fall and crime will undoubtedly rise. We cannot believe any Government would want to be responsible for that, particularly when we have proposed the solution.

### **Lincolnshire Police – at the forefront of innovation and delivering affordable policing**

Lincolnshire Police remains the cheapest police force per head of population in the country and HMIC grade us as outstanding in terms of delivering “affordable policing.” However what sets us apart from other police areas is that we know we can do even better. We are determined to continue to be more efficient and effective at what we do. We will increase the productivity of our staff and officers and further transform how we do our business. As a result, we are at the forefront of innovation and change that is so sadly lacking in other parts of the service.

I have continued to deliver even more savings and better services through our innovative strategic partnership with the private sector. Now in its third year our contract with G4S is forecast to save £36 million over ten years. We continue to optimise our collaborations with other police areas. We work with other public sector partners such as the County Council to pool our resources to maximise their impact. I make grants to community and voluntary sector organisations such as Crimestoppers and Neighbourhood Watch to help them continue their valuable work.

I have also invested heavily in new technology and processes that enable our police officers to do their jobs more efficiently. As a result, based on HMIC’s assessment, we have significantly more of our officers deployed to frontline roles than the national average.

We also continue to look for ways to improve the services to Lincolnshire people and in the coming year look forward to working closely with partners to explore so called “bluelight integration.” With a County as big as Lincolnshire, the emergency services need to work together even more closely to offer maximum value for money.

All of this contributes to you having police and services that are there when you need them.

### ***Police and services that are there when you need them***

There were 83,709 emergency (999) calls received in 2014/15. **Lincolnshire Police answered 95% of these calls in 10 seconds.**



**91.6% of all (primary) non emergency calls (366,683) were answered within 30 seconds** in 2014/15.



Response times – 80.4% of urgent rural calls were responded to in less than 20 minutes. **82.7% of urgent urban calls were responded to in less than 15 minutes. This is an improved position compared to last year and the year before.**



## A visible presence in your community

I know from listening to people that a key concern is having police visible in their communities. As part of my Police and Crime Plan commitment to ensure that police and services are there when you need them, I have made provision for the Chief Constable to maintain 1,100 police officers and 149 PCSOs.

I committed to making sure that as many vehicles as possible operated by Lincolnshire Police are clearly marked as police vehicles, unless there is an operational reason not to. As a result there are now more marked police cars on Lincolnshire's roads than when I took office. Unlike many other police areas I have also remained steadfast in my commitment to not close any operational police stations.

I have supported a number of initiatives that enable your police to spend more time in your community. You can read more about these later in this report. I'm also pleased that the number of police volunteers is increasing and their input allows our regular officers to spend even more time with you, the people they serve.

## Volunteers

Our volunteer programme helps and supports policing in Lincolnshire and continues to make progress. We continue to develop new volunteering roles and promote volunteering opportunities. As a result, over the last year a further 230 volunteers have joined the Lincolnshire Police family:

- 61 Special Constables
- 30 Volunteer PCSOs (VPCSOs)
- 47 Volunteer Cadets and
- 92 Police Support Volunteers

At the end of the year there were **548 volunteers across Lincolnshire Police**. As with all volunteer roles the numbers fluctuate as individuals' circumstance change and they move on to other things, but we have found that many volunteers have secured employed roles with Lincolnshire Police, with G4S, with other police forces around the country or in private/public sector jobs. For example, 21 Specials joined Lincolnshire Police as regular officers, 1 VPCSO became a PCSO, one Cadet joined the Specials and 4 Police Support Volunteers gained employment with Lincolnshire Police. This is really positive news and shows a real commitment to public service which should be celebrated.

**Volunteers continue to provide "an extra hand"** in many different ways. The number of hours they contribute continues to increase and last year volunteers put in over 96,000 hours of their time for the benefit of the County. If you were to quantify that in monetary terms, it would amount to over £1.5m.

Some of our volunteers are very visible in local communities – out on patrol assisting police officers or PCSOs. Special Constables are out at all times of the day, policing the night time economy, responding to calls, dealing with road accidents and policing events and parades across the County.

Our Volunteer PCSOs, although small in number, are having a real impact locally, going into schools, attending community meetings and dealing with local problems. One of our very first VPCSOs, Natalie Nichols in Skegness beat off some very stiff competition to win the Volunteer of the Year Award having been nominated by the local officer with whom she was working.

Other Volunteers are active, working behind the scenes and doing the jobs that free up police officers' time: keeping police cars spick and span, taking statements and a myriad of other tasks. And of course our young Cadets are involved in lots of community initiatives and have raised thousands of pounds for local charities. Lincolnshire has a long history of supporting and developing cadets and many of them go on to be Specials, Police Officers, PCSOs and future Cadet Leaders.

I am indebted to our volunteers for the work that they do and the commitment that they give. Their dedication and enthusiasm 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](mailto:1000volunteerchallenge@lincs.pnn.police.uk)
- Call: **01522 947063**
- Write: **1,000 Volunteer Project, Lincolnshire Police HQ, PO Box 999, LN5 7PH.**

## **Policing with PRIDE – trust, confidence and satisfaction**

### ***Trust and confidence***

British policing was founded on some basic principles that have stood the test of time for almost two hundred years. The concept of policing by consent and that, in Sir Robert Peel's words, the police are the public and the public are the police, remain central to how we police. For everyone at Lincolnshire Police that is embedded in the new national Code of Ethics and our own organisational values of Policing with PRIDE where PRIDE stands for Professionalism, Respect, Integrity, Dedication and Empathy. It is also why the Chief Constable and I firmly believe that neighbourhood policing is the bedrock of what we do. Our neighbourhood teams get to know you and you can get to know them. They are part of your community.

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 2014) who agreed or strongly agreed with the following question: 'Taking everything into account, I have confidence in the police in this area' is 72.7%.

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This is above the level of confidence recorded in 2012 when I took office, but I know we can always do more in this area and I am keen to hear from you about what gives you confidence in our officers.

### **Satisfaction**

My Police and Crime Plan priority that you have police and services there when you need them could not be more simple. Many of you may never need us, but you should have the confidence that when or if you do, we will provide the services you need. And, when you do come into contact with us, you should feel satisfied with that contact.

A telephone survey is carried out on a monthly basis that assesses the extent to which victims of burglary, vehicle crime and violent crime are satisfied with their experience of the police.

The position with regard to overall user satisfaction and 'kept informed' performance figures has been one of concern to the Chief Constable and me for a while.

80.4% of victims surveyed were satisfied with the service they received (rolling 12 month average for the period April 2014 – March 2015) – this is lower than the figure for the previous year (83.4%). The current 12 month rolling figure for the satisfaction rate of victims in relation to being 'kept informed' is 69.7%. Last year's 'kept informed' satisfaction level was 74.5%.

The current 12 month rolling figure for overall satisfaction levels in relation to Anti-social behaviour is 73.6%. The satisfaction rate for ASB 'kept informed' is 63.6%.

The end of year position does not yet reflect the significant work that is being implemented. The position at that point had not improved and was simply not good enough, but I am confident that the situation will be recovered and that there will be a real focus on improving satisfaction levels for victims and witnesses moving into 2015/16. I am playing an important role in that by making significant investment in a number of new services for victims.

### **Victims' services**

For too long, the criminal justice system has failed to treat victims and witnesses with the respect and empathy they deserve. I have therefore been fully supportive of the reforms that place victims at the heart of what we do. The reforms also mean that I now commission the services that meet Lincolnshire's needs, rather than decisions being made by bureaucrats in Whitehall.

I have provided funding to Lincolnshire Rape Crisis to deliver an awareness programme around sexual consent for young people. This programme, called 'Get and Give' consisted of a launch event, well attended by staff from many agencies, and was followed by a number of delivery events to Year 10 students from across Lincolnshire. The feedback from students and staff who attended the event has been very positive and the scheme will continue.

Together with Lincolnshire County Council, I have provided funding for Independent Sexual Violence Advocacy in Lincolnshire, providing much needed help, support and guidance to victims of this type of serious crime. In the coming year this

will be expanded with a pilot for Independent Sexual Violence Advocates for children and young people. This has been identified as a much needed gap in our service to young victims and I am pleased to have commissioned Victim Support to deliver this pilot programme.

I have continued my support for Restorative Justice in Lincolnshire. Across the County we are seeing the benefits that this approach to crime is having for victims and witnesses, allowing them to express the impact the crime is having on them, and seeing the perpetrators make reparations for their offending, rather than simply being punished. This type of approach is already showing rewards for victims, either individually or as communities, and I want to build on this in the coming years. I have now commissioned Restorative Solutions CIC Ltd to deliver Restorative Justice services to Lincolnshire. They will be responsible for continuing the work already started by Lincolnshire Police staff. They will then be challenged to expand this service to gain even more benefits to victims and witnesses as the service grows.

I am also now responsible for the previously nationally commissioned referral and support service. This was formerly centrally funded by the Ministry of Justice, and was a service provided by the charity Victim Support.

My office, together with the Chief Constable's team, has started a project, with an Inspector leading, to design and implement a new referral, cope and recovery service for victims and witnesses in Lincolnshire. This will be a stand-alone service, delivered by a commissioned provider, and will go live in October 2015.

The project lead is working closely with previous victims, and other agencies, statutory, non-statutory and voluntary, to ensure that the service will be the best possible for the communities of Lincolnshire, and that the victims and witnesses are provided with the care and support they need, when they need it most.

Victim Support themselves are continuing their excellent work with our victims until September to ensure that our victims are well supported before the new service is launched.

## Mobile data technology

Police officers need to be equipped with the technology and equipment that supports them in delivering the most efficient and effective service to the public. The use of mobile data devices in operational policing is increasing and the Government has set ambitious goals for using information technology to increase officer productivity and move to wider digital working within and between all criminal justice agencies. I have therefore committed to a four year programme, partly funded by the Home Office, that will optimise the time officers spend on their core duties. This increased use of mobile technology by constables and sergeants in community patrol roles, specialist operations and CID will reduce the time and cost associated with return visits to police stations to complete paper based processes. It will eliminate the "double-keying" of information by officers and support teams and thus lead to an improvement in the speed and accuracy with which data is entered into systems. It will also provide officers with live-time information and intelligence. The roll out of devices will start in September 2015 and will continue into 2016.

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## Demand management / THRIVE

Over the past 18 months, Lincolnshire Police has undertaken a project to better understand the levels of demand placed upon the Force, initially focusing on calls for service into the Force Control Room (FCR). Further work has also been undertaken to understand the impact of current practices on front line resources as we deploy to meet this demand. This work is timely, as we try to work smarter within the constraints of the current financial climate.

'THRIVE' (Threat, Harm, Risk, Investigation, Vulnerability, Engagement) is our new operational model which seeks to appropriately respond to calls for service putting the needs of victims and service users at the heart of what will be a bespoke service.

Providing an Incident Resolution Team (IRT) within the FCR has also improved the service and increased the number of calls dealt with at first point of contact. Through introducing THRIVE, it is anticipated that we will be able to make better use of the resources we have available, and provide the best service we can to those who genuinely need us. THRIVE and the IRT went Live in February 2015.

We are also undertaking research to assess demand on our response and volume crime investigation officers. The aim of this work is to identify opportunities to save time that can be redirected to areas of greater need.

## Crime prevention

We are also looking at how our officers can become more effective at anticipating the risk of crimes happening and act to prevent them or reduce their impact on victims. Research has been undertaken to explore how we increase our evidence based knowledge, develop training to ensure continuous professional development, strengthen technology, ensure an effective intelligence infrastructure and increase the sharing of this information through collaboration and partnership working.

Work is ongoing to redesign our community safety and intelligence support functions with a view to improving resilience and processes whilst potentially delivering efficiency savings. The results of this work are due in the summer of 2015.

## Workforce modernisation

A number of departments within Lincolnshire Police already successfully utilise civilian staff to undertake certain investigative roles, including Professional Standards, Public Protection Unit and the Economic Crime Unit. Research has been undertaken to consider the most effective way of piloting civilian investigators within Volume Crime Investigation, whilst ensuring that the overall workforce plan remains fit for purpose. The benefits of such initiatives include increased resilience, reduction in risk, development of role expertise and reductions in cost.

## East Midlands collaboration

Our East Midlands collaboration is recognised nationally as one of the most operationally advanced and successful in the country. Lincolnshire Police is very active in working with regional colleagues to ensure our existing collaborations are achieving planned savings, increased resilience or both. I have a strong commitment to continue to work with the other police and crime commissioners and police forces in the region. Over the last year, work has progressed to develop a four force collaboration which encompasses criminal justice arrangements. This has involved substantial investment in technology to enable us to share data more effectively when tackling crime and enable the entire criminal justice process to be more efficient. In addition a regional specialist operations command team has recently been established. This will build and implement a new way of providing a number of policing services, including armed response, roads policing, dog units, public order and command. This will enhance further capacity and capability as well as identifying savings and more efficient ways of working. We have also used the Home Office Innovation Fund to progress the transformation of services across the region through better integration and exploitation of Information Technology. Lincolnshire will play a leading role, sharing our experience of being at the forefront of change and innovation in the police service.

## EMOpSS (East Midlands Operational Support Services)

EMOpSS is the collaboration of Specialist Operations across four East Midlands forces (Lincolnshire, Leicestershire,

Nottinghamshire and Northamptonshire). This is the biggest collaboration of operational resources in England and Wales. It includes Roads Policing, Armed Policing, Police Dogs, Serious Collision Investigation, Specialist Search and Command. Whilst this does deliver financial savings (over £4.5m across the region), the focus of this work has been on increasing resilience of these specialist policing services to ensure the right skills are available when needed across the region. EMOpSS is linked to the well established EMSOU (East Midlands Special Operations Unit) 5-force collaboration providing support when tackling Organised Crime Groups.

## Body worn video

Lincolnshire Police have participated in a Regional Project to equip our officers with Body Worn Video (BWV) Cameras. The project involves all 5 East Midlands Forces and received 50% match funding from the Home Office via the Police Innovation Fund. 500 cameras have been purchased and it is anticipated that all front line Constables, Sergeant and PCSOs will take the cameras out each time they are on duty.

The use of a BWV will enable officers to secure the best evidence available in situations where any of the following apply:-

1. It can be predicted actions and behaviour are most likely to come under scrutiny
2. There is a high likelihood that, without the benefit of BWV, evidence is likely to be challenged.

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3. It is in the interests of victims that evidence is gathered through BWV, reducing the dependency on their testimony.
  4. BWV will contribute to the subsequent identification and prosecution of offenders who are too numerous to be dealt with at scene (e.g. public order).

The effective use of BWV should reduce the time spent on vexatious complaints made against officers. It will also provide valuable footage where complaints against officers are well founded and give opportunities for retraining/disciplinary action.

When used in domestic abuse situations, BWV footage will provide the Crown Prosecution Service with evidence from the scene which should assist in the making of appropriate charging decisions, particularly where the victim later retracts their evidence. This should ensure domestic abusers are dealt with at the earliest opportunity, reducing the incidence of repeat victimisation and the amount of police time spent investigating these crimes.

BWV will always be used by officers policing the night time economy. Video footage of a person's behaviour and conduct in circumstances where they are arrested for a public order offence has been shown to increase the number of early guilty pleas by defendants.

## The wider criminal justice system

All public services need to play their part in preventing and reducing crime, but it is equally important to ensure that, when

crime occurs, appropriate and timely justice is served. Earlier in this report I highlighted the work I am doing to ensure that victims are at the heart of the criminal justice system. Restorative justice (RJ) is a significant part of that work. RJ conferences are valued extremely highly not only by victims but offenders. It is too easy for those who have not seen the true value of RJ to label it as some kind of soft-option. For me, the positive feedback from those involved – victims and offenders – is far more important than the views of others. It is important to note that where RJ follows a conviction and is used prior to sentence, it never impacts on the sentence determined and where RJ is used as an out of court disposal, the appropriateness of the disposal is closely scrutinised by a Panel.

The Ministry of Justice's Transforming Rehabilitation Programme has brought significant change to how probation services are delivered in the last year. Purple Futures is a new partnership of private sector, charities and social enterprise, which is providing probation and rehabilitation services on behalf of the Ministry of Justice in five areas of the UK including Lincolnshire, Humberside and North Yorkshire. This provides real opportunities to ensure that the probation process contributes even more to reducing reoffending and crime in Lincolnshire.

As a member of the County's Criminal Justice Board and through meetings with the individual agencies I continue to underline the importance of transforming the justice system into one that meets our local needs. The end to end process can still become more efficient. Digitisation and other technological solutions will help, but only if they are accompanied by a real desire to change and better meet the needs of the public.

## **4. How I do my role**

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### ***Listening to you***

Listening to what the people of Lincolnshire want from their police is a key part of my role.

Throughout 2014/15 I have continued to travel around the County meeting as many people and groups as possible. By meeting people within their communities I get a clear picture of the reality of policing from your point of view. I want this to continue and encourage you to get in touch if you would like to share your experiences.

People are always more than happy to talk about their experiences and expectations. The majority of you tell me you are happy with the service you receive. You also tell me when officers have gone above and beyond the call of duty. As nice as it is to hear these stories, Lincolnshire Police doesn't always get it right. But by hearing your personal experiences, it helps us to identify where things could have been done better.

This year, the Chief Constable and I were delighted to again run a series of summer engagement events around the County. These events are a favourite of mine as they offer us the chance to informally meet in the heart of your communities. They give you the opportunity not just to see me but to understand and experience different elements of policing, from the local officers patrolling the local streets, to the senior officers making strategic decisions. We also involve some of the specialist parts of the

policing family, such as police dogs, divers and our roads policing officers. We will be in a Market Place or High Street near you again in 2015 – I hope to see many of you there.

I also continue to talk with you through many of the other methods available to us. In late 2014 I launched my budget consultation. This took place on-line, via my website and through social media. Thank you again to the hundreds who took the time to take part. Your views are the basis of everything I do and this year's consultation, together with the conversations I have with you throughout the year, confirmed that the priorities in my Police and Crime Plan remain your priorities. My website, alongside other digital media, remains a very effective way of talking to the public. On average my website receives over 1,100 visitors a month and well over 2,000 people follow me on Twitter. I still receive much correspondence through traditional mail and received over 950 items in the last twelve months. And that doesn't include the many phone calls and emails I deal with on a daily basis.

### ***Oversight and accountability***

Good governance is the means by which the Chief Constable and I take decisions for the good of the people of the County, in a fair, equitable 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

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showing public money is well spent. Without good governance we will struggle to improve policing services.

I have systems in place to carry out my main statutory role which is 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 the police), resources (how money is spent and finances, workforce and human resources, IT) and professional standards (complaints and conduct issues). This is supplemented by specific briefings in other areas of Lincolnshire Police business.

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](http://www.lincolnshire-pcc.gov.uk) and click on 'Transparency'.

## ***Openness and transparency***

I continue to support improved openness and transparency in public services. On my website you can find information about 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.

## ***Financial performance***

The budget for policing services in 2014/15 amounted to nearly £114 million. Unlike other public services, police and crime commissioners cannot run-up deficits. We must set a balanced budget every year. I also have a medium term financial strategy in place to plan for future years.

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: <http://www.lincolnshire-pcc.gov.uk/Finance/Finance.aspx>

I also publish a summary of the accounts which is a shorter, 'easy read' version of the full financial statements. This 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.

### ***Independent Custody Visitors***

I have a statutory duty to put in place an effective Independent Custody Visitors' (ICV) Scheme for the County. 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 Custodians at the time custody visits are undertaken so that any immediate issues can be addressed
- at meetings of our four local ICV Panels – based in the West, East, South East and South West of the County – with Custody Inspectors and Senior Custody 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.

ICVs also provide an input on the Scheme at initial and refresher training sessions for custodians.

For the period 2014/15 a total of 196 custody visits were undertaken across the County. Of the 520 people detained in police custody at the time of the visits who were available to be seen, 483 (93%) consented to meet with the Independent Custody visitors.

During the course of the year I had the pleasure of observing a number of custody visits at Lincoln, Boston and Skegness police stations, providing valuable insights into the running of these custody areas.

The Independent Custody Scheme would not function without the dedication and enthusiasm of our volunteers. We are justly proud of our ICV Scheme.

### ***Lincolnshire Police and Crime Panel***

The Police and Crime Panel has a statutory responsibility to scrutinise my decisions. The Panel's members provide constructive challenge and we share a commitment to carry out our roles in a way which best serves the people of Lincolnshire. I have also been heartened by the support the Panel has shown both me and the Chief Constable on important issues during the year, particularly our work to secure fairer funding. I look forward to continuing to work with the Panel during the coming year.

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## 5. HMIC inspections

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Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing in the public interest. In deciding what to inspect, the inspectorate considers 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 in 2014/15:

- Policing in Austerity: Meeting the Challenge (value for money)
- Core business: An inspection of crime prevention, police attendance and use of police time
- Crime Data Integrity (Crime-recording: Making the victim count)
- Police Integrity and Corruption
- Crime Inspection 2014
- An inspection of undercover policing in England and Wales

HMIC publish reports on these inspections at [www.justiceinspectors.gov.uk/hmic](http://www.justiceinspectors.gov.uk/hmic)

In July 2014 HMIC published 'Policing in Austerity: Meeting the Challenge'. The report is split into three sections examining the steps the force is taking to ensure a secure financial position for the short and long term (**HMIC verdict was 'Good'**); the extent to which the force is delivering an affordable way of policing

(**HMIC verdict was 'Outstanding'**) and the extent to which the force is efficient (**HMIC verdict was 'Good'**).

*'Lincolnshire Police is on track to achieve its required savings of £20.0m over this spending review period, with plans in place to achieve further savings in 2015/16. It is a low income and efficient force, so faces a particularly difficult challenge. The force has made good progress in meeting its financial challenge. It has developed a detailed change programme which has allowed it to reduce costs while continuing to fight crime.'* (HMIC)

November 2014 saw the publication of the national report 'Crime Data Integrity (Crime-recording: Making the victim count)'. Its purpose was to inspect the integrity of police-recorded crime data and was the most extensive of its kind undertaken on the subject. It noted that while no one force has all the answers, Lincolnshire was identified as one of five which **'stand out from the rest'**. In terms of accuracy of crime recording, the report noted *'the force is good at recording crime which means that victims of crime are more likely to receive the service they deserve'*.

Also in November 2014 was the first annual PEEL assessment which compared all 43 forces in the areas of Effectiveness, Efficiency, and Legitimacy. It brought together a number of inspection reports and is the first time HMIC has displayed comparative information, such as cost per person per day, in an easily accessible format. The report noted:

*‘Lincolnshire is a comparatively low crime area and crime has fallen in the County at a faster rate than across England and Wales as a whole over the last four years... The force has the lowest workforce costs in England and Wales, and makes extensive use of collaboration and outsourcing to maximise efficiency... Lincolnshire Police has [also] made excellent progress in reinforcing ethical and professional behaviour across the force.’*

HMIC also noted that “in terms of its effectiveness, in general, the force is good at reducing crime and preventing offending and is good at tackling anti-social behavior.”

## **Stop and search**

The HMIC report Stop and Search Powers 2: are the police using them effectively and fairly? published in March 2015 set out the findings of an inspection into the progress made by forces since the HMIC inspection stop and search report two years previously. It also addressed the Home Secretary’s new commission for HMIC to examine the way the police use powers to stop motor vehicles and strip search people.

Stop and search is an important tool in the prevention of crime and it is essential that the police use these powers in an appropriate and effective manner. I fully support the use of stop and search as a legitimate police tactic and I am also committed to a police service that is fair and equitable.

I have maintained a close watch through my quarterly briefing on the Force’s progress against the recommendations made in the

2013 inspection. I am pleased to report that positive progress is being made and services are improving. In Lincolnshire, there has been the following good work over the last year:

- Governance and reporting methods strengthened
- Extra mandatory training for officers
- Stronger supervision
- Engagement work with local communities (e.g. focus groups in the Boston and Spalding area and social media consultation through twitter and face book with over 1500 responses).
- More monitoring and dip sampling of stop searches to check grounds and proportionality.
- A review of the number of stop searches conducted in association with the number of arrests made, moderating where required in line with operational requirements.

In addition, Lincolnshire Police has put in place initiatives to meet the Home Secretary’s Best Use of Stop and Search scheme, which was designed to contribute to a significant reduction in the overall use of stop and search, deliver better and more intelligence-led stop and search, and improve stop-to-arrest ratios. The force will offer a ‘ride along scheme’ that gives members of the public the opportunity to observe stop and search in practice and also the introduction of the community complaints trigger, so the police must explain to the public how stop and search powers are being used after a large volume of complaints. Complaints about stop search in Lincolnshire are monitored on a quarterly basis. There have not been any complaints this year.

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## 6. Looking forward

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*In the coming year I will continue to deliver the three priorities of my police and crime plan.*

### Reducing crime

- I will work with Lincolnshire Police, partners and our communities to make sure crime and anti-social behaviour keep falling.

### A fair deal for the people of Lincolnshire

- I will go on championing Lincolnshire's cause in terms of central government funding, but also work constructively with Government to help them shape a new and sustainable approach to funding policing across England and Wales.

- I will continue to drive of innovation, not only within Lincolnshire Police but across the criminal justice system

### Police and services that are there when you need them

- I will implement a new referral, cope and recovery service for victims and witnesses in Lincolnshire
- I will work with colleagues in the other emergency services and beyond to deliver more efficient, effective and co-ordinated services.

## 7. How to contact me

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