

The Operational Policing Delivery Plan

April 2013 – March 2017

1. Chief Constable Foreword

It is very important to us that you, as a member of the Lincolnshire community feel safe and have confidence in your police. If you have reason to interact with Lincolnshire Police, as a victim or witness, or perhaps even because you have done something wrong, you should be satisfied with the way in which you are dealt. This Policing Delivery Plan describes how the force will support the Police and Crime Commissioner (PCC) in delivering the Police and Crime Plan objectives.

Through the PCC you have asked us to focus on three things – reducing crime, a fair deal for the people of Lincolnshire and police and services there when you need them. To do this we need to focus on delivering the best service and value for money possible. This means thinking about how we can get the best out of all our staff and volunteers, how we can use new technology to make us more efficient and effective, how we can ensure we deliver the most appropriate response when you need us and how we will monitor our performance so you can be sure we are on track to achieve all of this.

In terms of our policing style, we will continue to build on our neighbourhood policing tradition with police officers being seen regularly in the community, known by name, particularly where they are local officers, and always, always approachable to members of the public.

Often the most visible side of our service is provided by uniformed neighbourhood officers that the public see frequently, but they are supported by (and could not do their job effectively without) detectives and other specialist roles such as dog handlers, roads policing officers and highly trained operational support units.

A less obvious, but no less important part of keeping our communities safe is the work that is carried out by working in collaboration with our regional colleagues in Nottinghamshire, Leicestershire, Northamptonshire and Derbyshire to combat serious and organised crime, with local agencies to ensure we are prepared for civil emergencies such as flooding or disorder and with national agencies to tackle crimes that have a national and global level impact, such as cyber (internet) crime and child exploitation.

The contribution made by volunteers to the success of Lincolnshire Police is well recognised and the PCCs aspiration to achieve 1000 volunteers means we need to develop our approach to working with volunteers even further to ensure that the individual, communities and the organisation gain from the various voluntary roles.

Last year we restructured the organisation to provide an East (Boston, Skegness and Spalding) and West (Lincoln, Gainsborough and Grantham) area structure. This has delivered financial savings and service improvements and we are building on this further in 2013 by moving two of our senior managers (Chief Superintendent rank) away from Headquarters to be located in and responsible for each area.

How we behave with you is important too. The culture and values of our organisation are captured in the word PRIDE. We expect all of our officers to demonstrate Professionalism in their work, show appropriate Respect to those with whom they come into contact, behave with absolute Integrity at all times, to be Dedicated to their duty, but most of all to show Empathy to the victims and witnesses of crime. All of our police officers, Police Community Support Officers and police staff should be able to readily explain what PRIDE means and how they live the values of PRIDE in their working day.

2. What is the purpose of the Delivery Plan?

This plan sets out how Lincolnshire Police, led by the Chief Constable, will use its resources to focus on those areas that you, through the PCC, have told us are the most important.

Our activity plan to drive policing to support these priorities (the Control Strategy) considers threat and risk as well as opportunities to ensure maximum impact when deciding how we will use our resources. This is key to our success and is the cornerstone of our operational policing function, being used by our operational managers when allocating tasks to officers, PCSOs and Specials. At points throughout the delivery plan there are opportunities to learn more about our planned activities by simply clicking on hyperlinks to relevant parts of the Control Strategy, which will be updated regularly throughout the year. A more detailed explanation of the Control Strategy can be found [here](#),

Section 3, **Reducing crime** and section 4, **Police and services there when you need them**, describe what we will deliver in reducing crime and providing a policing service that is there when you need it and also give links to useful websites, plans and other documents.

Section 5, **A fair deal for the people of Lincolnshire**, provides details about the supporting elements of Partnerships, Resources and Budgets that enable us to deliver on the priorities.

Section 6 provides information about our work in the East Midlands region of police forces and the national strategic policing requirements.

Finally, section 7 sets out how we will monitor performance to deliver the priorities and section 8 describes how we consult with Lincolnshire communities (and provides contact details for feedback on this plan).

3. Reducing Crime

We will reduce overall crime

We already know there is a clear link between anti-social behaviour and crime. Anti-social behaviour has become as much of a concern to our communities as crime in recent years and we will be tireless in dealing with this through our community policing teams, detectives and specialist officers. We will continue to reduce the level of anti-social behaviour and crime experienced in communities across Lincolnshire.

We tackle crime through prevention (stopping it happening) and resolution (catching the culprits when it does happen). Our activities to reduce crime include:

- Work to address the top 5 issues as identified with partner agencies (alcohol misuse and violence, drug misuse and drug related crime, anti-social behaviour, road safety and domestic abuse).

- Development of a reduction strategy for serious acquisitive crime¹ that focuses on the main contributing factors (such as insecure property)
- Work with partners to reduce alcohol misuse and related violent crime.
- Engagement with the commercial business community to raise awareness of organised crime groups²
- Identification of communities and individuals vulnerable to rural crime³

More details on how we intend to prevent and resolve crime can be found in our [Control Strategy](#)⁴.

We will reduce anti-social behaviour, focusing on behaviour that causes the most harm to vulnerable and repeat victims

We have seen reductions in both anti-social behaviour and crime in recent years, but we know that doesn't tell the whole story. We need to focus on the victim, particularly where they are vulnerable or have experienced repeated attacks, and we are increasing our work with partners to identify those victims early and work together to protect them.

Our activities to reduce anti-social behaviour include:

- Improving information sharing across agencies particularly Adult and Children's Services, Mental Health, Education Welfare and Domestic Abuse.
- Development of a strategic perspective and tactical response across partner agencies.
- Identification and management of locations where repeat anti-social behaviour occurs

¹ Serious acquisitive crime includes house burglary, robbery, theft of vehicle and theft from vehicle.

² An organised crime group is a group of individuals working together with the capability to commit serious crime on a continuing basis, which includes elements of planning, control and coordination, and benefits those involved.

³ There are a large number of crimes, for example, vehicle crime, violent crime and burglary that take place in both urban and rural localities. However, the consequences of these crimes and ways of dealing with them may differ because of the rural context. There are also a small number of crimes that tend to mainly affect rural areas. For example, stealing agricultural machinery or birds' eggs, and fly-tipping, affect rural areas but are less common elsewhere.

⁴ The Control Strategy is based on threats and risks identified with our partners (local authorities, NHS, Fire & Rescue, Prison Service, Probation Service etc) and contains details of what activities will be undertaken to minimise the threats and risks. We monitor this throughout the year, allocating resources to address the highest risks and identifying good work that could be used in other areas.

- Increased activity to support repeat or vulnerable victims of anti-social behaviour.

More details on how we will tackle anti-social behaviour can be found in our [Control Strategy](#).

We will reduce house burglaries

Operation Fusion is a force-wide initiative that includes dedicated officers to tackle crimes where homes are broken into. We have a number of ways of dealing with these crimes including:

- Targeting known offenders (including managing known offenders on release from prison)
- Use of automatic number plate recognition technology to identify suspect vehicles. This is often very successful in identifying burglars who come into Lincolnshire from other areas.
- 'Target hardening' – in other words, helping home owners to make their house more difficult to break into and therefore less attractive to the potential burglar!

More details on how we will reduce house burglaries can be found in our [Control Strategy](#).

We will reduce violent crime that causes injury

Operation NoVA is a force-wide initiative to tackle violence and abuse, particularly where it is alcohol-fuelled or involves domestic abuse. We have seen a growth in town and city centre drinking, particularly at the weekends and will continue to respond with work to manage this new 'night time economy'. This work includes collaboration with local agencies and the voluntary sector as well as working with licensees to increase their ability to manage their profession in the provision of alcohol and consequent public order and violence issues.

More details on how will reduce violent crime can be found in our [Control Strategy](#).

We will increase the proportion of crimes solved

A third of all crime in Lincolnshire is solved through traditional criminal justice routes (such as court appearance and fines) and increasingly through community resolution, where the victim often has a much more significant influence over the penalty imposed. The PCC has set us a challenge to become one of the top performing forces in the country for solving crime and, through consultation with the public, has identified that we should increase our focus on community resolution (Restorative Justice⁵).

Our activities to be one of the top performing forces include:

- Increasing the amount of crimes we can resolve with communities
- Ensuring that the most serious offenders are pursued and progressed effectively through the criminal justice system.
- Establishing effective lines of communication with adjoining counties that leads to the earlier identification of and response to criminals coming from outside Lincolnshire.
- Seeking to expand with partners the Integrated Offender Management scheme⁶

We often solve crimes partly as a result of information from communities. We want more communities to feel confident in coming forward with information so that we can solve crimes together and achieve an outcome that is best for the victim and the community.

More details on our activities to solve more crimes can be found throughout the [Control Strategy](#),

⁵ Restorative justice is a way of resolving crime which includes the victim in deciding the penalty received by the offender. This may include face to face meetings with the victim to see at first hand the impact of the crime they committed.

⁶ Integrated Offender Management is the targeting of offenders who commit the most damage and harm locally through a co-ordinated approach by a number of agencies. We work closely with the Prison Service on this and more information can be found on the Home Office [website](#)

We will reduce the number of people killed or seriously injured on Lincolnshire's roads

We deliver our road safety policing partly through membership of the Lincolnshire Road Safety Partnership (LRSP). We have a number of dedicated officers who work as part of the LRSP team planning enforcement activity across the county as well as our Roads Policing Officers who carry out enforcement activity across the county. The Road Safety Partnerships priorities are:

- Reduction in fatalities and serious injuries as a result of collisions
- Reduction in drink and drug related fatalities and serious injuries
- Focus on the 'fatal four' causes of death on the roads – drink-driving, speeding, seatbelts and mobile phone use.
- Identification of emerging high risk locations and road user groups (for example, cyclists).

Road Safety Partnership activities are designed to support the priorities and more information about the LRSP, including their activity plan, can be found on their [website](#).

We also want to deter offenders from outside Lincolnshire using our roads with the intention of committing crime. The automatic number plate recognition system helps us to pick up on vehicles that may be using our roads for this purpose and we use this intelligence to target those vehicles and offenders, often working in collaboration with other forces.

More details on our activities to make our roads safer can be found throughout the [Control Strategy](#).

4. There When You Need Us

We will increase community confidence in the police

We know that feeling safe and confident that the police will be there if you need them is very important. Sometimes we are needed urgently, to deal with a road traffic collision for example, and other times it is a reassuring presence or someone to speak to about concerns in the community that is needed. That is why, as well as having officers who respond quickly when you need us in an emergency we also have officers working every day in communities. We also want to increase the number of people who give up their time voluntarily to help with policing services as they can really help in being a reassuring link with communities. This

includes Special Constables, Cadets and volunteer staff (whose contribution ranges from looking after enquiry desks at police stations to representing Neighbourhood Watch groups).

The PCC is committed to increasing the number of volunteers in Lincolnshire and you can learn more about how we plan to do this in our Volunteer Plan, which is in development and will be added to this Plan once complete.

We want to be innovative in ways that volunteers can help and will soon be the first force in the country to introduce the role of **Volunteer PCSO**. We think this role is really important as it will be locally based (and undertaken by someone who lives in the community) and concerned with working on issues within the community, especially anti-social behaviour and some of the less serious crime that can blight neighbourhoods. More details on this role will be provided in the Volunteer Plan.

We know that being able to respond quickly and appropriately when you need us is important too. We have targets to achieve challenging response times for the most serious incidents but we also monitor the quality of the response, partly through feedback from surveys carried out with callers and partly through reviewing the officers' records as we know that the way we deal with incidents is as important as how quickly we get there.

The PCC wants us to be even more visible in communities and some of the ways we can make sure we are visible include:

- Marking up the vehicles used by PCSOs (27 in total) with Lincolnshire Police livery (like our other police cars).
- Ensuring that, unless there is a good operational reason not to, all our officers wear uniform at all times when on duty.
- Clear signage at our police stations, including showing the opening hours (these are also available on our [website](#)).

We will improve overall victim satisfaction and satisfaction with 'follow up'

When a crime, incident or road traffic collision occurs our officers know the importance of providing a service that meets the individual needs of the people involved. Often it isn't just the initial response that is important to the victim but what happens afterwards ('follow up').

Victims of crime have told us they are satisfied with the service we provide (particularly the way in which they are treated) but we want to keep improving the service victims and witnesses receive, particularly prioritising those reports where there is a higher risk

to the victim (for example where they have been a repeat victim of anti-social behaviour or where the victim is especially vulnerable).

We expect all our staff to behave with PRIDE:

- P**rofessionalism
- R**espect
- I**ntegrity
- D**edication
- E**mpathy

and we monitor this through public surveys, intrusive supervision and other feedback from staff and the public.

5. A Fair deal for the people of Lincolnshire

5.1 Partnerships

You will see in the Police and Crime Plan and Delivery Plan many references to other agencies, community groups and other partners. We know that policing services can only be at their best and most efficient if they are provided with the support of our partners and the co-operation of local communities.

We work with partners in various ways, formally and informally and from county to community level. This is a day to day activity for many of our officers, but there is also a formal county-wide structure to co-ordinate activities across agencies (the Community Safety Partnership). This group enables different agencies to work together to build solutions for priority issues such as alcohol and drug abuse, violent crime and road safety. You can read more about the work of this group by following this [link](#).

5.2 Resources

We are a force committed to putting frontline policing first. All but 23 of our 1100 officers have a significant crime fighting element in their day job. Only 23 of our officers are in jobs that do not require police powers, but they do need police knowledge and skills that cannot be provided by non-police staff (but we keep that under constant review).

Our officers are supported by a network of staff supporting the delivery of policing including:

- 149 Police Community Support Officers
- Over 250 Special Constables
- 200 Volunteers (including 100 police cadets)
- 260 retained police staff
- 579 G4S partnership staff

For us to continue delivering service in Lincolnshire it is vital to maintain the right level of police officer numbers. Our analysis, endorsed by the PCC, shows that a level of 1100 officers is critical to achieving this. We will therefore be aiming to maintain that number of fulltime, warranted officers and grow the number of volunteers.

The effectiveness of Lincolnshire Police is not just about numbers though – it's about how productive our staff are. So as well as maintaining numbers, we need to make every member of staff as productive as possible. We are determined to continue delivering an excellent policing service and this can only be achieved by focusing on increasing productivity. Some of the ideas we are exploring include:

- How investment in technology can prevent officers 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

In 2012 we became one of the most progressive forces in the country, in relation to partnering with a private sector company. Back office functions such as personnel and finance, as well as some operational support roles such as control room staff, police station front desk staff, custodians and staff processing crime and arrest reports and firearms applications are now provided by our private sector partner, under police supervision. This contract has enabled us to drive out costs from non-frontline activities, meaning we can protect the role that is most important to our communities – that of the front-line police officer.

5.3 Police Budget

The Lincolnshire Police budget in 2012/13 was some £113 million. This is funded mainly through government grants and the local council tax. The budget provided by the Police and Crime Commissioner for the next two years will remain at about the same level as the 2012/13 budget.

Some significant, and largely unavoidable, cost pressures have to be funded within the total budget. These include national pay awards for police officers and staff, increased contract payments, and repayment of borrowing used to fund major projects.

Substantial budget savings are therefore required in order to balance the budget. Savings of over £7 million will be made across all areas of spending following a detailed budget review.

However, the budget provides for essential services to continue. In particular, the budget provides for a budgeted police officer establishment of 1100 police officers to be maintained in both 2013/14 and 2014/15.

It also provides for 149 police community support officers and for grants to a variety of other community safety organisations in Lincolnshire.

There is also a capital programme of £13 million over the next two years which provides for major Information and Communication Technology (ICT) transformation projects, replacement of vehicles, and essential capital building maintenance and minor improvement.

Further details can be found in the Budget Report Plan [*<insert hyperlink to MTFP here>*](#).

6. Regional and National Work

6.1 Regional Collaboration

We have worked with other forces in our region (Nottinghamshire, Derbyshire, Northamptonshire and Leicestershire) for several years to develop and deliver policing services together where that means a better level of service to our communities. We now have a joint unit (the East Midlands Serious and Organised Crime Unit) that works to prevent and resolve the most serious and organised crimes. A major benefit for our county is that we have access to more detectives, meaning that a major investigation in one area of the county no longer means taking staff from other areas to cover. We will continue to seek opportunities to extend joint working with other forces where that benefits the people of Lincolnshire.

6.2 The Strategic Policing Requirement

The [Strategic Policing Requirement](#), published by the Home Office in July 2012 sets out threats to national security, public safety, public order and public confidence that are of such gravity as to be of national importance or to be countered effectively or efficiently only by national policing capabilities. It also outlines the appropriate national policing capabilities that are required to counter those threats.

- Public Disorder – we have an agreement with other forces in our region that we will provide ‘mutual aid’ when extra resources are needed to deal with public order situations. This means that we may be called on to provide officers to help in other forces but also means that we can call on those forces to help us out if we don’t have enough officers to deal with a situation. We can also be called upon to support national public order incidents, such as that seen in the summer of 2010.

- Civil Emergencies – we are a member of the Lincolnshire Resilience Forum which is a group of partner agencies formed to provide a response to local civil emergencies such as flooding and other natural disasters. We work closely with colleagues in Fire & Rescue, local authorities and other agencies to plan and deliver a service at times of greatest need.
- Organised Crime – criminals who work in organised crime groups don't take notice of police force or county boundaries so the most effective way we can tackle them is to collaborate with other forces. We do this through the East Midlands Serious and Organised Crime Unit, which tackles organised crime across the East Midlands forces, providing Lincolnshire with extra resources if needed.
- Terrorism – this is another area where we join our regional colleagues through the East Midlands Counter Terrorism Intelligence Unit. This is a very specialised and high risk area of police business and would be expensive for us to resource on our own, so the regional unit not only provides a valuable service but also delivers value for money.
- Large-scale Cyber Incidents – investigating cyber (or internet) crime is increasingly becoming part of core policing business and we have resources to investigate small and medium scale crime. However, where there is large-scale crime (such as hacking into major websites and committing fraud) a more joined up approach is needed. Supported by the National Cyber Crime Unit in the National Crime Agency, we are part of the Regional East Midlands Police Central e-Crime Unit which again provides us with additional resources in a cost-effective way.

7. Performance

We know how important it is to make sure we are delivering the policing services that the public, through the PCC, have told us they want. The Chief Constable is determined to achieve improvements in the priority areas and 'Super Key Performance Indicators' in the Police and Crime Plan.

We operate a governance framework, linked to the Police and Crime Plan, that monitors both operational and support functions of the force:

Operational Policing Performance Monitoring

Performance is regularly monitored, analysed and reported to the Chief Constable. Areas covered include 'outcomes' such as crime levels, crime resolution, anti-social behaviour, confidence, satisfaction and road traffic collisions and internal workforce related 'inputs' such as sickness rates. We identify really good performance and work to replicate that across the organisation. Where an area is underperforming a clear plan to improve performance will be developed and monitored. Each month the Chief Constable meets with his operational policing senior managers to review this through the Force Performance Meeting.

This process is replicated through the organisation to ensure that every area is contributing effectively to operational policing delivery. In addition to this, every officer and member of staff is held to account for their individual performance through the force Performance and Development Review Scheme.

Use of Resources Performance Monitoring

We will continue to strive for continuous improvement in our service by making the best possible use of our resources. We have 1100 officers (and an increasing number of volunteers) and plans on how we intend to develop our resources to support the Commissioners aspirations. More information on these plans can be found in the Asset Strategy, [ICT Strategy](#) and People Strategy.

Performance in these areas of business is monitored in a number of ways:

- Strategic Partnership Performance – our ICT, Assets and HR services are provided by our strategic partner and our Commercial Partnership Team regularly monitors performance in these areas ahead of the quarterly reviews by the Office of the Police and Crime Commissioner. This includes monitoring of performance indicators for each area of business.
- Budget Monitoring – Our senior management team (Command Team) review the force budget on a monthly basis, ensuring that the force is keeping on track to deliver value for money.
- Workforce Planning – The Deputy Chief Constable carries out a monthly review of workforce planning through the Strategic Workforce Planning Board
- Assets and Facilities – The Deputy Chief Constable carries out a monthly review of assets and facilities (buildings and vehicles) through the Strategic Resource Management Board

8 Consultation

We consult with the communities of Lincolnshire in a number of ways:

- **Public Surveys** – we carry out a survey similar to the [Crime Survey of England and Wales](#) which gives us much more local information about fear of crime, experience of crime and anti-social behaviour and about the Lincolnshire public's view of policing services in their area.
- **Victim Surveys** – these are surveys specifically for people who have had contact with the police, either as a result of reporting an incident or where they have been a victim of crime. This information helps us to ensure that we design services that are appropriate for all needs.
- **Community Engagement** – our local policing teams engage every day, both formally through local community meetings and informally through meeting local people during their working day.
- **'Hard to reach' Group Engagement** – some people are under-represented in general consultation, such as the elderly, those with physical or mental disability and minority ethnic or sexuality groups. We have established alternative ways of engaging with these members of our communities, for example through accessing community groups that already exist and through establishing [Independent Advisory Groups](#).

We want to ensure that the service we provide is what the public of Lincolnshire need. To do this we need communities to keep talking to us. If you have any comments or concerns about anything in this plan please let us know. You can contact us in the following ways:

Website: [Lincolnshire Police - Contact Form](#)

Telephone: 101 (if calling from outside Lincolnshire wait until after the announcement of the force your call is to be directed to and then select option one to hear a list of alternative forces. If the force you wish to contact is not listed then wait for the option to press hash (#) to speak to the operator and then specify to the call handler which force you wish to be routed to.)

Letter: Police Headquarters, PO Box 999, Lincoln, LN5 7PH.