

**The Police and Crime Commissioner for Lincolnshire**

# **The Police and Crime Plan for Lincolnshire**

April 2013 - March 2017



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## 1. Police and Crime Commissioner Foreword 2012

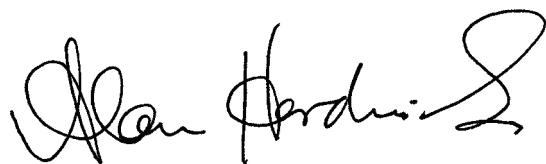
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*Since my election as Lincolnshire's first Police and Crime Commissioner I have been putting in place a strategy for policing the county that I am confident reflects your priorities.*

I have listened to your experiences, concerns, and suggestions; I have met hundreds of you face-to-face and corresponded with hundreds more. It's a continuing and essential dialogue that means you help to decide where money and manpower can do most good. So in a very real sense, this is your Police and Crime Plan. You are my co-authors because you know your communities better than anyone else. And together we can ensure that taxpayers' money – YOUR money – is spent only where it can genuinely benefit the public.

I will support police officers and staff in ensuring your safety and security, and I will keep my pre-election pledge to take open and transparent decisions, free of political agendas or bureaucratic interference, so you understand all that we do.

Thank you for your help. I hope I can count on your continued support.



**Alan Hardwick**

*Police and Crime Commissioner for Lincolnshire*



## 2. *What is the purpose of this plan?*

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This Plan outlines how the Police and Crime Commissioner will work with Lincolnshire Police, the public and partners towards reducing crime and improving levels of safety. The criminal justice sector is made up of many organisations working towards this aim but we all need to work together to focus on what is important to the public if we are to achieve our objectives.

Communities themselves also have a role to play in preventing crime and making the places where we live and work safe. This

plan is therefore about how public bodies, the business community, the voluntary and community sector, local communities and individuals can work together to deliver positive change that will benefit us all.

As Commissioner I believe the three things that this plan must deliver for the people of Lincolnshire are a reduction in crime, a fair deal and police and criminal justice services that are there when you need them.

## 3. *Reducing crime*

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- The best way of tackling crime is to prevent it happening in the first place. This can be done in a number of ways. We can discourage people from resorting to anti-social behaviour and criminality by early engagement with them through work with schools and initiatives such as ‘troubled families’.
- Much of street crime and so-called anti-social behaviour (ASB) is linked to alcohol so I will work with partners towards a zero tolerance of street drinking.
- We can make Lincolnshire a no-go location to commit crime. Lincolnshire Police can share intelligence not just with other Forces but with other agencies. We can harness technology already available to us such as automatic number plate recognition and work with Councils to design out crime and

regulate businesses or locations that have a poor track record on crime.

- We must work in partnership with the public, volunteer groups and with local businesses through, for example neighbourhood watch and farm watch. Involving and listening to the people of Lincolnshire will help us reduce crime and feel safer.
- When a crime is committed, we will ensure that those responsible are quickly identified and progressed through the criminal justice system in a fair and timely way. This means the police being more efficient in detecting and investigating crime and preparing the necessary evidence and files that enable the Crown Prosecution Service to make quick and sound decisions on whether it is in the public interest to bring a prosecution.

Where the body of evidence supports a prosecution in law, the courts need to utilise the range of sentences available to them.

- We need to target repeat offenders breaking their cycle of crime, working with courts, probation and Lincoln Prison to make sure crime doesn't pay.

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

- I will work with National Government to make the case for Lincolnshire getting a better share of the national pot of funding we receive directly from the Home Office. Policing Lincolnshire costs each of us less per person than anywhere else in the country. It could be argued this makes sense, given our low levels of crime. But a greater proportion of what is spent on Lincolnshire Police is raised from the Council tax in Lincolnshire than elsewhere, with the remainder coming from a Home Office grant. The communities of Lincolnshire therefore shoulder a greater burden than taxpayers in other counties.
- We are the cheapest Police Force per head of population in the country already but we will be ruthless in obtaining value for money from all funding and avoiding waste using partners from public, voluntary and private sector to improve efficiency. We will be transparent and show you where we spend the money.
- A fair deal isn't just about what you pay for a service; it needs to

be a good service. That's why I will set standards and performance indicators for Lincolnshire Police and will hold the Chief Constable to account for their achievement. Where public money is spent by other organisations like Probation or Local Councils we must also ensure that we get good value for money by working together.

- I will listen to the people of Lincolnshire ensuring they have a voice in the priorities for the police. Contacting me will be easy. It must be recognised that at times people's experience of Lincolnshire Police is not always a positive one. I will monitor all complaints made against officers and staff and have a specific responsibility for complaints against the Chief Constable. Learning from what you say when things go wrong is important to make sure we are more likely to get it right next time. Later on in this plan you can learn how I will hold the Chief Constable and Lincolnshire Police to account.

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

- I will ensure that the police are visible and active in the community with less paperwork and red tape and more Officers,

Police Community Support Officers (PCSOs) and Specials out in the Community.

- Talking to the police will be much easier with public meetings, as well as active neighbourhood teams.
- We will ensure that response times in emergencies are maintained or improved so that when you need the police they are there.
- Victims of crime are central to this plan and deserve to be supported and listened to and to be kept informed of progress in relation to their crime. They need our support through court proceedings or through restorative justice where they can play a part to bring an appropriate and more satisfactory end to their experience. Any sentence must serve two purposes, it must deliver a penalty deemed appropriate by society, but it must also

discourage re-offending and seek to rehabilitate. This journey starts in the courts themselves but also involves the Prison and Probation services.

- We will work with other police forces regionally and nationally to ensure that the serious threats to our communities from serious and organised crime, terrorism, sexual exploitation and e-crime are met with capable and effective policing from well organised and strong specialist units.

The detail of specific objectives and initiatives over the next four years is in subsequent pages together with detailed plans from the Police and other partners, all with the aim of reducing crime, giving you a fair deal and making sure that we are there when you need us.

## 6. What are we going to do?

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*Below you will find the things I am going to do to achieve these objectives. I recognise that many problems are complex and longstanding and will require a long term approach. I will work with partners and the public of Lincolnshire, will keep you informed of progress and will publish an annual report.*

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### 1. Reducing crime

- a. The best way of tackling crime is to prevent it happening in the first place. This can be done in a number of ways. We can discourage people from resorting to anti-social behaviour and criminality by early engagement with them through work with schools and initiatives such as ‘troubled families’.**

- We will support work undertaken by our partners with young people and with the ‘families working together’ initiative. Local initiatives in schools and in youth services try to reach young people to both educate and divert them away from criminal behaviour. For example the “It’s that Easy” programme in North Kesteven. ‘Families working



together' seeks to co-ordinate the range of services that support and interact with families with multiple challenges. Police involvement with these initiatives sends a strong signal about reducing crime.

- Reducing ASB requires swift and co-ordinated action. We have introduced the SENTINEL ICT system to co-ordinate information from all partners so that we can target resources and protect vulnerable people especially from repeated victimisation. We will work with partners to better co-ordinate the response against ASB through a specialist co-ordinating officer so that we identify trouble spots and quickly act to nip them in the bud.
- Crime prevention advice and support will be critical to our work with communities and partners.

**b. Much of street crime and so called anti-social behaviour is linked to alcohol so I will work with partners towards a zero tolerance of street drinking.**

- Street drinking is a scourge in parts of Lincolnshire. Working with partners we will target problem drinking hotspots with more active policing and a zero-tolerance approach.
- We will use Designated Public Place Orders (DPPOs) and Drink Banning Orders (DBOs) where appropriate to take drinking off the street and will explore new powers in the Police Reform and Social Responsibility Act.
- We will support street wardens and street pastors and others who work to make our town centres safe in the

evenings and expect that businesses and others that benefit from a vibrant evening economy will play their part in keeping town centres safe.

**c. We can make Lincolnshire a no-go location to commit crime. Lincolnshire Police can share intelligence not just with other Forces but with other agencies. We can harness technology already available to us such as Automatic Number Plate Recognition (ANPR) and work with Councils to design out crime and regulate businesses or locations that have a poor track record on crime.**

- Increased use of Automatic Number Plate Recognition (ANPR) will ensure that those who commit crimes in Lincolnshire are trailed and caught.
- I will work with all local councils to ensure that there is up to date and efficient Closed Circuit Television (CCTV) across the County. Pooling resources will allow us to maintain or enhance coverage of CCTV. Businesses have a role working with us to ensure CCTV helps keep their premises safe.
- Licensing of pubs, clubs, off-licences and other premises is done by the district councils. We will work with them to oppose or remove licences from premises that have a poor record of crime or who sell alcohol to under-age youngsters.
- We will collaborate with the Forces around us to ensure that we have the resources to tackle criminality from wherever it occurs. Sharing intelligence and joint operations against serious and organised criminality will

keep Lincolnshire safe.

- Strong neighbourhood policing will be backed with the right numbers of Officers including PCSOs and Specials.
- Policing the County's roads to deal with speeding, drink or drug driving and unsafe driving will be supported through collaborative work through the Road Safety Partnership.
- We will reduce road casualties through enforcement and education and working with partners on highway design and targeting high risk road users.
- We will focus on crime against rural communities and against businesses. We will have campaigns against crimes like hare coursing, metal theft and heritage crime.

**d. We must work in partnership with the public, volunteer groups and with local businesses through for example Neighbourhood Watch and Farm Watch. Involving and listening to the people of Lincolnshire will help us reduce crime and feel safer.**

- We will involve the public in policing Lincolnshire through increased information, through watch schemes, and through increased use of volunteers including more Specials and will create a new opportunity for people to get involved through volunteer PCSOs and cadets and work towards my ambition of 1,000 Lincolnshire volunteers working alongside our employed officers and staff. This will give communities across Lincolnshire the opportunity for a local person to contribute to the work of the Police and link to their community. Communication is important

and as Commissioner I want all of Lincolnshire to stand together against criminality.

- Established groups like, for example, the Hate Crime Forum will continue to provide a critical link to marginalised and minority communities ensuring victims from across our community are involved in shaping the right services.
- I will continue the unwavering support for close working with partners to protect children and vulnerable adults. Working with the Safeguarding Boards we will explore opportunities to support and improve multi-agency working.

**e. When a crime is committed, we will ensure that those responsible are quickly identified and progressed through the criminal justice system in a fair and timely way. This means the police being more efficient in detecting and investigating crime and preparing the necessary evidence and files that enable the Crown Prosecution Service to make quick and sound decisions on whether it is in the public interest to bring a prosecution. Where the body of evidence supports a prosecution in law, the courts need to utilise the range of sentences available to them.**

- Catching criminals is a basic function of the Police Force. We will have a tough approach to increase the proportion of crimes that are solved that will ensure Lincolnshire Police becomes one of the best performers nationally. We will monitor performance, holding the Force to account and will publish information on how they are doing.

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- Where appropriate we will use restorative justice so offenders are confronted with the reality of the crime they commit and victims have the satisfaction of seeing the offender brought to book. This will not be appropriate in all cases but evidence shows first time offenders can be deterred from offending by restorative justice options which can involve putting damage right or other forms of reparation.
  - The Government's plans for the reform of the criminal justice system were set out in July 2012 in the White paper 'Swift and Sure Justice'. The plan aims to address the delays that the criminal justice system routinely tolerates. On average, five months elapse between offence and sentence in a magistrates' court. It is acknowledged that complex cases understandably take time to prepare. But the large majority of cases are relatively minor, don't have to go to trial, or are uncontested. The government wants these cases brought to justice far more quickly.
  - Swift justice aims to ensure that the police, prosecutors and courts work together to bring offenders to justice in a shortened timeframe. Sure justice is about giving magistrates an enhanced role with new responsibilities around overseeing the use of out-of-court disposals and support to the new Neighbourhood Justice Panels.
  - As Commissioner I will encourage the whole criminal justice system to work together to deliver quicker justice in Lincolnshire. I believe I can galvanise police, prosecution, Lincoln Prison and the courts to work better together with a focus of reducing crime. This will include better use of technology and electronic case files to speed up the process and eliminate bureaucracy.
- f. We need to target repeat offenders breaking their cycle of crime working with courts, probation and Lincoln Prison to make sure crime doesn't pay.**
- Working with partners we will expand Integrated Offender Management (IOM) to prevent offenders from re-offending. We support the government's initiative towards 'payment by results' in dealing with offenders as a new way to stop re-offending.
  - Drugs or alcohol are often factors in offending and re-offending and we will support the work of the drugs action teams and providers like Addaction and Lincolnshire Partnership Foundation Trust (LPFT) to offer treatment options that break the cycle of addiction that fuels their criminal behaviour.

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

**a. I will work with National Government to make the case for Lincolnshire getting a better share of the national pot of funding we receive directly from the Home Office. Policing Lincolnshire costs each of us less per person than anywhere else in the country. It could be argued this makes sense, given our low levels of crime. But a greater proportion of what is spent on Lincolnshire Police is raised from the Council tax in Lincolnshire than elsewhere, with the remainder coming from a Home Office grant. The communities of Lincolnshire therefore shoulder a greater burden than taxpayers in other counties.**

- We will campaign to influence government funding for Lincolnshire with partners locally and regionally.
- We will provide key people including Ministers and our local Members of Parliament (MPs) with the information that spells out the inequality that Lincolnshire faces.

**b. We are the cheapest Police Force per head of population in the country already but we will be ruthless in obtaining value for money from all funding and avoiding waste using partners from public, voluntary and private sector to improve efficiency. We will be transparent and show you where we spend the money.**

- We continue to deliver savings from our support and back office services in order to protect the frontline.

- Our innovative strategic partnership will transform the way we do business delivering £28m of savings and providing better support to frontline officers.
- We will publish all items of expenditure over £500 to ensure transparency.
- We will work closely with partners combining services together and sharing resources in, for example, Integrated Offender Management, Domestic Abuse, Families Working Together or Anti-Social Behaviour. Bureaucracy or the wrong structures must not get in the way of value for money services.

**c. A fair deal isn't just about what you pay for a service; it needs to be a good service. That's why I will set standards and performance indicators for Lincolnshire Police and will hold the Chief Constable to account for their achievement. Where public money is spent by other organisations like Probation or Local Councils we must also ensure that we get good value for money by working together.**

- I will set and monitor standards and objectives for the Police Force. You will find my key performance indicators on page 16.
- Where I work with partners or fund other services I will take the same disciplined approach setting clear expectations and monitoring them closely.
- If performance is not adequate I will take action.

**d. I will listen to the people of Lincolnshire ensuring they have a voice in the priorities for the police. Contacting me will be easy. It must be recognised that at times people’s experience of Lincolnshire Police is not always a positive one. I will monitor all complaints made against officers and staff and have a specific responsibility for complaints against the Chief Constable. Learning from what you say when things go wrong is important to make sure we are more likely to get it right next time. Later on in this plan you can learn how I will hold the Chief Constable and Lincolnshire Police to account.**

- I will monitor and respond to complaints about policing

closely. The people of Lincolnshire deserve to be treated with civility and respect and to have a good quality service. We will root out rude or poor performance to ensure all Officers are proud to be part of Lincolnshire Police. Learning from complaints is important to improve what we do.

- As Commissioner I will be accessible in person, by phone or the website as much as possible. I serve all the people of Lincolnshire and will ensure they have a say in policing.
- I will report back regularly through the media and publish an annual report.
- I will establish a simple, user friendly website.

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

**a. We will ensure that the police are visible and active in the community with less paperwork and red tape and more Officers, PCSOs and Specials out in the Community.**

- I will stop the reduction in Officers in Lincolnshire ensuring 32 more full-time Officers than planned are available to Lincolnshire.
- I will expand the number of Special Constables and volunteers and create a new volunteer Police Community Support Officer role so we have 1,000 volunteers helping

the police. These Officers will provide a valuable link and a presence in as many of Lincolnshire’s communities as we can. They provide a visible sign of our partnership with the people of Lincolnshire – together we will reduce crime.

- I will look to increase the powers of our PCSOs. They are a valuable support to our warranted Officers and are jointly funded by the County Council. Increasing their powers will make them more effective. I will invite other Councils to consider funding PCSOs in their communities and with the introduction of volunteer PCSOs. Town and Parish Councils will be able to do their bit to support visible policing.

- I will make sure all the cars in our fleet carry visible police markings unless there are good operational reasons not to.
- Police Officers will wear uniforms when on duty unless there is a good operational reason not to. Our talented Officers work tirelessly to protect our communities but they are not always visible while they are going about their work.
- I will ensure that Police buildings are clearly marked and open more with the help of volunteers. If we need to move a location or facility we will look to share prominent locations with other partners.

**b. Talking to the Police will be much easier with public meetings, as well as active neighbourhood teams. We will ensure that response times in emergencies are maintained or improved so that when you need the police we are there.**

- Response times to 999 calls will be monitored so that when you call you know we will be there.
- Routine and non-urgent matters will be done by appointment at your convenience and through the 101 non-emergency number.
- I want more people to be satisfied with policing in Lincolnshire. This means that I need to find ways that give all the people of Lincolnshire the opportunity to let me know what they think. This is a challenge as we are a diverse County but I will work to ensure the voices of all groups are heard including the most vulnerable.

**c. Victims of crime are central to this plan and deserve to be supported and listened to and to be kept informed of progress in relation to their crime. They need our support through court proceedings or through restorative justice where they can play a part to bring an appropriate and more satisfactory end to their experience. Any sentence must serve two purposes, it must deliver a penalty deemed appropriate by society, but it must also discourage re-offending and seek to rehabilitate. This journey starts in the courts themselves but also involves the prison and probation services.**

- On 30 January 2012 the Government published the consultation document 'Getting it right for victims and witnesses' in which they set out wide-ranging proposals for improving support to victims and witnesses. In essence the government reforms are based around providing best value for money (using the money coming from offenders), strengthening the rights of victims and reforming the criminal injuries compensation scheme. I will work to see real benefits to Lincolnshire out of these and other reforms.
- By April 2015, Police and Crime Commissioners will be responsible for commissioning the majority of services for victims of crime. Some services will continue to be operated from a national level, including rape support centres, national helplines and services for victims of sexual or domestic abuse. However, locally I will be able to commission services to meet local needs; this may include restorative justice, refuges, shelters, peer support,

advocacy, counselling, security advice, treatment for post traumatic stress disorder and other therapies, financial support and guidance.

- I will seek better co-ordinated support for victims particularly for victims of domestic abuse and sexual violence.
- I will set new standards for keeping victims informed on progress with their case to improve confidence and comply with the victim's code of practice.
- The provision of specialist support to victims of crime will be supported together with partners.

**d. We will work with other police Forces regionally and nationally to ensure that the serious threats to our communities from serious and organised crime, terrorism, sexual exploitation and e-crime are met with capable and effective policing from well organised and strong specialist units.**

- All parts of our community are vulnerable to the impact of serious and organised crime. We will continue to collaborate and pool resources with the East Midlands Forces to ensure that we have the specialist police capability to deal with the most serious of crimes including terrorism, drugs and sexual exploitation.
- We will play a full part in the national police effort by contributing to the Home Office's 'strategic policing requirement'. No County or Force can beat national and international threats on its own.
- We will maintain specialist capability to deal with sexual crimes and e-crime in co-ordination with our partners. The Sexual Assault Referral Centre (SARC) will be maintained in partnership with the health services locally providing specialist support to victims and to solving crimes. I will work with partners to ensure Lincolnshire has the specialist resources it needs to protect it.

## 7. How will we work?

*The plan has been developed and been informed by a number of important principles.*

### **Evidence-based**

The plan is evidence based drawing on the first joint County Strategic Needs Assessment. This important piece of work draws together assessed needs in a structured way from across the

County and provides compelling evidence to support the priorities. Links to these documents and to others that summarise the demographics, scale and nature of this great County are found in Section 9. In addition the Joint Health and Wellbeing Strategy for

Lincolnshire produced by partners in health and social care is important to this plan.

### ***Threat and risk based***

The threats facing the people of Lincolnshire are many and varied. A detailed threat and risk assessment has been undertaken by Lincolnshire Police and partners to inform how we deploy our resources.

### ***Partners***

Many organisations and bodies are part of the Criminal Justice System. This plan both builds on the work they have done and seeks to align all the work across Lincolnshire and will make clear where we can do more together. Partnerships include many outside the criminal justice system like councils and health. Aligning our approach with health in particular is critical to success in relation to drugs and alcohol.

### ***Listening to the people***

During the election I have talked to individuals and communities up and down Lincolnshire. I will continue to meet as many people as I can and listen to their views and represent them to the police and other criminal justice organisations.

This plan sets out our objectives for the next three years and outlines where we want to make a difference.

As Commissioner I have a wide remit but I do not have direct responsibility for all the services that need to work together to deliver real change.

However I will tackle the challenge I face by being open and transparent, by working in partnership and by talking straight.

For those services I directly fund like the police force I will set clear objectives and hold them to account. Attached at Appendix 1 you will find the detailed Operational Delivery Plan setting out how and what the police force will deliver. As part of that delivery plan we have agreed the important performance indicators. For convenience all the performance data is brought together in a single section.

But this is not just about the police. Attached you will also see the plans and objectives of the Lincolnshire Community Safety Partnership which involves local councils, probation, health, the police and others. Their work and their effort are critical to our success and I am proud to have their plans as part of this overarching plan. The same discipline of objectives and performance is being applied by the Community Safety Partnership so we focus on doing what is required. Over the coming years as my responsibility grows, for example for services for victims, we will use the same approach so that the public can see all the effort to improve crime and justice in one place and can see how public money is spent.

In taking this responsibility as Police and Crime Commissioner I believe it is my job to bring partners together, challenge our performance and focus on what will make a difference to the people of Lincolnshire. We will aim to make progress year on year. We cannot do everything but we can make a difference. We will reduce crime, give Lincolnshire people a fair deal and make sure that we provide services that are there when you need them.



## Resources

I have set out the resources available for police and crime in my budget. Resources includes people, buildings and other assets like vehicles and technology. The available funding is summarised opposite.

My spending plans are summarised below and the detail of how it will be spent is in the Lincolnshire Police Delivery Plan.

Funding	2012/13	2013/14	2014/15
	£'000	£'000	£'000
Home Office Grant	66,180	65,147	61,908
Council Tax Grants	1,058	6,815	6,815
Lincolnshire County Council PCSO Funding	1,500	1,500	1,500
Council Tax Precept	44,317	39,563	40,556
Use of Reserves	-	-	1,500
<b>Total</b>	<b>113,055</b>	<b>113,025</b>	<b>112,279</b>

Spending	Base Budget 2012/13	Cost Pressures 2013/14	Savings 2013/14	Proposed Budget 2013/14	Cost Pressures 2014/15	Savings 2014/15	Proposed Budget 2014/15
Police Officers	58,124	728	-1,136	57,716	329		58,045
Local Policing	4,782	174	-117	4,839	38		4,877
Crime Command	6,061	168	-443	5,786	34	-50	5,770
Operations Command	1,433	139	-272	1,300	-52		1,248
Regional Collaboration	2,482		-32	2,450		-100	2,350
Major Incidents	915		-175	740		-250	490
Strategic Partnership	20,404	1,709		22,113	291		22,404
Lincs Road Safety Partnership	-248			-248			-248
Organisational Support	8,278	29	-1,280	7,027	75	-484	6,618
OPCC & HQ	5,891	429	-470	5,850	155	-579	5,426
Capital Financing & Other	4,933	1,434	-915	5,452	606	-759	5,299
<b>Grand Total</b>	<b>113,055</b>	<b>4,810</b>	<b>-4,840</b>	<b>113,025</b>	<b>1,476</b>	<b>-2,222</b>	<b>112,279</b>

Included within the spending set out on page 13, I intend to create a fund to support community and volunteer initiatives. I believe that some of the most important work that makes a difference on the ground to people's lives can be provided by volunteers and local people. Small amounts of money can go a long way and make a real difference. I aim to make resources available in each year of my time as Commissioner.

The government says that it will channel some existing funds to support community safety (£0.587 million in 2013-2014) and for

## 8. Performance and accountability

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I will assess, support and challenge the overall performance of Lincolnshire Police against the priorities agreed within this Plan, holding the police to account on behalf of the people in Lincolnshire. The Chief Constable must answer to me in terms of delivering efficient and effective policing, and the way resources and spending are managed.

I meet formally with the Chief Constable or Deputy Chief Constable on a regular basis to specifically monitor and review how well the Force is delivering policing in the county. I make my assessment through a Governance Framework; it covers the main functions of the Force:

- Performance (e.g. levels of crime, anti-social behaviour incidents, solving crimes, confidence in police)
- Resources (e.g. how money is spent and finances, workforce

Victim support (2014-2015) to me and depending on what we receive we will work with partners and set out what the money will be used for. Decisions will be open and transparent working closing with partners.

### *Equality and diversity*

To ensure this plan is fair, equitable and complies with the law in our diverse society it will be subject to an Equality Impact Assessment.

I will publish the assessment on my website.

and human resources, ICT, learning and development, procurement and managing assets)

- Professional Standards (complaints and conduct issues).

Written briefings are also provided by the Force on a regular basis in other areas such as serious crime, counter terrorism, children and young people and equalities; follow up meetings are organised if there are particular concerns or issues.

I draw on information gathered from a variety of sources to form a view about the Force's overall performance, including independent assurances via Her Majesty's Inspectorate of Constabulary (HMIC), internal and external auditors and national databases.

I answer to the public on the delivery and performance of the police service in the county. Local people can find out how we are performing by checking online. Information is published on my

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website on a quarterly basis. Go to [www.lincolnshire-pcc.gov.uk](http://www.lincolnshire-pcc.gov.uk) to find out more. Local people are encouraged to get involved and provide feedback on their priorities and issues that they are concerned about – do this through the website. Any significant decisions that I make will be published on the site. In addition, I will publish an Annual Report each year providing a summary of the year's performance.

### ***The Police and Crime Panel***

My work as Commissioner is scrutinised by a Police and Crime Panel (PCP) made up of ten councillors (at least one from each of the eight local authority councils in the Force area), together with two independent 'co-opted' members. They have the ability to review my decisions and have the opportunity to question the Chief Constable and me. They have the power of veto over my council tax precept proposal, the choice of a new Chief Constable, and will also be required to review the Police and Crime Plan before it is published. The Panel ensures that information is available to the public to ensure that I answer for my decisions.

### ***Local crime figures***

Local crime, policing and criminal justice information for Lincolnshire can be viewed via the 'crime mapper' website - [www.police.uk/](http://www.police.uk/). This is a nationally run website with street-level crime and outcomes maps and data, and details of local policing teams.

HMIC has developed the 'Crime and Policing Comparator' website that provides comparison data on recorded crime and anti-social behaviour, quality of service, finances and workforce numbers. Go to: [www.hmic.gov.uk/crime-and-policing-comparator/](http://www.hmic.gov.uk/crime-and-policing-comparator/) to find out more.

### ***How success is measured***

I have set the Force challenging objectives in key areas. In order to measure how well the Force is doing, a series of indicators and measures have been agreed. The Chief Constable will be held to account for the delivery of the following 'Super Key Performance Indicators' in high priority, high impact areas:

**Super Key Performance Indicators (SKPIs)**

<b>Number</b>	<b>Objective</b> (link to strategy)	<b>Measure</b> (how success in achieving objectives will be measured)	<b>Aim</b> (level of performance or improvement needed)
1	Reducing crime	All recorded crime (crime figures/monthly)	See a reduction in recorded crime over the PCC's period of office. Improving (i.e. positively reducing) 5 year trend.
2	Reducing crime	Recorded crime - Stealing (Burglary - home)	Improving (i.e. positively reducing) 5 year trend
3	Reducing crime	Recorded crime - Violent Crimes (Violence against the person - crimes where the offender has injured someone) e.g. assault	Improving (i.e. positively reducing) 5 year trend
4	A fair deal	Confidence (measured by the national 'England and Wales Crime Survey' question: taking everything into account I have confidence in the police in this area).	Maintain 2012 levels of performance
5	A fair deal	Satisfaction (crime and ASB) - Overall victim satisfaction	Improving (i.e. positively increasing) 5 year trend
6	A fair deal	Satisfaction (crime and ASB) - Satisfaction with being kept informed	Improving (i.e. positively increasing) 5 year trend
7	Reducing crime	Killed and Seriously Injured	Joint target with Lincolnshire Roads Safety Partnership. Numerical target for 2013 is 385
8	Reducing crime	Anti-social behaviour - overall incident figures	Improving (i.e. positively reducing) 5 year trend
9	Reducing crime	Solving crime (including community resolutions) - All crime	One of best performers nationally
10	Reducing crime	Solving crime (including community resolutions) - Stealing (Burglary - home)	One of best performers nationally
11	Reducing crime	Solving crime (including community resolutions) - Violence against the person crimes	One of best performers nationally

Over time, I will work to develop a broader performance management framework with partners. I aim to develop a consistent approach with local criminal justice partners that is not only fair but challenging and leads to improved services and outcomes for the public.

## 9. Local needs

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### *The local area*

#### *Population*

The population of Lincolnshire is expected to rise over the next 20 years. Over this period the largest proportion of the projected growth will be in the 75 and over age range, with this age group predicted to double in size (+109%) between 2008 and 2033.

#### *Migration*

The most recent migration numbers to and from the county show a decrease from previous years continuing the downward trend from a peak in 2005-6. The economic uncertainty in the housing and employment markets has had an effect on the decision to migrate across regional, national and international boundaries.

#### *Unemployment*

Lincolnshire remains 0.4% below the current national unemployment rate of 3.9%.

#### *Housing*

During June 2012 the Central Lincoln Joint Planning Unit which comprises of members from City of Lincoln Council, Lincolnshire County Council, West Lindsey and North Kesteven District Councils announced the proposed building of 42,000 new homes over the

next 20 years. 9,500 of which could be located in rural areas benefiting small towns across Lincolnshire. This forms part of the Core Strategy, a local development plan aimed at growing and developing the County overall.

#### *Road infrastructure*

Lincoln is to get an eastern bypass after the government confirmed it was part of an infrastructure investment programme in November 2011. The bypass will allow traffic from the south of Lincoln to reach the north without travelling through the city centre. The government has agreed to provide £50m towards the £96m cost of building the new road. It is hoped that construction will start in 2014.

#### *Local needs*

Understanding and balancing local needs can be complex and challenging. The evidence used to support this plan is drawn from an analysis of work undertaken by local councils, community safety partnerships the police and a variety of other organisations. We cannot do everything but we have gathered evidence and listened to what the public are saying to us so that we can use the resources at our disposal for maximum impact. We will adapt and change as we have successes and as new threats and challenges emerge but we will do it together and with an unrelenting focus on making Lincolnshire safer and reducing crime.

## ***Appendix 1***

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### ***The Operational Delivery Plan***