



**Lincolnshire**  
**POLICE & CRIME COMMISSIONER**  

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**SAFER TOGETHER**

**POLICE AND CRIME COMMISSIONER'S**  
**ANNUAL REPORT 2020-21**

**Questions submitted by the Lincolnshire Police and Crime Panel:**

**Theme:** Listening, Responding and Being Accountable

**Q1.** With the pandemic the Public Assurance Meetings are being held virtually. Once the lockdowns are finished, will you continue to hold the Public Assurance Meetings on-line? Also, if the meetings become face to face meetings, will recordings still be taken and provided to the wider population of Lincolnshire?

**Response:** Recordings of the virtual Public Assurance Meetings will continue to be published online via the Commissioners YouTube channel with links to the recordings and associated documents uploaded to the OPCC Website. There are no plans to revert to face-to-face Public Assurance Meetings in the foreseeable future, if however a face-to-face meeting were to be held at some point in the future every effort would be made to publish a recording of the meeting to enhance both public access to, and transparency of, the 'holding to account' process.

**Q2.** From memory of the Public Assurance meetings, questions were asked by you to the Chief Constable and vice versa. There were also questions from the public which were submitted prior to the day. Will these questions be replied to by letter, or will they be answered on the day?

**Response:** The purpose of the Public Assurance Meeting (PAM) is to allow members of the public to observe a meeting where the Commissioner holds the Chief Constable to account for the performance of the force. The Commissioner also facilitates the opportunity for the public to ask questions of the Chief Constable on the force's performance, by submitting their written questions in advance of the meeting. These written questions are answered by the Chief Constable within the time allotted on the agenda (15 minutes).

The Chief Constable's verbal response is therefore recorded as part of the meeting and subsequently published online via the Commissioners website. Should the number of questions submitted, or the provision of a very detailed response exceed the time allowed, then a full written response from the Chief constable is provided to the questioner. A copy of this written response is then published on the Commissioners website. This is also the case where further clarification is sought by the questioner following the public assurance meeting. (Please note that procedural guidance on the submission and response to public questions is available on the PAM pages of the Commissioners website).

**Q3.** On page 13 of the annual report in relation to South Park, it says the new facility is saving a significant amount of public money. Could you provide the savings figure and how it compares to projections in the original business plan?

**Response:** The original business case identified savings and efficiencies across the Blue Light Programme as a whole. The Blue Light Programme included a combined HQ for Police and Fire, a shared command and control room for Police and Fire, the tri-service station at South Park, a review of the wider estate across the partners, and wider integration and interoperability. An evaluation of the programme has been drafted for the Home Office, this was a condition of the Police Innovation Fund grant, the final version will be circulated to the Police & Crime Panel as soon as it is available. Savings for Lincolnshire Police as a result of vacating West Parade is the backlog maintenance, c£1.2m. The business case referred to a potential capital receipt from the sale of West Parade, the sale is currently pending a decision on alternative use of the building. South Park complies with the latest energy efficiency standards and has roof top solar panels and electric vehicle charging points, it is well placed to provide reduced running costs for the public purse for many years to come.

**Theme:** Policing that works

**Q4.** I know you've worked really hard to stop the charges on the 101 calls and I'm wondering whether the charge itself discouraged people from calling and whether that had an impact on inappropriate calls to 999? Please could you provide details of whether there has been a change in pattern in calls received since this change at a future meeting of the Panel?

**Response:** The Coronavirus pandemic has had such a significant impact on calls for service by members of the public that it would be extremely difficult to isolate a change in the pattern of calls to just one cause.

**Q5.** In relation to mobile technology please could you provide examples of work that can be completed from home, as that is what is included in the report, but it's unclear how this technology will help front line officers. It's quite possible that your report is referring to other things, but it would be good to know the type of work you were referring to.

**Response:** Looking back over the past year, we have had officers of all ranks working agilely and sometimes through necessity at home with the technology we have provided. Whilst as a police service there will always be the need for our officers and staff to be out on the frontline or working from police locations, the following should give you a good oversight of how we have used mobile technology.

Response police officers have been able to work whilst self-isolating or restricted due to injury. This has meant that officers have been able to review and deal with live incidents over their Mobile Data Terminals, make calls to the victims of crime, complete crime reports, write statements and access systems. This has been immensely beneficial to the public and Lincolnshire police as without this technology officers would have not been able to complete any work, heaping additional pressure upon frontline resources and causing significant delays in responding to the needs of the public.

Neighbourhood police officers have been able to assist as above, but we have also provided laptops in some cases which has meant that officers have been able to attend virtual partnership meetings, as well as meetings with colleagues. With access to police systems, they have been able to review incidents and crimes on their area and work with colleagues to continue to provide a problem-solving approach to issues raised by the public.

Detectives have all been provided laptops. This has meant that they have been able to build and submit case files, review intelligence, write statements and complete crime enquiries. With teams, officers have been able to have meetings with their supervisors, ensuring they have clear direction and support that benefits them and the service to the public.

Leadership Teams have all been provided with laptops, this has meant that our Inspectors have been able to continue to work (if isolating), reviewing incidents, meeting their Sergeants, and attending important area meetings to review performance. Significant efficiencies have also been created by reducing the amount of time officers spent travelling between locations for meetings and has meant our Inspectors can spend more leading their area, supporting their officers and ensuring we are providing a good service.

**Q6.** Will you provide an update to the Panel as to the current position as to the re-provision of services contained in the G4S contract and a timeframe for when a briefing can be provided to the Panel on this matter?

**Response:** The Future Services Programme (FSP) is a fully resourced programme team with a mandate to ensure a smooth transition of services from G4S beyond March 2022. It has been decided in principle by the FSP Board that all back office services currently provided by G4S will be returning to Lincolnshire Police with the exception of Custody & Cleaning. (These two services are currently subject to further exploration of alternative options).

One of the projects within the FSP is focusing on organisational design. Primarily this will be defining the 'Receiving Model' for each service area whilst in a planned second phase a wider holistic review will take place for force wide organisational design. A second project titled 'Exit Project' is tasked with the more technical aspects of the transfer of services. This includes for example, workstreams such as Commercial & Legal, Service Area Migration (SMG), Assets Transfer, ICT & Data Transfer. Throughout all activity there is a clear focus on people, both G4S staff and existing police resources to ensure the softer aspects of culture and wellbeing for all concerned are considered as well as a plan regarding the maintaining (and or enhancing) of services provided to Lincolnshire Communities.

Each aspect of the programme has specific deliverables and a large variety of interdependencies. There are also a number of TUPE and Commercial factors to consider. As such it is anticipated that by October 2021 the FSP will have reached a defined and detailed position in terms of the migration of all services. There will at this stage still be some restrictions in terms of communications due to the TUPE Consultation period that commences in January 2022 however with the exception of this, the FSP will be in a position to brief Police & Crime Panel members on details of the services transition for beyond 1st April 2021.

**Q7.** Please could you provide the number of actual full-time equivalent police officers and the headcount of police officers as at 31 March 2021 and compare this to the equivalent point in 2020 and 2019. Could you also provide the following?

**Response:**

31 March 2021:	FTE 1137.32	Headcount 1153
Equivalent point in 2020:	FTE 1070.18	Headcount 1087
Equivalent point in 2019:	FTE 1097.06	Headcount 1115

How many new police officers were trained in 2019/20, 2020/21 and how many are due to be trained in 2021/22?

**Response:**

2019/20: 48

2020/21: 120

2021/22: 120

How many police officers were/are budgeted for in your financial plans during 2019/20, 2020/21 and 2021/22?

**Response:**

2021/22 – Budget report dated 24/2/21 states 1,119 police officers with a budget of £63,561k

2020/21 – Budget report dated 20/2/20 states 1,070 police officers with a budget of £60,681k

2019/20 – Budget report dated 25/2/19 states 1,047 police officers with a budget of £59,275k

**Q8.** Most funding tends to go towards the urban areas where crime is most prevalent. Whilst this is a natural propensity, can the Commissioner confirm that funding is being ring-fenced for rural policing so that those in remote communities are not overlooked and provide reassurance that rural crime is being taken seriously?

**Response:** The PCC does not ring fence monies for operational policing, the PCC delegates a budget to the Chief Constable to deliver operational policing. The PCC expects that the Chief Constable's priorities will reflect the principles within the Police & Crime Plan. The Chief Constable Chris Haward has set out his Force Strategy which includes additional resources in a Rural Crime Action Team, a new multi-disciplinary team to provide problem solving, proactive capability and investigative support will be created to reduce community and rural crime. Further information can be found here: <https://www.lincs.police.uk/news-campaigns/news/2021/extra-police-officers-and-making-the-county-the-safest-place-chief-constable-chris-haward-sets-out-new-force-strategy/>

I have agreed with the Chief that there will be £500k set aside (election pledge) to support the prevention and tackling of rural crime. This will ensure that the new team has the latest equipment and training to deliver against its objectives and best support the rural community. It will also allow the exploration of technology to be innovative in preventing crime and connecting the public to policing to get ahead of those with criminal intent.

**Q9.** The Annual Report headlines the Performance statistics as being for 2018 – could the Commissioner confirm whether the statistics are for 2018 or for 2019/20?

**Response:** The performance statistics used within the Annual Report are from the year 2020 as is stated on the page that contains the performance information, as quoted below,

*“The crime statistics used in this section refer to the calendar year 2020 rather than the financial year (12 months from April 1, 2020) as the financial year data was not available at the time of publication.”*

The Index of the annual report contains a typographical error incorrectly identifying the information as relating to 2018.

**Q10.** Will you be continuing with a Deputy Police and Crime Commissioner during your new term of office?

**Response:** It is clear from part one of the PCC review it is likely that the position of Deputy PCC may become mandatory but at this stage no firm details have been made available from Government. Once the full picture is known I will ensure that the Panel is provided with an update regarding local arrangements.

## **POLICE AND CRIME COMMISSIONER'S**

### **POLICE AND CRIME PLAN 2017-2021**

#### **Questions submitted by the Lincolnshire Police and Crime Panel:**

**Theme:** Community Safety and Prevention in Partnership

**Q1.** Will (and if so how will) the work of the Safer Together Team link into the strategic needs assessment work that is being compiled and developed by the Safer Lincolnshire Partnership?

**Responses:** The point of contact for the SLP Strategic Needs Assessment within the OPCC is the Partnership and Delivery Manager (PDM). The PDM has shared relevant research, consultation responses and community safety and safeguarding themes from the OPCC with the team conducting the assessment. She is also an active member of the analytical task and finish group which is acting as a 'sounding board' for the production of the Strategic Assessment discussing various approaches and contributing to the PESTELO approach/access to data as appropriate. The Safer Together Team comes under the line management structure of the PDM and therefore this is the means by which they are linking into the assessment.

**Theme:** Listening, responding and being accountable

**Q2.** (3.1.3 & 4.1.2) Thank you for the support given to the Lincs Alert system and the support you are going to put in for the hospital based Domestic Violence Advisor. They are two valuable services. Is the Alert System built into ongoing service delivery or does it have a specific delivery timeframe for delivery such as the 2 years for the Domestic Violence Advisor role?

**Response:** Funding has been agreed for an initial period of 1 year to properly assess the systems developing functionality and to continue offering a service for the thousands of people already signed up. The community based Safer Together Team which are part of the Office of Police and Crime Commissioner took over the running of Lincs Alert in April 2021 and are developing its use in their work of community engagement and support. Ongoing

evaluation is taking place during the year, which will inform our continued use of the system beyond April 2022.

**Theme:** Policing that works

**Q3.** (6.1.2) In relation to the planned dedicated roads policing team, can you clarify how this compliments the work of the existing road safety partnership and ensure that the 2 teams are co-ordinated. Also, will the unit be of a sufficient size to enable all areas of Lincolnshire to access this resource, or will they have a separate remit?

**Response:** We work closely with the Lincolnshire Road Safety Partnership (LRSP). Our Serious Collision Investigation Unit is co-located with the LRSP at Witham House and this enables the sharing of information about collisions to inform engineering etc. We also share staff such as a jointly funded performance officer so we can access each other's data. In terms of integrating the new Roads Policing Unit, the police management of the unit sit on the LRSP board and also the LRSP sit on the regional strategic and tactical meetings for Roads Policing we have. In addition to this the LRSP sit on Lincolnshire Roads Policing working Group. We also use data the LRSP provides around speeding to inform our tasking of our resources which will include the new Roads Policing Unit. Finally, we currently and still will jointly participate in any national campaigns run and the same is the case for local ones. This all happens now, and the Roads Policing unit will just become part of this.

The unit will be 2 Sergeants and 18 Constables, and they will be split across 2 bases that are Grantham and Louth. The reason for choosing these 2 bases is because we already run our Armed Response Vehicles out of Boston and Nettleham HQ and they provide Roads Policing also. This will give us coverage at the 4 corners of Lincolnshire and good coverage of our road network. Grantham for the A1, Louth for the roads to the Coast and Wolds, Boston covering the A16/A17 and Lincoln for the A46/A15. I am confident we will have a Roads Policing Capability that covers and is accessible to all the County. Whilst the new unit is specialist in Roads Policing, they will add to the Roads Policing we already undertake which will enhance our capability significantly.

**Q4.** (6.1.3) Will the specialist enforcement teams be equally distributed across Lincolnshire, or just within the higher crime areas?

**Response:** I believe this refers to our Rural Crime Action Team (RCAT), which we are currently recruiting for. The Rural Crime Action Team will operate in areas of need. This may rotate as either our crime, disorder or problem-solving skills are required. As with all of our resources, they will be able to be deployed to any part of the county, but in doing so will be operating in a data-informed way to ensure that we are placing the right resource in the right place at the right time.

**Q5.** (6.1.5) In your report, it states "improving intelligence gathering from people who know their communities best, the public. Money will be invested in new technology which gives the public easier and simpler access to the police to report crime and answer questions." Can you please provide further clarification on what this means?

**Response:** This relates to the Single Online Home, which is a project that will see the implementation of the full SOH platform to replace our current Lincolnshire Police website. It will provide better routing and management of online contacts through the website and therefore make it simpler for the public to report crime, intelligence or ASB online. The Business Case for this is currently going through sign off at Executive level.

The Digital Desk is also a project that will provide members of the public the opportunity to contact the police through social media channels. In essence the 'Digidesk' will allow for emergency communications as opposed to emergency calls, this will ultimately allow the public to make contact with us in live time via social media platforms. A business case is currently being prepared but is unlikely to be signed off this for this financial year.

**Q6.** (6.1.3) Do the new vehicles have forward facing speed cameras? If so will they also be used effectively to control excessive speeding on our roads, as these are used in other countries and are quite effective? In relation to the dash-cam footage scheme what feedback has been received, is it being used and is the scheme proving useful?

**Response:** We are currently are looking to see if we can have forward facing cameras with speed detection equipment fitted in our new roads policing vehicles, we are still scoping that out as we don't currently have this capability. But I can definitely say that solutions are being explored.

In relation to the Dash Cam footage I believe you are referring to Op Snap, and this is being run for us by the LRSP. The scheme is proving successful with roughly up to 80 submissions a month and what this enables us to do is have many more eyes out on the roads seeing offences and poor driving that we can act on. This will hopefully make people realise they should drive more carefully and to the law because there is a much greater chance of offences being captured with the increase in Dash Cams in cars. Feedback has been largely positive, and member of the public seem pleased to have the facility to submit evidence of alleged bad driving and are particularly positive where action can be taken against the driver.

Types of offences processed have included:

- Motor vehicle fail to comply with a stop sign
- Drive motor vehicle fail to comply with red/green arrow/lane closure traffic light signals
- Drive a mechanically propelled vehicle on a road/in a public place without due care and attention
- Drive a mechanically propelled vehicle on a road/in a public place without reasonable consideration to other users
- Motor vehicle fail to comply with solid white line road markings
- Use a handheld mobile phone/device while driving on a motor vehicle on a road
- Stop a vehicle within pelican pedestrian crossing limits
- Drive vehicle not in proper control

There is of course some dissatisfaction where the allegation cannot be processed, either because it does not show evidence of an offence, or because the evidence is unlikely to reach the level required to achieve a prosecution. However, where required we are engaging with the submitters to explain that decision making process and to provide guidance on what would be required from future submissions.

In addition to this, where we receive submissions that do not contain sufficient evidence of an offence but we believe warrants communication from Lincolnshire police, we have introduced a warning letter that highlights that although on this occasion we are not making an allegation of bad driving, another person felt their driving was sufficiently poor that they took the time to submit video evidence and fill in a witness statement that could be used in court. The letter highlights what the scheme is for and we hope it will help to improve driving behaviour. I believe this allows us to have much more of an impact as these would ordinarily have been 'no further actioned' and the driver would be none the wiser.

**Q7.** (Section 6) You refer in your report to your Precept Commitments. Are you intending to provide an impact assessment for those individual commitments on what impact they've made for Lincolnshire?

**Response:** The impact of investments made within operational policing are tracked through the Force governance structure and include factors such as operational benefit, cost, and, most importantly, delivering outcomes for the public.

**Q8.** Is there any performance data for the drone deployments that could be shared to outline their successes that they're having?

**Response:** Supplied data to the NPCC for 01/07/2020 to 31/12/2020 – these were our operational flights.

<b>Incident Type</b>	<b>Number</b>
Misper	48
Intelligence	22
Suspect Search	26
EOD	1
RTC Scene	17
Criminal Damage	2
Fire	1
Theft	2
Rave (suspected)	1
Firearms	4
Hare Coursing	2
Sudden death (non sus)	3
Murder	1
Assault scene	2
<b>TOTAL</b>	<b>141</b>

For context, this is not reflective of our full operational capacity as we retired the previous thermal imaging drones on 01/11/20 due to age of the aircraft. This left the force with minimal day light/good weather only capacity from that date.

In terms of recent data, we have experienced problems this year with the introduction of replacement aircraft. They are now back in service but as this was only recently there has been insufficient flight data to produce a meaningful table for the purpose of this request.

We do not have a flight/record management system for our operations and therefore the data we can pull is limited to what is included in the pilot records. Information such as outcomes etc are not available on the number and category of incident.

Going forwards, an integrated drone record management system will be needed as our assets and pilot cadre has grown significantly. When in place it will give the force much better understanding of our outcomes as part of future evaluations as well as help us meet out regulatory obligations.

**Q9.** Please could you provide details of which police stations staffed by volunteers have reopened to the public, which remain closed and what arrangements are in place for their reopening? Specifically, could you provide details of why Deepings Police Station appears to remain closed to the public while others are open, what date is Deepings Police Station expected to reopen to the public and under what arrangements?

**Response:**

We currently have volunteers opening the following police stations:

Alford

Wainfleet

Saxilby

Market Deeping – this station opened later than some of the others as there were some organisational matters to be sorted. It opened again to the public on 21st June and is open between 10-12.00hrs Mon-Fri.

Sutton on Sea – the station is not open but a police drop-in is held weekly in the Meridale Centre and is staffed by a volunteer

Colsterworth and North Hykeham – these stations are not yet re-opened, and discussions are taking place on how to facilitate the re-openings.

**Q10.** With regard to the Council Tax concession for Special Constables that you promoted, could you please give us an update on take-up for the suggested concession by district councils and by members of the Special Constabulary?

**Response:** The detailed administrative arrangements for a county-wide scheme are currently being worked through with county and district council colleagues. To date, Lincolnshire County Council, South Holland District Council and South Kesteven District Council have agreed to fund the scheme alongside the PCC.