

The Police and Crime Commissioner for Lincolnshire

Annual Report

2015 - 2016

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Preface

This Annual Report sets out the progress that has been made in the year ended 31 March 2016 in meeting the police and crime objectives in the Police and Crime Plan for Lincolnshire 2013-2017. It also sets out the exercise of the Police and Crime Commissioner's functions during the year. Alan Hardwick held office as the Police and Crime Commissioner for Lincolnshire (PCC) during this period. On the 12 May 2016 the newly elected PCC, Marc Jones, took office. Mr Jones will issue a Police and Crime Plan for the period 2017 – 2021 as soon as practicable.

Executive Summary

The PCC has the legal power and duty to set the strategic direction and objectives of Lincolnshire Police through the Police and Crime Plan. He must also scrutinise, support and challenge the overall performance of the Force against the priorities agreed within the Plan.

The Police and Crime Plan for Lincolnshire 2013 - 2017 contains three priorities:

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

Overall crime has fallen over the last 5 years and is on a downward trend. This trend has slowed in the year to date with a 2% rise in recorded crimes. However, when compared to crime

levels in other areas, Lincolnshire remains one of the safest places to live in the country.

The transformation of Lincolnshire Police continues at a rapid pace in order to ensure our communities have the services they need, when they need them. Police officer and Police Community Support Officer (PCSO) numbers have been maintained at 1100 and 149 respectively. Work has been undertaken to reconfigure how these officers are deployed to maximise their efficiency in traditional areas of policing and create capacity to tackle new emerging crime types such as child sexual exploitation, cyber-crime and modern day slavery.

Whilst Lincolnshire Police's overall performance continues to be good when compared to other police forces, current central Government funding arrangements continue to present challenges. During the year, Government consulted on reform of

police funding in England and Wales. A new, simplified allocation model was proposed which would have enabled funding to be provided sustainably to, and allocated fairly between, Police and Crime Commissioners in England and Wales. Both the PCC and Chief Constable supported these proposals and engaged proactively with Government to refine an approach which would have seen Lincolnshire benefit by around £8 million annually. Government's plans indicated the new formula would be implemented from 2016-17. However, due to technical issues with the data, the Home Office halted introduction of the new formula, pending further work. A date for further consultation and the introduction of any reform has yet to be set.

This has led the independent HMIC (Her Majesty's Inspectorate of Constabulary) to express concern over the ability of Lincolnshire Police to maintain its current level of service in future years.

However, despite this uncertainty and Lincolnshire Police's position as one of the lowest funded Force in the country, it continues to innovate and look to secure best value for money from the available funds. A bid for £7.5 million funding from the Government's Police Innovation Fund was successful

and will enable all emergency services in Lincolnshire to work more closely together to meet the needs of communities more efficiently and effectively.

In addition this year has seen cutting edge technology harnessed to improve the flexibility and efficiency of frontline officers. For example body worn video cameras are being introduced for use by all neighbourhood and response officers so that incidents can be recorded as they happen, making evidence gathering both more efficient and effective. Also frontline officers will be utilising new mobile technology allowing them direct and instant access to a wide range of policing information whilst out working across the county without the need to return to a police station.

For the victims of all crime, new services have been put in place, including support and help for the most vulnerable victims and those who require specialist help.

Lincolnshire Police remains one of the lowest cost police forces in the country providing value for money for the taxpayers of Lincolnshire and the communities it serves.

The Highlights

Reducing Crime

- Lincolnshire has the fifth lowest levels of overall recorded crime per 1,000 population of all 43 forces in England and Wales and the lowest in the East Midlands.

A fair deal for the people of Lincolnshire

- Lincolnshire Police remains one of the lowest cost police forces per head of population in the country
- Savings and improved services continue to be achieved through a strategic partnership with the private sector, and collaborations with other police forces and emergency services.

Police and services that are there when you need them

- Police officer numbers have been maintained at 1,100
- Police Community Support Officer (PCSO) numbers have been maintained at 149
- Continued investment in technology has resulted in police officers spending more of their time policing our communities
- New volunteer roles including the Country's first ever volunteer police community support officers are now serving our local communities
- Investment in a new bespoke "Victim Lincs" victims unit, providing services for all victims of crime, with over 16,000 victim contacts being made since the service commenced in October 2015.

Delivering the Police and Crime Plan – achievements

Reducing crime

Overall performance

Lincolnshire continues to be among the safest counties to live in the country. Overall recorded crime remains on a downward five year trend. According to the latest figures Lincolnshire is ranked 5th nationally among all 43 forces in England and Wales and ranked 1st amongst East Midlands forces. This means there are only four other police areas in the country which have lower overall levels of recorded crime per 1,000 population and that Lincolnshire has the lowest incidence of overall recorded crime per 1,000 population in the East Midlands.

Police recording practice is governed by Home Office Counting Rules and the National Crime Recording Standard (NCRS). These rules provide a national standard for the recording and classifying of notifiable offences by police forces in England and Wales. In its last Crime Data Integrity Inspection of Lincolnshire Police, Her Majesty's Inspectorate of Constabulary (HMIC) said Lincolnshire Police "is good at recording crime which means that victims of crime are more likely to receive the service they deserve."

In the current year there has been a 2.0% increase in overall crime, which means there have been 702 more offences committed this year compared to last year. But importantly, some crime types continue to see reductions. For example incidents of anti-social

behaviour have reduced by a further 4.6% compared to last year which means there have been 974 fewer victims.

All recorded crime is up 2% with 702 more crimes (5th out of all 43 forces)

in the period April 2015 to March 2016 compared to same period last year.

Violent crime has increased nationally during the year and that increase has also been seen locally. The PCC and Chief Constable have recognised the importance of tackling this and among other initiatives the Force have relaunched Operation NOVA (NO to Violence and Abuse). Whilst concerning, levels of violent crime remain comparatively low in Lincolnshire, with only three other Forces in the country having fewer of these crime types per 1,000 population than Lincolnshire.


Violence against the person (with injury)¹ crime is up 16.7% with 537 more crimes (4th out of 43 forces, 2nd out of East Midlands forces)

in the period April 2015 to March 2016 compared to same period last year.

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

Burglary dwelling offences are down 0.5% with 9 fewer crimes 

in the period April 2015 to March 2016 compared to same period last year and these offences have fallen over the last 5 years.

Recorded incidents of Anti-Social Behaviour have reduced across the county by 4.6% (974 fewer incidents) 

in the period April 2015 – March 2016 compared to same period last year.

Recorded instances of Criminal damage and arson are up 0.2% compared to the same period last year (10 more crimes totalling 5,327).

An overall crime resolution rate of 31%


in the period April 2015 to March 2016 which is a reduction in performance of 0.6% when compared to the same period last year.

The Home Office definition of a resolved crime is used to indicate where there has been a charge, summons, caution, where other offences have been taken into consideration, where the offender has died, where penalty notices/cannabis warnings have been issued, where there has been a community resolution or where it was deemed not in the public interest to prosecute.

Violence against the person with injury resolutions is 46.2%

in the period April 2015 – March 2016 which is a reduction in performance of 0.4% compared to the same period last year.

The resolution rate for Burglary Dwelling for the period April 2015 – March 2016 is 13.4% which is a reduction in performance of 1.8% compared to the same period last year.

The number of people killed and seriously injured (KSI) on the roads in the county for the period January 2014 to December 2015² has seen a reduction of 20.9% (83 fewer people killed and seriously injured). 

² The figures for those killed and seriously injured (KSI) are recorded in calendar years ie from January to December each year.

January and February 2016 saw tragic events raise the number of people killed or seriously injured by 10 compared to the same period last year. However, the overall number killed or seriously injured continues to see a reducing 5 year trend and Lincolnshire Police is on track to achieve the joint aim set with the Lincolnshire Road Safety Partnership (LRSP) of a 20% reduction in the number of people killed and seriously injured by 2020.

**Sexual Offences have increased by 25.6%
(235 crimes)**

in the period April 2015 – March 2016 compared to same period last year

The number of sexual offences has continued to increase nationally. This is thought to be partly related to greater numbers of victims of sexual offences having the confidence to report both historical and current offences to the police in line with recent high profile cases widely reported in the national media. The force is ranked 5th nationally for the number of sexual offences recorded. The Force and PCC have continued investment in specialist advisors, a specialist rape team and the Sexual Assault Referral Centre.

During each quarter the PCC has published a performance update on his website and also reports this to the Police and Crime Panel. This includes the latest Lincolnshire Police performance figures and also includes information about high profile investigations and notable convictions.

Rural crime

The commitment by the PCC and Lincolnshire Police to tackle crime in rural communities continued. Operation Galileo is a prime example of a successful Lincolnshire Police strategy aimed at tackling and reducing the incidents of Hare Coursing across the County. It has proved so successful that other forces nationally have shown an interest in adopting it.

The peak months for hare coursing are from the beginning of September until the end of March. Reviewing the calls for service received over this period, revealed there have been **2,169 reported incidents** of hare coursing, compared to **987 during the 2014/15** season. This represents a **120% increase** in hare coursing incidents across Lincolnshire and reflects the experiences of other regional forces. The worst hit area for hare coursing incidents has been South Holland, which recorded 937 incidents.

To put these figures in to perspective, in November and December, the busiest months, there was an average of 15 hare coursing incidents per day. One of the busiest days saw 30 incidents recorded across the force area.

During this period in 2015/16 there have been **176 individuals arrested or reported for summons**. This is a **170% increase** in enforcement activity. In addition **19 vehicles and 3 dogs have been seized** and a further **93 people have been dealt with by other enforcement action**.

The Force works in partnership with multiple organisations through the Lincolnshire Strategic Rural Crime Partnership to maximise its impact on reducing rural crime by building local resilience. Representatives from both local and national organisations all contribute towards highlighting, preventing and combating rural crime in Lincolnshire. A broad range of organisations attend including representatives from the National Farmers Union, Lincolnshire Wildlife Trust, Lincolnshire County Council, Historic England, Natural England, Environment Agency, and members of the local farming community. Together they work to ensure the full scope of rural crime is addressed and that the most effective tactics are deployed to disrupt and prevent this type of criminality and ultimately to bring the culprits to justice.

In addition the PCC is one of 30 members of the National Rural Crime Network (NRCN) which aims to 'Tell the Government that rural crime matters, policing in rural areas is as important as it is in urban areas and funding for policing should be properly allocated to all areas'.

The Network includes a wide range of other bodies with a deep interest in community safety and rural affairs and provides an opportunity for rural county forces to speak as one voice about rural crime matters at a strategic and governmental level.

Business crime

Other theft/shoplifting crimes have decreased by 6.2% (658 fewer crimes)

in the period April 2015 – March 2016 compared to same period last year.

A new Business Crime Strategy was launched by Lincolnshire Police in 2015/16 and best practice guidance has been provided to retailers and business groups across the County. Partnership work is ongoing with organisations including Lincolnshire County Council and the Chamber of Commerce to further develop the Shopwatch and Pubwatch schemes.

Shoplifting is a serious concern for all retailers as it can have a major impact on their business. As a result of targeted activity and working with local retailers a further 6% reduction in shoplifting crimes has been achieved in the current year, this builds on the 10% reduction achieved last year.

Our licensing department works with the licensing authorities to ensure licensees comply with the terms of their license. Where they do not, action is taken and some licensees have had their licences revoked as a result. These cases are always widely reported in the media.

Lincolnshire Police also work with Trading Standards throughout the year to tackle rogue traders, the sale of counterfeit goods and new psychoactive substances (so called 'legal highs').

Community and volunteer fund and Crime and Disorder reduction grants



Over the last twelve months, through the PCC's Community and Volunteer Fund, grants have been awarded with the purpose of helping to reduce crime and anti-social behaviour.

This year, the grants have continued to be wide ranging, funding local community initiatives, with examples of successful applications including

- funding to promote online safety for children;
- a contribution towards the provision of community recreation equipment for teens and
- funding in support of a community growing and allotment project

Over the last three years more than £40,000 has been awarded to applicants of the fund from across the county.

During the year the PCC has also made crime and disorder reduction grants to organisations such as Crimestoppers, Stop Hate UK, local Street Pastor groups and Neighbourhood Watch to help them continue their valuable work. The PCC has co-funded activity with partners including contributing to a treatment resistant drinkers project to provide targeted support to those higher risk and dependent drinkers who are not only treatment resistant but are also placing a significant burden on the police, ambulance and accident and emergency departments. Contributions have

also been made to the co-ordination of anti-social behaviour and domestic abuse services and, as set out later in this report, the PCC has provided funding to the Youth Offending Service and Safeguarding Boards. Together with services the PCC commissions to support victims of crime, over £1 million has been committed in this area during 2015-16.

A fair deal for the people of Lincolnshire

Funding

The Police and Crime Commissioner and the Chief Constable have continued dialogue with Home Office officials and Ministers throughout the past year to achieve a fairer distribution of central funding in order to secure a sustainable financial position for Lincolnshire.

During the year, Government consulted on reform of police funding in England and Wales. A new, simplified allocation model was proposed which would have enabled funding to be provided sustainably to, and allocated fairly between, Police and Crime Commissioners in England and Wales. Both the PCC and Chief Constable supported these proposals and engaged proactively with Government to refine an approach which would have seen Lincolnshire benefit by around £8 million annually. Government's plans indicated the new formula would be implemented from 2016-17. However, due to technical issues with the data, the Home Office halted introduction of the new formula, pending further work. A date for further consultation and the introduction of any reform has yet to be set.

The Chancellor announced in November 2015 that overall spending on police would be protected for 2016/17 providing precept income were maximised by each policing area. Although overall spending was protected, for Police and Crime Commissioners the settlement indicated a flat rate 0.6% reduction in cash terms, which in Lincolnshire equated to £337k less police Grant than was provided in 2015/16. This continued the trend of reduced Central Government Grant to policing which in Lincolnshire has reduced 22% since 2010/11 or around £16 million per annum.

In setting the budget for 2016/17, the PCC drew on financial reserves for the first time during his period in office and increased the police precept element of the Council Tax by 1.96%. The PCC was clear that he did not wish to propose an increase of over 2% as this would have led to a costly referendum. Unlike other areas of public service, Police and Crime Commissioners must set a balanced budget each year, i.e. a budget where income matches expenditure.

This budget allows for the number of police officers and PCSOs to be maintained at 1,100 and 149 respectively. To achieve financial balance beyond 2016/17 it is clear that without a more equitable slice of the national grant or substantial precept rises, Lincolnshire will face a significant degradation of service. This financial situation would undoubtedly result in fewer police officers, PCSOs and supporting staff. Both the PCC and the Chief Constable remained supportive of Government's original proposals for reform of the funding formula and continued to

make Lincolnshire's case to Government. The PCC's current medium term financial plans assume reform will result in a larger share of the police grant for Lincolnshire in the medium term.

Police and services that are there when you need them

Emergency and Non-Emergency Calls

In total 78,444 emergency calls (999) were received in 2015/2016. **94.3% (73,896) of these were answered within 10 seconds**



In total 344,596 (primary) non-emergency calls were received, with **91% (313,675) answered within 30 seconds**



Response Times

In total 26,027 urgent rural calls were received with **77.6% (20,205) of these responded to within 20 minutes**



In total 7,316 urgent urban calls were received with **82.9% (6,066) of these responded to within 15 minutes** which represents an improvement on last year's figures



Volunteers

The 1000 volunteer challenge programme provides valuable help in policing Lincolnshire across a wide range of roles in both operational and support focussed activities and we continue to develop and promote new volunteering opportunities. It also provides the public with the opportunity of contributing to their community and in many cases we have seen volunteers ultimately joining Lincolnshire Police as paid officers or members of staff.

The number of volunteers supporting policing in Lincolnshire as at the 31 March 2016 was:

- 195 Special Constables
- 60 Volunteer PCSOs
- 146 Volunteer Cadets and
- 203 Police Support Volunteers (PSV)

Since the start of the PCC's 1000 Volunteer Challenge, **1,077 people** have given their time and services on a voluntary basis to protect our communities making them safer.

During the year Special Constabulary officers assisted in the policing of Lincolnshire with over 56,000 hours of duty and training being performed. Volunteer PCSOs, cadets and PSVs jointly contributed over 37,500 hours of work to support policing in Lincolnshire, releasing operational officers to focus on core tasks.

Examples of how volunteers have been deployed include:

- **Volunteering in the REVIVE scheme**, which provides support to repeat, elderly, vulnerable and intimidated victims of crime.
- **The use of bi-lingual community enquiry volunteers** – fielding questions from diverse communities across the county.
- **A campus drop-in centre** has been established at Lincoln University with 10 student PSVs
- The Special Constabulary in addition to conducting routine patrol work and responding to incidents, played a significant part in the policing response to the illegal Twyford Woods rave and public events including Remembrance Day parades and the Lincoln Christmas Market.
- Two police cadets received praise from the Force and local media for their actions in helping to save the life of a vulnerable elderly person in Louth.

The innovative use of voluntary police community support officers (vPCSO) continues with their numbers on the rise. Lincolnshire Police has achieved a significant milestone with the first vPCSO in the country being approved for independent

patrol without a mentor, and others in the force are set to follow shortly. This means Lincolnshire Police is able to reap the benefits of additional resources available now thanks to pioneering investment in a comprehensive volunteering programme.

There will be a continued focus on volunteers beyond the current V1000 Volunteer Challenge Programme and Lincolnshire Police are finalising a 'Citizens in Policing Strategy 2016 -19'.

For more information on volunteering for Lincolnshire Police please take a look at our website at:



<https://www.lincs.police.uk/about-us/join-us/volunteers/>

Or you can contact us at:

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

Policing with PRIDE – trust, confidence and satisfaction

Trust and Confidence

HMIC inspected Lincolnshire police as part of the national PEEL inspection programme. The Legitimacy report reviewed whether the force was consistently behaving in a way that is fair, reasonable, effective and lawful, and if it has the consent of the public. HMIC assessed Lincolnshire as “Good”, and its summary of the force’s report states that:

“The force works hard to fully establish an ethical culture. It supports the wellbeing of staff and ensures that complaints from the public are dealt with fairly and consistently in a way that is free from bias.

Lincolnshire Police engages and communicates well with the communities it serves. The involvement of local people in policing activities, especially as volunteers, is commendable”.

The report clearly highlights the importance that Lincolnshire officers and staff place on serving with PRIDE. (Professionalism, Respect, Integrity, Dedication and Empathy).

The Crime Survey for England and Wales, published by the Office of National Statistics, reports on the public’s confidence in their local police service. The latest percentage of people surveyed (to September 2015) who agreed or strongly agreed with the following question: ‘Taking everything into account, I have

confidence in the police in this area' is 73.6%. This is above the level of confidence recorded in 2012.

Satisfaction

A Police and Crime Plan priority is that you have police and services there when you need them. A measure of progress with this priority is a monthly telephone survey that is conducted to assess the extent to which victims of burglary, vehicle crime and violent crime are satisfied with their experience of the police.

80.6% of victims surveyed were satisfied with the service they received (rolling 12 month average for the period April 2015 – March 2016). This is slightly higher than the figure for the previous year (80.4%). The current 12 month rolling figure for the satisfaction rate of victims in relation to being 'kept informed' is 69.7% which matches last year's performance.

The current 12 month rolling figure for overall satisfaction levels in relation to Anti-social behaviour is 71.4%. The satisfaction rate for ASB 'kept informed' is 62.8%.

During 2015/16 there has been a significant investment in new services aimed specifically at the victims of crime.

Victims' services

The way in which victims and witnesses of crime are supported has been reshaped ensuring Lincolnshire complies with the Victims Code of Practice (VCoP) and their needs are met. Importantly, many victims' services are now commissioned locally

by the PCC rather than at a national level, meaning that the services can be more responsive to local need. The PCC receives an annual ring-fenced grant from the Ministry of Justice for this purpose. This new suite of victim services helps all victims of crime to cope with and recover from their experiences. In the past these services were only available to those victims of specified crime types, whereas now they are available to all victims including those who do not report their crime to the police.

In October 2015 a bespoke Lincolnshire Police Victims Unit "Victim Lincs" was established. It provides a means of referring crime victims to practical and emotional support appropriate to their needs and updates victims on the progress of a reported crime. The unit provides a central point of contact for victims, witnesses, officers and staff, outside agencies and providers of services to victims, including other police forces.

This new unit ensures that all possible opportunities are taken to offer support to victims at a time when they decide they need it. This means a victim can opt in or out of the service offered at any point they choose. Since the service commenced there have been over 16,000 victim contacts made.

The PCC has continued to make a 50% contribution to the operating costs of the Sexual Assault Referral Centre and provides funding for the Adult Independent Sexual Violence Advisors who operate across the county providing much needed support to victims of this type of serious crime. In addition the PCC operates a contract with Victim Support for an Independent Sexual Violence Advocacy Service for children and young people. This service provides outreach support to victims and their

families across the entire criminal justice process, including any court case, and beyond. Between May 2015 and March 2016 a total of 371 cases were referred to this service and, of those, 148 required intensive support as a result of their experiences.

The PCC also commissions Restorative Solutions CIC Ltd to deliver a restorative justice service. This approach allows victims and witnesses to express the impact the crime is having on them, and sees the perpetrators make reparations for their offending, rather than simply being punished. The service offers restorative interventions throughout the criminal justice process with “out of court” options for dealing with offences, and pre-and post-sentence restorative conversations and face to face conferences. Of the victims involved in this process 87% stated they believed the experience was positive for them.

In the past 12 months 1,237 community resolutions have been completed with 92.5% of victims involved in this process believing the outcome was appropriate and proportionate.

A “Restore” service is also available for first or second time perpetrators of shop theft aged between 13 and 17, where they are brought face to face with those affected by their crime including parents, store owners, staff and security staff. This service has resulted in 92% of those involved not re-offending within six months of the Restore session.

Below are some examples of victims comments recorded on the satisfaction questionnaires they are asked to complete as part of the community resolution process:

“The officer who dealt with this was very good at finding a quick and simple resolution that meant justice was fair and swift in this case. Very happy with the way this matter was resolved. Excellent work!”

“The case was dealt with in a timely manner. I was included in all decisions made. Fantastic service. I was very impressed with the result”.

“I would definitely recommend this route and would like to thank the police for all they did...very professional from start to finish...please pass on my thanks”.

In addition to community resolutions, Restorative Solutions has also facilitated restorative justice conferences at HMP Lincoln. Conferences have involved victims and offenders who have been convicted of committing offences including burglary, robbery, causing serious injury by dangerous driving and assault. Victims and offenders involved with restorative justice conferences are closely supported prior to, during and after the process by Restorative Solutions and prison staff. Following a recent conference, a victim who was violently assaulted during a robbery stated;

“If I could recommend this process to anyone I would. I got so much from meeting him (the offender) and being able to tell him face to face how it has affected me and what I’ve been through.....I felt the answers I got helped me immensely”.

Harnessing technology

Lincolnshire Police is engaged in a four year programme, partly funded by the Home Office, which will see the time officers spend on their core duties optimised by the use of mobile technology. This increased use of mobile technology will reduce the time and cost associated with officers returning to police stations to complete paperwork. Officers will also gain direct, immediate access to information and intelligence. The rolling programme of training all frontline officers and providing the new equipment will be completed in the first half of 2016.

Lincolnshire Police are also involved in a Regional Project to equip officers with Body Worn Video (BWV) Cameras. The project involves all 5 East Midlands Forces and received 50% match funding from the Home Office via the Police Innovation Fund.

The use of a BWV will enable officers to record evidence as it happens with the additional and specific benefits to officers and the public including:

1. Evidence gathered in this way is more difficult to challenge – compared to witness and victim testimony alone.
2. BWV will contribute to the subsequent identification and prosecution of offenders who are too numerous to be dealt with at the scene of an incident. (e.g. Public order).
3. The effective use of BWV should reduce the time spent on vexatious complaints made against officers. It will also provide valuable footage where complaints against officers are well founded and give opportunities for retraining/disciplinary action.

4. When used in domestic abuse situations, BWV footage will provide the Crown Prosecution Service with evidence from the scene which should assist in the making of appropriate charging decisions, particularly where the victim later retracts their evidence. This should ensure domestic abusers are dealt with at the earliest opportunity, reducing the incidence of repeat victimisation and the amount of police time spent investigating these crimes.
5. BWV will always be used by officers policing the night time economy. Video footage of a person's behaviour and conduct in circumstances where they are arrested for a public order offence has been shown to increase the number of early guilty pleas by defendants.

Lincolnshire Police is part of a regional pilot scheme to establish a video link network with the magistrates courts, to reduce the time and cost involved in officers and witnesses physically providing evidence at court. In addition the link could potentially be used for "Virtual courts" which would enable prisoners held overnight to appear for a remand hearing via a video link from the custody suite. The Force now has 4 video booths, 2 in Lincoln and 1 each in Boston and Grantham, all with the capability to provide a live video link to the court.

Additionally, in an unprecedented project Lincolnshire has led a collaboration between East Midlands Police Forces and PCCs to introduce a single ICT system – "NICHE" - to service their crime intelligence, case and custody functions. This standardises and harmonises working practices, documentation and procedures across force borders. In addition there are significant efficiency and operational effectiveness benefits through there no longer

being a need to “double- key” information between and within the previous systems and the ease with which information can now be shared across Force boundaries. One Force has already saved £1 million in annual ICT support costs by being in this collaboration.

Crime prevention

The prevention of crime and disorder is always preferable to dealing with it after it has occurred. Partnership working is a principal means by which crime prevention can be effectively tackled. As the scope of criminality changes, so the variety of different powers, resources and influence that partners can bring to bear on crime prevention activities becomes ever more important.

An extract from the current overall assessment of Lincolnshire Police by HMIC states that:

“The force has an effective approach to crime prevention, tackling anti-social behaviour and disrupting the activity of organised crime groups.”

However it is recognised that further work needs to be done to improve aspects of the Force’s prevention activities. Both the Force and PCC have continued to develop a shared approach with key partners, such as other regional forces, local authorities, housing associations, trading standards, the Youth Offending Service, restorative justice services and a wide range of voluntary groups. The Force and the PCC have strived to promote an

environment where the collective efforts of multiple agencies can be focussed to have the maximum impact on preventing crime.

Examples of crime prevention work include:

Youth Offending Service (YOS)

The PCC is a major funder of YOS which exists to prevent young people from offending. It works closely with the Force and continues to outperform comparable YOS in other areas by reducing the number of first-time entrants to the criminal justice system.

Integrated Offender Management (IOM)

This is a multi-agency approach in which Lincolnshire Police play a leading role in focussing resources specifically to target prolific offenders across a broad range of offence types including theft, burglary and those involving violence.

Schools Engagement

There is a wide variety of schools engagement initiatives including the schools engagement project, which aims to create a coordinated strategic approach to delivering preventative education to children and young people. Areas covered include substance misuse, arson, domestic abuse, anti-social behaviour, bullying, racism and hate crime.

The Safer Schools Partnership is a multi-agency team which delivers safety messages across Lincolnshire and includes talks on road, rail and internet safety. “Stay Safe Days” talks were delivered to 900 children from 32 Primary schools in 2015.

Families Working Together

This is a partnership approach involving mixed agency teams of experts which look to provide intervention to Lincolnshire's most problematic families. Recent figures released by the Department for Communities and Local Government show that as a result of this work 1,370 families have been helped with 85% being turned away from crime, anti-social behaviour and non-attendance at schools.

Substance Misuse

Novel psychoactive substances (NPS) commonly known as "legal highs," continue to play a part in the sub-culture of some young people in Lincolnshire. To combat this trend the City of Lincoln was the first place in the country to introduce a ban on taking the substances in public places. This partnership enforcement approach has prevented the wider use of NPS and the anti-social behaviour associated with it. Alcohol awareness courses have been trialled for those involved in drink related offences in a similar approach to that taken with speeding drivers. Similar successful schemes have seen a 40% reduction in reoffending rates.

Domestic abuse

This is an area of specialist preventative work including:

- The development of a multi-agency safeguarding hub (MASH) to proactively share intelligence and target offenders to reduce the incidence of domestic abuse
- The use of specialist domestic abuse officers to help protect victims from further abuse

- Promotion of the Domestic Violence Disclosure Scheme (DVDS) to enable those potentially at risk of becoming a victim of an abusive partner to be better informed and make appropriate choices.

Protecting the vulnerable

A key means of reducing or preventing further crime is for the Force to identify those victims who are vulnerable to repeat incidents. By providing advice and deploying specialised tactics a repeat offence is made more difficult or too risky for the offender. As a consequence the fear of crime is often reduced or prevented. This type of prevention work has worked well in tackling such offence types as anti-social behaviour which continues to see a reduction in Lincolnshire.

Lincolnshire's Safeguarding Boards

The PCC contributes funding to some crucial bodies in which Lincolnshire Police play a central role. The Lincolnshire Safeguarding Children Board (LSCB) is a statutory multi-agency board consisting of representatives from Lincolnshire County Council, Police, Community Rehabilitation Company (Probation), Health Service, Youth Offending Service, the voluntary sector and others. The Board's members are charged with the vital role of safeguarding and promoting the welfare of children by protecting children from maltreatment, preventing the impairment of children's health or development and ensuring that children are growing up across Lincolnshire in circumstances that match the LSCB's aims and objectives.

The Lincolnshire Safeguarding Adults Board (LSAB) is another important multi-agency board that ensures the effective co-ordination of services to safeguard and promote the welfare of adults. The Board's objective is to improve local safeguarding arrangements and ensure partnerships act to help and protect adults at risk of experiencing neglect or abuse. It coordinates the strategic development of adult safeguarding across Lincolnshire, and ensures the effectiveness of the work undertaken by partner agencies.

Emerging crime types

The continually changing face of criminality requires the PCC and Lincolnshire Police to consider how best to prioritise the use of finite resources to ensure they effectively meet the demand from these new and emerging crime types. In the last year, the Chief Constable has re-deployed officers to create the capability and the capacity to tackle growing demands such as modern day slavery, child sexual exploitation and cyber-crime. The overarching challenge is to ensure Lincolnshire Police is able to respond appropriately to the threat, harm and risk faced by Lincolnshire communities within the resources current funding arrangements provide for.

East Midlands collaboration

Collaboration between regional forces in the East Midlands is recognised nationally as one of the most operationally advanced and successful in the Country. Lincolnshire Police is very active in working with regional colleagues to ensure our

existing collaborations are achieving planned savings, increased resilience or both. Over the last year, work has progressed to develop a new four force collaboration which encompasses criminal justice arrangements.

East Midlands Criminal Justice Board (EMCJB)

On 3 November 2015 the first meeting of the East Midlands Criminal Justice Board took place. This was the first such regional collaboration in the country. This single board now replaces the individual arrangements previously operating in each police area. In addition to streamlining management and administrative processes, the ultimate aim of this collaborative effort is to enable the entire criminal justice process to be more efficient at bringing the perpetrators of crime to justice.

East Midlands Criminal Justice Service (EMCJS)

Lincolnshire is an integral part of this regional collaboration which is responsible for the management of the custody provision across the region with a north and south hub replacing the individual arrangements previously made by each of the regional forces.

As part of ongoing partnership with the private sector, Lincolnshire has extended its existing contract for the provision of custody staffing to include the requirements of Northamptonshire and Leicestershire Police, widening access to good quality, value for money services.

The Commissioner supported Lincolnshire Police in accessing over £860K funding in 2015/16 as part of the East Midlands Policing Academic Collaboration (EMPAC). This is a consortium

of seven universities, five police forces and Police and Crime Commissioners from across the East Midlands. EMPAC's aim is to implement a regional programme of policing-related research and strengthen relationships across universities and police forces in the East Midlands.

The funding was granted by the College of Policing, the Higher Education Funding Council for England (HEFCE) and the Home Office Police Knowledge Fund. The funding will help to improve understanding of crime and policing issues, develop new ways of policing and innovatively translate research findings into practice.

EMOpSS

EMOpSS is the collaboration of Specialist Operations across four East Midlands forces (Lincolnshire, Leicestershire, Nottinghamshire and Northamptonshire). This is the biggest collaboration of operational resources in England and Wales. It includes Roads Policing, Armed Policing, Police Dogs, Serious

Collision Investigation, Specialist Search and Command. The focus of this work continues to be on increasing resilience of these specialist policing services to ensure the right skills are available when needed across the region. EMOpSS is linked to the well established EMSOU (East Midlands Special Operations Unit) five-force collaboration providing support when tackling Organised Crime Groups.

Tri-service collaboration

Lincolnshire Police and the other emergency services in the County already work closely together to ensure they meet the needs of Lincolnshire's communities in the most efficient and effective way. But a new project, due to be part funded by a grant from the Home Office Police Innovation Fund of £7.5 million, is now being developed to look at how the police, fire and ambulance services can share buildings and infrastructure to both deliver efficiencies and better services.

How the PCC carries out his role

Listening to you

Listening to what the people of Lincolnshire want from their police and criminal justice services more widely is a key part of the role of Police and Crime Commissioner. Please continue to get in

touch if you would like to raise a concern or indeed provide praise for the service you have received.

In late 2015 a budget consultation exercise took place. More responses were received this year than in any previous year. These came from multiple sources including on-line, social media and conventional postal submissions. The views expressed were

analysed to help ensure priorities in the Police and Crime Plan remained relevant to the people of Lincolnshire.

The PCC website, along with other digital and social media, continues to provide a popular route for engagement. On average the PCC website has received over 1,400 visitors a month over the last year with over 43,000 pages viewed and well over 2,000 people following the PCC on Twitter. Traditional mail still accounts for a substantial part of overall communications with over 700 items being received in the last twelve months. In addition the OPCC receives a significant number of phone calls and emails on a daily basis.

During 2015 there were 8 major roadshow events each attended by hundreds of people across the county with the PCC and Lincolnshire Police officers attending each one.

HMIC during its PEEL Legitimacy inspection looked at how well Lincolnshire Police understands and engages with all the people it serves. Giving an overall grading of “Good,” the resulting HMIC report states:

“The force understands and engages with all the people it serves, we found that a range of methods are being used to support effective engagement. There is clearly a good understanding of local communities ...” and the report continued;

“The people of Lincolnshire can be confident that the force listens to its communities, responds to them and provides effective means by which priorities and concerns can be raised.”

Oversight and accountability

Good governance is vital in improving policing services and ensuring decisions are made in a fair, equitable and open way. It also requires standards of behaviour that support good decision making. It is fundamental to making sure public money is visibly well spent.

Systems are in place to ensure that the Chief Constable is held to account for the effective and efficient delivery of police services in the county. The following key aspects are monitored:

- performance, (levels of crime, anti-social behavior incidents, solving crimes, confidence in the police),
- resources (how money is spent and finances, workforce and human resources, IT)
- Professional standards (complaints and conduct issues).

This is supplemented by specific briefings in other areas of Lincolnshire Police business.

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

The Joint Independent Audit Committee is in place to:

- provide independent assurance to the Chief Constable and PCC regarding the adequacy of the risk management framework and the associated control environment

- provide independent scrutiny of the Force's and PCC's financial performance
- oversee financial reporting processes

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

Openness and transparency

On the PCC's website information can be found about what money is spent, how it is spent and the PCC's personal expenses, gifts/hospitality and salaries of senior staff.

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

Expenses, gifts and hospitality for the Chief Officers of Lincolnshire Police are available on the Lincolnshire police website.

<https://www.lincs.police.uk/resource-library/lists-and-registers/gifts-and-hospitality/>

Financial performance

Police and Crime Commissioners must set a balanced budget every year and a medium term financial strategy is put in place to help plan for future years.

The Financial Statements show the financial affairs over the last year. The Accounts are issued in draft form in June each year, and only finalised once they have been audited and approved in September. The summary of the accounts is an easier read than the full financial statements. This gives the highlight financial messages, an overview of where the money comes from, where it is spent and what is done with the money. The Financial Statements are available at:

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

Independent Custody Visitors

The PCC has a statutory duty to put in place an effective Independent Custody Visitors' (ICV) Scheme for the county. ICVs are volunteers drawn from the local community who make unannounced visits to places of detention to check on the welfare of detainees and the conditions under which they are detained. The purpose of their role is to act as an independent monitor of police custody areas and to comment on whether PACE (Police and Criminal Evidence Act) guidelines are being met.

Scrutiny and challenge takes place at a number of levels:

- with Custodians at the time custody visits are undertaken so that any immediate issues can be addressed
- at meetings of the four local ICV Panels – based in the West, East, South East and South West of the County – with Custody Inspectors and Senior Custody Detention Officers
- at meetings with senior officers of the Force and during quarterly briefings with the Scheme Manager to allow for

consideration of any strategic issues and recurring themes emerging from custody visits and ensure that the voice of ICVs is being heard.

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

HMIC inspections

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing in the public interest.

PEEL is the annual inspection programme that HMIC uses to gather evidence from all 43 forces in England and Wales. The evidence is used to assess the effectiveness, efficiency and legitimacy of the police. This allows the public to be able to judge the performance of both their force and the police service as a whole, through the publication of their findings.

- The **effectiveness** of a force is assessed in relation to how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service.
- Its **efficiency** is assessed in relation to how it provides value for money.
- Its **legitimacy** is assessed in relation to whether the force operates fairly, ethically and within the law.

For the period 2015/16:

- A total of 190 custody visits were undertaken across the county.
- Of the 480 people detained in police custody at the time of the visits who were available to be seen, 454 (95%) consented to meet with the Independent Custody visitors.

The evidence from inspections, together with knowledge of the context within which each force operates, allows HMIC to make an annual assessment, and grade each force against the three key elements of the PEEL inspection framework.

In 2015/16 HMIC graded Lincolnshire Police as follows:

Effectiveness Grade – “Requires improvement”

In its summary of this grading HMIC commented:

“The force works well with others and has an effective approach to crime prevention and tackling anti-social behaviour. The force can fulfil its national policing responsibilities and works with other regional forces to disrupt the activity of organised crime groups.”

There are areas identified in the report that need to be improved and the PCC has been advised that improvement plans are in place, notably the way in which the force approaches reducing re-

offending, and the quality of investigations. HMIC noted the work already under way commenting:

“The way the force is investigating crime is changing. It has improved the time taken to allocate crimes for investigation and it has plans in place to improve the quality of investigations.”

Efficiency Grade – “Requires improvement”

HMIC made the following comment in its Efficiency report;

“The force has robust financial management, accurate budgeting and a record of achieving planned savings. The savings requirement for the spending review period has been met. The force balanced the budget for 2014/15 achieving the £2.5m savings requirement. There is also a balanced budget planned for 2015/16 ...”

Over recent years proactive efficiency initiatives have seen the force enter into outsourcing arrangements, strategic partnerships with the private sector, and extensive collaborative working. In addition it has carried out in-depth analysis to gain better understanding of the precise demands placed on it and the cost of the service it provides.

However HMIC chose to reflect the uncertainty about future funding in its overall grading.

Legitimacy Grade – “Good”

In summing up the findings of the Legitimacy inspection HMIC commented:

“The force works hard to fully establish an ethical culture. It supports the wellbeing of staff and ensures that complaints from the public are dealt with fairly and consistently in a way that is free from bias.”

The report continues:

“The involvement of local people in policing activities, especially as volunteers, is commendable. Training on the National Decision Model (the framework by which all policing decisions should be made, examined and challenged) ensures that officers and staff are knowledgeable and have the skills required to treat members of the public fairly and with respect.”

The use of ‘Stop and Search’ was examined as part of this inspection and the Force was found to be deficient in the way it records information from these stop and search incidents and the knowledge of officers using the power. The use of mobile technology and body worn video cameras both of which are currently being implemented across the force will resolve many of the areas where improvement is required. These along with a monitored action plan should see the force re-admitted to the “Best use of Stop and Search” Scheme following a planned re-inspection by HMIC in 2016.

As part of the PEEL programme HMIC also assessed the leadership of the force although this element was not graded a narrative judgement was provided, which noted:

“Lincolnshire Police’s chief officer team communicates a clear sense of the organisation’s core purpose, as set out clearly on the force’s website through the ‘policing with pride’ slogan. Workforce understanding of the future direction is less apparent and some police staff and officers reported being anxious about the future beyond 2017 due to financial uncertainty over police funding.”

Other inspections

HMIC conduct other inspections outside of the PEEL programme and these are considered in the overall annual assessment of each force.

Joint Custody Inspection

In conjunction with Her Majesty’s Inspectorate of Prisons (HMIP) HMIC conducted a major joint inspection of Lincolnshire Police custody facilities and practices. This is part of a rolling programme of inspections involving all forces in England and Wales. Lincolnshire had previously been inspected in 2011.

The PCC was disappointed by the findings of the joint inspection report and immediately required the Force to lay out how they intend to address the deficiencies identified. Plans are in place to closely monitor progress of the ongoing remedial action plan.

Other HMIC inspections during 2015/16 included:

- *A Tri-service review of the Joint Emergency Services Interoperability Protocol (JESIP) – examining the level of capability in interoperability between the Fire & rescue, Ambulance and Police services.*
- *Witness for the prosecution: identifying victim and witness vulnerability in criminal case files – an examination of the ability of police officers to identify accurately the vulnerability of victims and witnesses in the case papers they submit to the CPS.*
- *The depths of dishonour: Hidden voices and shameful crimes – a national overview of forces’ preparedness to deal with honour-based violence, forced marriage and female genital mutilation.*
- *Targeting the risk - a national overview of the efficiency and effectiveness of firearms licensing in police forces.*

The overall annual PEEL assessment and individual inspection reports for Lincolnshire can be found at:

www.justiceinspectorates.gov.uk/hmic

The PCC is required to respond to HMIC reports about Lincolnshire Police. The responses can be found here:

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

How to contact the Police and Crime Commissioner

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