

Minutes of a Meeting of the Lincolnshire Police and Crime Panel held in the Council Chamber, Tedder Hall, Manby Park, Louth on Friday, 26th November, 2021 at 11.00 am.

PRESENT

Chris Cook (Independent Co-optee) (Chairman)
Councillor Ray Wootten (Lincolnshire County Council) (Vice-Chairman)

Councillors Richard Butroid (Lincolnshire County Council), Philip Dilks (Lincolnshire County Council), Nigel Pepper (South Holland District Council), Sarah Trotter (South Kesteven District Council), Susan Waring (North Kesteven District Council) and Anne Welburn (West Lindsey District Council).

Independent Co-opted Members: George Krawiec.

OFFICERS IN ATTENDANCE:

Michelle Sacks	- Deputy Chief Executive, Growth
John Medler	- Democratic Services Manager and Deputy Monitoring Officer
Kathryn Walton	- Democratic Services and Police and Crime Panel Officer
Elaine Speed	- Democratic Services Officer

30. WELCOME AND INTRODUCTIONS:

The Chairman welcomed everyone to the meeting including the Lincolnshire Police and Crime Commissioner for Lincolnshire and representatives from his Office.

31. APOLOGIES FOR ABSENCE:

It was noted that apologies for absence had been received from Councillors Graham Marsh, Chris Burke and Paul Skinner.

32. DISCLOSURE OF INTERESTS (IF ANY):

At this point in the meeting, Members were invited to disclose any relevant interests. No interests were disclosed.

33. MINUTES:

The Minutes of the meeting held on 10th September 2021 were confirmed and signed as a correct record.

34. ACTIONS:

The Democratic Services and Police and Crime Panel Officer confirmed that all Actions arising from the meeting held on 10th September 2021 were completed.

35. COMMUNICATIONS FROM THE CHAIRMAN:

The Chairman informed Members that as part of the Home Office's review into the role and responsibilities of the Police and Crime Commissioners, he had taken part in a focus group.

The focus group included Chairs from both major urban and rural areas and included PCP Chairs whose role also included those PCC's with responsibility for the fire service in their areas. A wide range of opinions was therefore considered and discussed by the focus group.

36. QUESTIONS FROM THE PUBLIC:

The Panel noted that no questions from the public had been received.

37. THE IMPACT OF THE PCC IN PREVENTING AND REDUCING DOMESTIC ABUSE IN LINCOLNSHIRE:

The Chairman introduced the item, thanking the PCC and his team for the work they had completed on the briefing document and invited the Commissioner to present his report.

The Commissioner also thanked his team for their hard work in pulling the item together, and thanked the Panel for raising the issue as the Commissioner considered it to be one of the most important challenges, dealing with both societal as well as policing issues.

The Commissioner invited questions from the Panel, but advised that he could not provide data which was not "owned" by the PCC.

The Chairman acknowledged that point and began the questions.

A copy of the questions and answered is attached at **Appendix A** to these minutes.

Following the questions, the Chairman acknowledged the work undertaken by the Commissioner and his Partnership Delivery Manager, noting they were heavily involved in the domestic abuse strategic work in the County and thanked them for their work.

He went on to note the existence of the new Strategic Board for which the County Council had responsibility that the Commissioner was linked into and considered it to be a further example of successful partnership working.

38. DELIVERY OF THE POLICE AND CRIME PLAN:

The Chairman introduced the item and invited the Commissioner to address the committee.

The Commissioner highlighted that this would most likely be the last delivery update on the current Police and Crime Plan as a new Plan had been developed and would be considered by the Panel under item 10 on the agenda. Reference was made to the work undertaken by the PCC's Team and support given by partners within the various Partnerships that had delivered the Plan in its entirety. The Panel were further advised that the Commissioner was reassured that the feedback from partners and the public supported an evolution rather than revolution of the Police and Crime Plan.

It was confirmed that the information requested regarding PSCOs had been included in the current report and questions were invited from the panel members.

A copy of the questions and answers is attached at **Appendix B** to these minutes.

39. THE DRAFT POLICE AND CRIME PLAN 2021 - 2025:

The Commissioner thanked the Panel for the opportunity to discuss his draft Police and Crime Plan for 2021 to 2025, noting that he saw the plan as an "evolution" rather than a "revolution". It was highlighted that a lot of thought had been put into the style and tone of the previous Plan five years ago, and it had felt right to re-assess what had been accomplished but also to consult with the people with a view to updating the Plan rather than re-starting again.

The Commissioner noted that whilst by law the plan was a "Police and Crime Plan" he called it a "Community Safety and Policing and Criminal Justice Plan" and had attempted to set a tone for the future, bearing in mind the various conversations being undertaken elsewhere, such as the PCC review part two and the PCC's work within the Criminal Justice System.

The Commissioner went on to mention the national review of the National Police requirement and that he awaited the details of the budget to be handed down by the Home Office, warning that some numbers could only be completed once the budget details had been received.

Members noted the need to ensure that the plan had "longevity" by ensuring that the correct data and information was inserted, informing the Panel that a three year settlement was expected which would provide clarity and certainty for the Plan.

The Chairman thanked the Commissioner, informing him that the Panel had a number of questions for him regarding the plan.

A copy of the questions and answered is attached at **Appendix C** to these minutes.

Following the discussion the Chairman referred Panel Members to the attached report and the recommendation that the Democratic Services Manager, in consultation with the Chairman of the Panel, submits a report setting out the Panel's comments on the draft Police and Crime Plan to the Commissioner. The recommendation was proposed, seconded and upon voting it was

RESOLVED

That the Democratic Services Manager, in consultation with the Chairman of the Panel, submits a report setting out the Panel's comments on the draft Police and Crime Plan to the Commissioner.

40. COMPLAINTS POSITION STATEMENT:

The Chairman thanked the PCC's Chief Executive Officer for his Complaints Statement and acknowledged the three complaints therein. Members noted that the details had been reviewed and the Panel was satisfied that the complaints were being dealt with appropriately.

(NOTE: Marc Jones, Julie Flint, Malcolm Burch and Joanne Davison left the meeting at this point).

41. NATIONAL ASSOCIATION OF POLICE, FIRE AND CRIME PANELS:

Councillor Waring provided the Panel with a verbal update on the National Association of Police, Fire and Crime Panels (NAPFCP).

The Panel was advised that the NAPFCP had not met since the May election. The AGM was usually held at the National Conference at Warwick University in November, however this year it had been held remotely. A number of Panel Members had attended the National Conference and received some very valuable advice. Councillor Waring asked how this information would be fed back and discussed with Panel Members.

The Chairman considered that it would be useful for this matter to be discussed outside of this meeting.

The Democratic Services Manager further advised that there was provision under the Panel's Work Programme for any Panel Member to make a verbal update at a Panel meeting or outside of the meeting.

Councillor Waring made reference to a number of key highlights from the NAPFCP meeting.

- It was considered that the NAPFCP was now being taken more seriously and referred to by other organisations. The NAPFCP had also been asked to respond to the College of Policing Review.

Concerns were raised around the tight timescales for responses, and this was now being taken into consideration.

- Following the May elections, a survey of all panels was undertaken which had produced a 58% response rate. It was noted that the results of the survey would be circulated within the next few weeks. Councillor Waring considered this would be very informative in terms of the different ways in which Police and Crime Panels were responding to their roles and responsibilities.
- It was further noted that many panels were now being asked for their involvement in the planning stages of the budget, and this was something for the Panel to consider.

The Chairman wished to thank those Members that had attended the National Conference.

There were no further questions from the Panel.

42. WORK PROGRAMME:

The Democratic Services Manager referred Panel Members to the Work Programme for the current municipal year. He confirmed that an additional Panel Meeting on 17 December 2021 had now been confirmed for a Deputy Police and Crime Commissioner Confirmation Hearing.

It was noted that since the previous Panel meeting good progress had been made with the training programme with briefing sessions held with the Chief Constable on the Force's Strategy Plan and policing in the digital age. A budget briefing was also scheduled for 13 January 2022.

Members felt the recent sessions were valuable and expressed their thanks to the Chief Constable and his Team for delivering them. It was acknowledged that whilst the Panel's role is not to hold the Police to account the sessions were helpful and aided the Panel's knowledge and understanding of key strategic policing matters. It was suggested that further sessions from Lincolnshire Police could be valuable to the work of the Panel and that outside of the meeting topics be identified by Panel Members for consideration in the Panel's training programme in 2022.

43. DATE OF NEXT MEETING:

It was noted that a date for the proposed Confirmation Hearing for a new Deputy Police and Crime Commissioner had been agreed and was programmed in for 17th December 2021.

Additionally, the date of the next regular programmed meeting was 4th February 2022.

The Meeting closed at 12.40 pm.

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Appendix A

**LINCOLNSHIRE POLICE AND CRIME PANEL
26 November 2021**

**ITEM 8 – The Impact of the PCC in preventing and Reducing
Domestic Abuse in Lincolnshire:**

**Q1. Within your report you talk about the proposal for a
Domestic Abuse Court in Lincoln – could update the Panel on
the timeline for this initiative?**

The Police and Crime Commissioner's (PCC) response – Thank you for the question. I will throw this over to my Partnerships Delivery Manager if I may?

The PCC's Partnerships Delivery Manager's response – Thank you for the question. The expression of interest has been submitted. We anticipate hearing around December time about the outcome of that with the intention that the work would commence early next year, perhaps March or April.

Q1. Supplementary Response – Thank you for that. We as a panel wish you every success with that, we think it's a really good asset for Lincolnshire, a specific Domestic Abuse Court, and so thank you very much.

Q2. Can I thank the Commissioner for his kind words at the last meeting which I was listening to online. I hurt by back falling off a ladder – it's much better now but thank you very much indeed.

Are the statistics requested in the scoping document available? We don't expect you to know this data at this meeting, but the Panel would appreciate an overview of the statistics as requested in our scoping document.

The Police and Crime Commissioner's (PCC) response – Thank you for your question. There is some data which is the headline number around reported crimes that are recorded by the police for example, which is only a very small element of that wider picture, a lot of this is discussed at the partnership board and isn't owned by me as a data set, therefore it's slightly outside of my scope to share that data because I don't own it – if it's something that you specifically wanted the data set, that is something I could request to see whether it would be possible to share it because like I say, it's not an issue for me, it's just not mine to share. But to give you the

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headline figure, there is generally around 16,000 reported incidents of domestic abuse recorded by the police on an annual basis but as you will appreciate, and understand from your own personal experiences having been in the police, often the way that those are recorded aren't necessarily indicative of them being individual acts at the point of an incident report. So somebody may indeed contact the police, they will have experienced a level of domestic abuse over many months or years potentially before they get to the point of contacting the police.

Therefore they may disclose a significant amount of information at that point and the police will then have a duty to ensure it is fully reported accurately. So it could be you can attend a single incident and record many, many crimes at that time – so it isn't necessarily indicative of how many people are actually involved in the counting of domestic abuse incidents.

We also know that there is significant under reporting nationally in this area, so one of the things we work really hard at is to encourage people to report. Therefore it's one of those areas which we have this constant tussle with ourselves to say that actually, obviously we want to see the number of domestic abuse incidents go down, but actually we want to see reporting go up.

So is it a good thing when we see the numbers rise because is that more confidence that the public have in the system or does it mean there is more domestic abuse? I think these kind of things are always going to be a challenge, but certainly, I'm looking at my Partnerships Manager for that to say – am I right in saying that we could request that?

The PCC's Partnerships Delivery Manager's response – There's probably two big pieces of work the group might be interested in, one is the Commissioner and I both sit on the Domestic Abuse Strategic Board which is run by Lincolnshire County Council. They commissioned an external piece of work around domestic abuse needs assessment which was very comprehensive and is informing the domestic abuse strategy for the County which has just been finalised – so we can seek permission to share that with you.

The other piece of work which was undertaken by the Safer Lincolnshire Partnership in determining their priorities and that involved a significant needs assessment which has domestic abuse as an element of it and that was the tri-board assessment with the Safeguarding Children's Partnership and the Safeguarding Adult's

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Board. So through my partnership board I will seek consent to share them with the Panel.

Q2. Supplementary Response – Thank you, that’s very kind, I’m assuming Members will be very grateful for receiving that, if the Partnerships agree to it of course.

Q2. Supplementary Response – I think that would be very interesting for the Panel, Commissioner. A question which was asked of me yesterday at the meeting of the Lincolnshire County Council, was about the male victims of domestic abuse. In my force, 6% of those victims were men, so it would be interesting to see what figures you have, if you have any relating to men being abused by women.

The Police and Crime Commissioner’s (PCC) response – I just wanted to come back to say I totally agree. One of the themes in the new Police and Crime Plan is to tackle violence against all genders and its specifically worded that way for that reason – because what we know with domestic abuse is it can be perpetuated by anybody of any sex or gender and as you pointed out, it may be a female perpetrator to a male victim and equally be a male perpetrator to a male victim. It can be any number of combinations so it is important that we support all victims to come forward and report and equally, they all receive appropriate care and support when they do, so I support that.

Q3. (4.5) How is the Commissioner holding the Chief Constable to account for the performance of Operation Encompass? Can I say that it’s really good to see the Commissioner has taken the initiative in this whole subject.

The Police and Crime Commissioner’s (PCC) response – Thank you for the question and you’re right as that particular element is really, really important. For those who aren’t necessarily in this room and are not as aware, encompass is the operation where it links the reporting of domestic abuse and where police will attend an incident to make sure that the following day that the school, if children have been witness to that, will automatically be aware that the child has witnessed something, so they are there to support and guide and help that child to make sure that there is care in place for the whole family, not just for the perpetrator and the direct victim.

There is a partnership board, an internal board that manages this which my Partnerships Delivery Manager sits on, so that is a direct element that leads directly to this element but obviously there is the

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wider piece which is around public assurance meetings where we hold the Chief Constable to account as well as the many more informal channels where we have those connections.

Q4. (4.8) Can the Commissioner give the Panel more details regarding the DA Matters training programme for 2022?

The Police and Crime Commissioner's (PCC) response – Thank you for the question. It might be wise for me to put this over to Jo again, for a clearer answer.

The PCC's Partnerships Delivery Manager's response – This is one we'll have to provide an answer in writing unfortunately. It is training which has been brought in by the force for operational frontline officers and I believe its around ensuring that they are aware of all the issues and how to respond and react and all the elements to consider when first reporting a victim of domestic abuse, but we'll get you the actual details and respond in writing if that's OK?

Q4. Supplementary Response – Thank you very much.

Q5. (7.1) Under future plans, you mention “providing diversionary opportunities for domestic abuse perpetrators by working with partners to commission evidence-based, meaningful interventions which reduce offending behaviour.” Could you tell us a little more about what you envision those diversionary opportunities to be and how you would expect them to work?

The Police and Crime Commissioner's (PCC) response – Thank you for the question. This is again where Lincolnshire works very well as a partnership and certain elements around this are commissioned by the Lincolnshire County Council rather than through myself, but what we have at the moment is a programme which works with perpetrators, but it's fair to say there are gaps between all elements. So what we need to do is find appropriate solutions that operate at an earlier stage so where people are coming forward and you know they are concerned about their own behaviour for example or if we've got people that are reporting domestic abuse that isn't necessarily at – I mean its difficult to describe this, but where it's not necessarily meaning that they are currently using the statutory services to intervene, we want to be able to offer help and support and guidance to be able to work with

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people to prevent the worst excesses becoming the norm in that relationship.

So at the moment there are discussions going on between partners, key of which is the Lincolnshire County Council, but, what I would say at this point is, it's where I would defer to the experts in the field to say "well, actually what is best practice around the country; what's actually working and what have we got evidence base around" and then "what would a Lincolnshire solution look like, given that we've obviously got to be able to pay for it, but also will it actually work in the kind of environment we find ourselves to have" because often a lot of diversionary work works well in a urban setting, but is often quite difficult to translate to a rural location.

So its not something I would give you a definitive on because I'm not an expert on that, I'd make sure we took views from experts, we'd use an evidence base and then I'd work with the Lincolnshire County Council to help commission appropriate services which would then be evaluated, so at his stage, that's where we're at, is still at that bringing it together to look at, but I envisage really working at that slightly earlier stage to try to prevent a lot of domestic abuse from escalating and becoming to the point where they need police intervention.

Q5. Supplementary Response – Thank you Commissioner, it's a very important plan and I do look forward to how it progresses.

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Appendix B**LINCOLNSHIRE POLICE AND CRIME PANEL
10 September 2021****ITEM 9 – Delivery of the Police and Crime Plan**

Q1. Could you please tell me what the retention rate for the regular officers are and also the extra number of specials that may have been recruited through the council tax discount scheme which was approved recently?

Police and Crime Commissioner's (PCC) Response – Thank you. I don't have to hand specific data on retention rates but obviously it's available and in fact it was one of the questions put to the Chief Constable yesterday in the public accountability meeting which I was saying that in the way we review staffing and police officer numbers as part of that wider meeting, there was a new element I wanted to introduce which was looking also at years served because I think it's really important that we are getting younger, and when I say younger I mean in service, people in the force and I think its really important to monitor the experience as well as that transition happens, so it is a constant topic of conversation which I can obviously provide further data on, but I don't have the specific data to hand.

Regarding the other matter, the constant battle we've had regarding recruitment is one of limitation around trainers to do the training and COVID hasn't helped that in any way because obviously we have now got to have more classrooms for the same amount of people and one of the things we did was to invest in a bespoke training facility in Skegness which has enabled us to continue to recruit as planned, because to have a cohort of 30 being training in the west, in Lincoln or Nettleham and then 30 on the east has meant that we can continue to get the 60 we were planning to recruit.

What it does mean is that we are still at training capacity for regulars, therefore fitting in training schedules for Specials is exceptionally hard so the force are working through how they're going to achieve that, but that's why you end up with this ebb and flow, because often we find special constables become regular constables when the opportunity allows or indeed PSCOs or call

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centre call handling staff or any number of people internally and what that does is it means that the number of specials goes down, but we haven't had the opportunity to replace them because of the training schedule.

So that's one of the things that the force is tasked with trying to remedy but it can't come at the expense of not recruiting regulars and so that's been the challenge, particularly given the COVID situation. So there will be no uptick in Specials recruitment because they've not been actively running recruitment. I think it's early in the New Year the next recruitment of Specials that they plan to actually put through training, but it's been a while because we've been concentrating on the regular numbers which clearly is a stated aim and priority.

Q1. (a) Supplementary question – I'm pleased to hear your response, but lower down the scale, and I don't mean in a derogative way, do you support the use of police cadets because they are a valuable entry point to the police themselves? In particular, it was brought to my attention that there is no group in Stamford so would you look into that and see if you can help in any way please.

The Police and Crime Commissioner's (PCC) response – I very much support police cadets as its part of my Police and Crime Plan to support mini police which are the 8-11 year olds in schools, in about 120 schools and about 1,000 children are involved in the mini police programme which is great. We have anywhere between about 110 and 120 police cadets around the County at any one time, and I would love to see that significantly increase. The restriction on that is purely that you have to have people to run and manage those groups and historically what they've done is run with volunteers so people would volunteer their time.

So if you're a serving officer, you don't get time off in lieu, you give up your time to do it and there has also been a bit of a bottleneck in the central administration area for citizens in policing as it's globally known, there just hasn't been a great capacity. Now they have actually increased capacity as they've brought in a new person to work in there which I supported which will give them a greater capacity to enable more support for specials as we increase that. Generally volunteers across policing, of which if you add all of them together it hovers at between around 450 and 500 people at any

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given time and then obviously the expansion of cadets, the maintaining of mini police, there's a whole load of work there, so we've invested in the running of that to make it sustainable and able to expand, but it's just literally about the operational side now.

Certainly, regarding whether or not the police have one at Stamford or Gainsborough or Mablethorpe, I would love to see them across the County in every area, it's only a case of you know, that the organisation piece has to happen on the force side.

Q1. (b) Supplementary Question – Thank you Commissioner. For the figures about PCSOs. Unfortunately, it indicates when you look at North & South Kesteven that PCSO numbers in that area are decreasing at a greater rate than in other areas. North Kesteven is a large area with a large population, we just hope that these numbers will not decrease any further and we hope they will go up – but can you give us any reassurance that the numbers that we've got here will stay please?

The Police and Crime Commissioner's (PCC) response – the deployment of PCSOs is a matter directly for the Chief Constable based on what he sees as the operational need, so I don't direct that in any way, shape or form.

One of the things that has determined where PCSO numbers have fallen is where they've chosen to join the police, largely, so if you get a higher percentage of your local PCSOs wanting to join the regulars and are successful, then that is where you've seen that differential change. So it's purely around that rather than the Chief has actively been moving them from one area to another.

So it's not that there is some programme of trying to reduce Kesteven's numbers over somewhere else. It's purely down to the fact that often when PCSOs, because they are staff they have employee T&Cs so where police officers can be deployed anywhere at a moment's notice by the Chief Constable, PCSOs are generally geographically-based, based on their contract of employment. So it could well be that actually to level this out would be very difficult because the Chief hasn't got the ability to send somebody from another location against their wishes if you see what I mean. So I know that they are looking to do a recruitment of PCSOs but it's the same problem, you can't just recruit one or two, you have to run a training programme. So if the PCSO numbers drop by two or three or four, what number do you allow them to drop to before you run a training programme?

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And that's the challenge. So often you will have this boom and bust a little bit where a few numbers drop where they join the regulars, it will get to a point where they then run a training programme, then we'll see 10 or 15 or so join at once and that is effectively the cycle that we're going through but at the moment the Chief Constable has assured me he's committed to a mixed economy of having PCSO's, Special Constables, regular Police Officers and indeed some volunteer PCSOs that we have as well.

So that model hasn't changed, he's not given me a new vision where he's suggesting something else, so I can give you the assurance that is certainly the operating model the Chief Constable has committed to at this point.

Q1. (c) Supplementary Question – I understand that after our Chief Constable's briefing this week that Lincolnshire is being brought into line with the majority of the rest of the country in changing the joining process to going through the university path. I would like to know how this will affect Lincolnshire Police and particularly the recruitment process and your thoughts on this matter.

The Police and Crime Commissioner's (PCC) response – Thank you for the question. I mean, it's no secret that I don't agree that this is the right thing to do. I absolutely support degree entry into policing and I think this is absolutely fine. I just don't believe you should rule out people who haven't got or don't wish to obtain a degree. I think that's wrong. However, I am swimming against the tide in that respect. It's going to happen. I work closely with the Chief Executive of the College of Policing in my National Role and I've made clear to him my concerns that actually there are still issues of equality, diversity and inclusion which I believe the degree entry route work against and we need to find solutions to that.

So, for example, if English is your 6th or 7th language, which we have some people for whom that is the case, if you tell them that not only will you have to learn all the various elements to go through the training as it is now and learn to write reports in English in a particular way because the language is peculiar to policing, on top of that you need to be able to do it to a degree standard over three years to get a degree – otherwise you won't be signed on as an officer – I don't believe that encourages them to join.

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So we've got some work to do, to make this not have a detrimental impact on making sure that the police in Lincolnshire are reflective of the community they serve and there's a piece of work going on that I support and the Chief is putting in place which is to invest over the next three years in making sure that we get it right – not just the recruitment, to make sure it's representative, but the support for officers and staff that have joined to make sure that their needs are recognised and supported so that we end up retraining those people for the long term which is really important, because recruiting people is relatively straight-forward – keeping them and giving them the best of opportunities and equally giving them those opportunities so that regardless of your background, whether it's your colour, your gender, whether it's what country you were born in, you need to have the same support through every element of the rank structure, different department opportunities etc., so we're working really hard to do that and there is investment in place to do it.

I'm taking it up at the national level to try and make sure the system works as well as it possibly can through the guidance from the College of Policing.

I don't think it will stop us recruiting, I don't think that will be an issue. We're not suddenly going to run out of people wanting to join Lincolnshire Police. I just want to make sure that it's representative of the community it serves and I still maintain there are people who may be in their 20s, 30s or even 40s, who have got a whole wealth of experience and knowledge behind them that doesn't include a degree and they would be a huge value to our community of policing – will they want to go through getting a degree route? Time will tell, but I remain sceptical – but I will do everything possible to work with the Chief to make it work.

Q1. Supplementary response – Thank you Commissioner – just coming back briefly, I understand there is a real shortage in experience and skills in CID, cybercrime and the financial investigation teams and while we welcome new recruits and new police coming in as probationers, there is a real shortfall of experience in this area. So I thank you for pursuing this and feel quite strongly about it.

The Police and Crime Commissioner's (PCC) Response – If I may come back Mr. Chairman. You are absolutely right and there is a national shortage of people wishing to become detectives and accredited detectives generally. The NCA is feeling the exact same problem as policing and my personal view, this came about when

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the T&Cs were changed which in effect brought the pay down for those particular areas of responsibility and I think that had a negative impact on those career choices. There is no plan to change that, but I think that was a big cause of the problem and we need to work – one of the things we have done is a direct entry plan for detectives and what's been really interesting with that is its attracted a different cohort of people and so it is over 50% female cohort that have been recruited through that which we generally would not get as a higher percentage for regular police officers joining the traditional ranks.

There has been a significant change in other diversity elements as well – people come in with different knowledge and experience and backgrounds, so I don't think that is a bad thing to bring people in specifically to look at those roles.

Regionally, through our organised crime unit and as well as locally and nationally, there are huge challenges in training certain quality elements and whether that is people like data analysts, data scientists, people to work in the areas of cybercrime and economic crime, the problem is once we've given them the knowledge and training they are exceedingly valuable to the private sector so they don't stay.

It is literally – you know your average investment bank in London can afford to go "We'll have that one and we'll pay 3 times as much as you can on day one." So there are some challenges we have in retaining those people, but there's a number of things we're trying to do to work with universities to actually sort of "grow our own" if you like, so we could at least try and have them for a number of years before we will inevitably lose them to the private sector. But it is a challenge and obviously most crime now will have a cyber element so whether it's cyber enabled, so its traditional crime that you have a cyber element to or whether it is actually cybercrime, whether its fraud scams, any number of things – hate crime, the online world is a significant part of it and there is a different skill set needed, but, I would have to say, it's on top of all the traditional skills – it's not instead of and that's the challenge – how you police a modern society where the public wants to see you walking the street, but you know full well that keeping an 11 year old child safe on line while they're in their bedroom is actually as big a problem if not a greater problem – that is the difficulty in trying to do both.

Q2. (4.1.3) With regard to Criminal Justice, is it possible to have more details on the current position of the backlog and timescales?

The Police and Crime Commissioner's (PCC) Response – This data is owned by the courts which is another challenge we have that they will share with us some limited data but do not permit the sharing of that data and its one of those problems we're taking up nationally. To say "well, actually, we're all public bodies, we're all working, spending public money to delivery public good – it would probably help if we were able to tell the public a little bit more about what the challenges were so we could help find solutions," but it is one of the challenges we have is that the amount of data we're provided and in what format it comes because it won't always be broken down to a meaningful area for us, so it might be regionalised but even then the court's regions aren't the same as our policing regions. So we're trying really hard at the national level to break through that and one of the things which is really heartening is the fact that Kit Malthouse who is the Minister for Policing is also a Justice Minister and he is working really hard to try and support this problem getting resolved. But at the moment, it's not my data to share, so I can't give you the answer you require.

Q3. (6.1.6) Before I ask my question I just wanted to say thank you for the information you provided for the numbers of PCSOs and Specials that my colleague pointed out earlier demonstrates clearly a significant fall in numbers of both PSCOs and Specials. That reduction is being felt in my area, in South of the County in the South of South Kesteven and in the Deepings area and this is noticed with regret and was actually even raised last evening again at the local Parish Council meeting by members of the public.

My question though relates to the pilot fraud engagement event held in Hogsthorpe on 2nd November, I note that you are looking to identify other opportunities to conduct similar events. Have you had any early thoughts about what these might look like?

The Police and Crime Commissioner's (PCC) Response – Thank you for your question. Just to be clear on the PSCOs, the target operating number is 85. We are not below where the Chief Constable has set that. The simple challenge is that we can have more PCSOs but that means fewer police officers, so it's a balance that the Chief Constable has made in how he wants that to be and

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we will be clear, the prioritising of regular police officers had to be the number one priority, but there is an operating model number for PCSOs which he intends to maintain.

So it's not that he's running them down indefinitely, as I've said, they will run a recruitment at a point that it makes sense to be able to run a proper programme of recruitment.

Regarding your specific point about fraud and scams, it's an area for which I personally am very committed but I have to pay tribute here to my former deputy PCC who absolutely drove this agenda, championed it locally, regionally and nationally. It's fair to say a lot of the work now being done in schools, not just here but around the country is a direct result of the work that Stuart helped craft along with Mel Stanbrook who is now a Sergeant in the Lincolnshire Police. They worked tirelessly to do that work and it's something that I don't intend to let slip. The Safer Together Team, through which there is one person who covers each a ¼ of the County – they were involved with this pilot to actually work with Hogsthorpe who actually got in touch with me and said "look, we would love you to come and talk to us about these subjects about what we can do" and we saw it as an opportunity to go "well actually, is there a model where we can roll out?" So I understand that the engagement team have taken the learning from that, working with Lincolnshire Police on what a suitable programme would look like and the intention would be to cast it far and wide through these engagement officers – so in effect, there is one for each part of the County and they will be able to take that work forward through the community in each of those areas.

Q3. Supplementary Response – Thank you for that. I just wondered if I could go back to the PCSO numbers again. I think the problem is I might say is that while we might see a reduction in the PCSOs, we're not actually seeing the increase – you know, the other ½ of the balance in the regular officers, but hopefully that will come.

The Police and Crime Commissioner's (PCC) Response – If I can come back on that. It obviously doesn't mean that you lose a PCSO and directly replace them in the same location with a regular officer in the same way. The Chief has operational independence to see what numbers he would want and the location in which they're placed.

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For example, the creation of a rural crime team and roads policing team – those officers have to have come from somewhere and keeping us safe on the roads from what is about 50 deaths every year and about 500 serious injuries is really important.

As is the fact that what appears to have been the case that in this 1st period. There was about 400 instances of hare coursing reported last November and through the new part rural crime team, there's three of them so far recruited and fully active – we've driven that down to 150 this year from 400 last year.

They have been exceedingly proactive, working to identify vehicles using ANPR to track would-be offenders, seizing dogs, seizing vehicles and really driving down that criminality and we know that people involved in hare coursing commit other offences. So those three officers have had an impact we know, of reducing 350 reported instances of crime.

Now they had to come from somewhere and it might be the realignment there is a part of that – we are getting results as a direct result. So your community suffers greatly from hare coursing and I would say they have benefitted already from that change.

Q3. Supplementary Response – Thank you, if you will allow me one brief note, the work on hare coursing is very much welcomed as you say, particularly in my community. Thank you.

Q4. (6.1.2 Part 1) With regard to the dedicated Road Policing Team, can you disclose the timeline for the implementation of the team?

The Police and Crime Commissioner's (PCC) Response – It will be early in the New Year when the first elements of that team become live. Members of staff have already been identified and obviously they've got to come from other units, so it's not that simple, because as soon as the Chief says "Well, you've been successful, you're going to be drafted into a new unit" somebody has to be drafted to fill the job they were doing and so on and so forth.

So you can have several people moving around just to free up one officer and then on top of that you have the training requirements. So obviously, you will require a Roads Policing Team to have advanced driver training which has to be programmed in to the system for them to be able to do it – then obviously they want to have time and training within the specific vehicles which they will

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then be driving, because you certainly don't want them, the first time to be out on the road during that job.

So although the capital investment has been made, I understand that the vehicles have been acquired, etc., that members of staff are identified, training is almost complete and the first members of staff will go live in January is what the Chief Constable said at yesterday's meeting, but early in the New Year, definitely.

But I would expect the full numbers of the unit to expand over a few months because it won't be a case of they'll all be there together as a full team day 1.

Q5. (6.1.2 Part 2) Can you clarify how the Road Policing Team are going to deny criminals the use of our roads?

The Police and Crime Commissioner's (PCC) Response – Obviously we don't want to share all of our tactics in this forum or any other, but, fundamentally, there is a couple of things.

Firstly, there is the overt use of the road by the police, so the more people are able to visibly see capability on the roads by policing the more circumspect would-be criminals will be.

In addition, is the covert element, so if they have got vehicles which aren't as visible then that enables them to use other tactics to obviously put in place intelligence led operations which might be around drugs operations, weapons, transfer of money – it could be any number of different criminal types and obviously working – our Chief Constable was formerly the regional lead for serious and organised crime – he understand exceptionally well how to use tactics across multiple forces to bring that weight to bear.

There was an incident a few days ago where a vehicle needed to be brought to a stop and it had already travelled through another county. Officers from that county, a third county and ourselves worked together inside Lincolnshire to bring that vehicle to a stop. That was an organised crime-led operation that is the kind of thing we can only do if we can bring tactics to bear safely on the road and whether that's what they would call a TPAC (Note: Tactical Pursuit and Containment) where you have three or four police vehicles working together to box a vehicle in and make it stop or any number of other things – it can only be done if you have the numbers. So often it is about how quickly you can bring the police

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vehicles that they shouldn't, to be fearful that the car behind them might be the police.

Q6. How do you support Crime Stoppers? Is there a facility for members of the Panel to engage with East Midlands Crime Stoppers to discuss the work they do and engage with Lincolnshire Police?

The Police and Crime Commissioner's (PCC) Response – Thank you for your question. I'm sure Crime Stoppers would be absolutely over the moon to engage, not just with this Panel, but panels generally.

I met with the heads of Crimestoppers nationally only about a week to 10 days ago to discuss exactly how I can get Commissioners to have a better understanding of the work of Crimestoppers and how we can actually then use that information to greater effect to raise, not just to tackle crime, but to raise the knowledge of what Crimestoppers is to our community and the fact that it's totally anonymous, a fact that it is a charity we part fund, so most of its funding now comes from donors who are just trying to do public good. It does not come from any other source and actually, the way the system works is that when somebody contacts Crimestoppers, Crimestoppers don't even get the information on who that individual is, so it's anonymised through their systems before Crimestoppers get it. So there is absolutely no way that Crimestoppers could inadvertently pass on information about the identity of that individual to the police because Crimestoppers don't even have the information. So it's a really good confidential way for people to report incidents, concerns and crimes to the police without having to disclose who they are themselves as there are all sorts of very good reasons why they might feel that was important.

Obviously we would urge people to contact the police if they felt able, because having people we can use as witnesses is really important, but that information may be vital, so I don't know if there is an exact mechanism by which the Panel can connect with them, but obviously I would be more than happy to help make a contact because I know that Crimestoppers would be very pleased the more people who understand their work and how we can engage better with it – they would be over the moon.

Q6. Supplementary response – Thank you Commissioner that would be very helpful because as district councillors and county councillors obviously we deal with parish councils

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and the wider public so it would be good to have the knowledge – obviously to pass on to themselves. Thank you.

Q6. Supplementary response – I suggest we look at that for our work programme to have an input from Crimestoppers and I will ask Mr Medler to look at that. Thank you.

Q7. In light of media focus on recent events nationally, notably the abduction and murder of a young woman by a serving Met Police Officer and most recently, last week claims on national TV by former officer that Leicestershire police is institutionally racist may I give you an opportunity to say what steps are being taken to both protect and professionalism and reputation of our officers and to reassure the public that there is no place for misogyny or racism of any kind in Lincolnshire Police. Thank you.

Police and Crime Commissioner's (PCC) Response – Thank you for that. I mean any tragic death is one too many. When it comes at the hands of a serving police officer it sends shock waves through the whole of society, not just the police. But without question, every police officer that I've met understands and absolutely to their core believes there is no place in policing for people who obviously commit those kind of crimes, but also people that have got such misogynistic, dangerous views and attitudes and there is a number of things which need to be done. There's obviously certain elements that as Commissioner I'm undertaking to work with the community but – and rather than listing them all now, I suggest I just send you through as part of the – as an amendment to this if I may Mr. Chairman a list so that you can be assured about what we're doing, but speaking directly to that, we are doing a number of things locally as well as nationally. It was the National Conference last week of Police and Crime Commissioners and Chief Constables which I was chairing alongside the Chairman of the National Police Chief's Council and we made it clear we wanted that conference to be challenging, thought-provoking and address some of the really big and difficult questions that the police are facing right now and it needed to be something that would leave everybody to go away from there having had some proper value added.

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It was not about just talking things through but actually what we were going to do and we had a couple of really good and really important sessions. The last one of which was on race and disparity which was really, really important – more specifically our first one, our first topic and rightly so, was on violence on women and girls. I do get people say to me that violence of all kinds against anybody is bad. Well, of course it is, nobody is suggesting otherwise and as I've said, my Police and Crime Plan makes clear, tackling violence against all genders is what its about, but without question we know it's around three women a week are being killed at the hands of men, and that some attitudes of certain men to women are leading to women feeling unsafe and being unsafe.

So we have got a lot to do as a society to move this forward. It goes all the way from education – it's about calling it out where you see it, not accepting it and going back to the case specific you're talking about, there were clear indicators that other people were accepting of language and behaviours that really they should have been calling out. They're the kind of thing policing has to do better because I am under no doubt that there will be instances going forward where somebody feels uncomfortable with something somebody's saying and they're not calling it out. We need to create a safe environment where people feel empowered to call it out knowing that the organisation and their colleagues will have their back for doing so and if they're not doing, that's a failing, not of them, but of the system and we need to create that leadership and environment.

So locally we need to do that, nationally we need to do that. We now have a national Police Chief's Council leader in Maggie Blythe, a DCC who is leading on violence against women and girls. We have PCC Donna Jones who is our PCC leading on that nationally and we are doing a lot of work to look at what we need to do. There are somethings we need to do about reassurance and others require actual action – vetting for example.

Am I confident that our police officers are vetted? Yes.

Do I think the national process around vetting is checking all the things it needs to? I'm not sure – so we need to look at it.

For example, it might look at criminal behaviours, of course it will, does it look into any particular worrying attitudes, behaviours,

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comments you've made etc. I don't think so. So there is work to do in the policing system to get that right because it's all very well Lincolnshire Police and other forces and I'm not singling us out for this, following the system – well is the system good enough, is the question and that is something I know the Chief Constable agrees with. Training is important in making sure we vet people correctly, making sure we bring the right people in, making sure that we try and equalise the numbers as much as possible so you don't have a disproportionate amount of one sex over another will help change some of those attitudes anyway. The training which we give has to be right, meaningful and you then have to make sure you have supervisors and managers who live and breathe it because it's no good us putting through new recruits through the training programme that then is not re-enforced at every step of their career and I think there is a lot of work to do with this.

I absolutely think that Lincolnshire Police are up for this. I am also clear, locally and nationally we will continue to see misconduct hearings for wrongdoing. That's never not been the case and what's the case now though is they are more of media interest.

If we're going to drive out nationally any police officer who isn't appropriate to serve we have to use an appropriate mechanism to give them a fair hearing and everything else and that will be misconduct hearings. It does not mean there is an increase in the problem, it means there is an increase in solution finding.

So in some respects I think we will see nationally and it might be some locally where that happens but I'm reassured by that.

It's a very difficult subject, but I think absolutely that we have a Chief Constable who gets it, who cares about it, who wants to see it right. I think we have a good force. Generally speaking I don't think we are facing some of the significant challenges other forces may face, but I'm not for one second saying that we don't have any issues because that would be beyond complacent.

I don't know if I'm close to answering your question.

Q7. Supplementary response – I think you have, thank you. That was exactly what I was hoping for, you know, the kind of answers you would come out with, I think the public can

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be reassured by the work that you and the Chief Constable are doing. Thank you.

Q7. Supplementary response – Thank you for your detailed response. We are assured as a Panel that you and the Chief Constable are highly committed to this piece of work, so thank you.

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Appendix C**LINCOLNSHIRE POLICE AND CRIME PANEL
26 November 2021****ITEM 10 – The Draft Police and Crime Plan 2021 - 2025:**

Q1. You have said, quite rightly that it has been an evolutionary process, but are there any significant changes in priorities in the new plan from the old one which you would like to bring to the Panel's attention?

The Police and Crime Commissioner's (PCC) response – Thank you. I think it's more a change in emphasis than priority. I mean the priorities are broadly the same, as I think they are the right priorities and to be honest, I had the opportunity during the term if I wished to amend the Police and Crime Plan I could have changed tack, but I didn't feel that was necessary. As I say, I think the emphasis change will ebb and flow depending on what's happening at the time – I mean for example, operational things will change – well largely, I don't think my Police and Crime Plan should be about operational change, the Chief Constable will set his strategy taking into account the Police and Crime Plan and of course, I'll have input into that, but I don't dictate the crime types we will pursue etc. So broadly I think the concept of working in partnership to deliver safer communities is the right one. I don't claim to always have the answers. What I do claim is I have the willingness to bring people together to try to work through what the answers might be. I think that is the theme that I would want to run through this because that is the way I approached the last one, it's the way I'll approach this one whether it's domestic abuse, whether its road deaths – whatever it happens to be my ethos is about bringing those partners together who will have the best possible important input to deliver the best outcomes. It's not relevant to me who owns that, so I've written the plan in that style so I don't really think I can say I've definitely got a brand new priority that I didn't have before.

A very long way of saying no.

Q2. We understand that you have carried out a wide consultation process. Can you explain in more detail the evidence base for the priorities identified in the plan?

The Police and Crime Commissioner's (PCC) response – Yes, thank you for the question. It's slightly easier now to explore an evidence base when you first become the Commissioner because your first bit of evidence is the fact that you've stood for election and said you'd

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do some things and ultimately people then vote you to deliver on the things you said you would do. That's a fairly solid piece of engagement you've done with the public to give you a mandate to deliver that.

The first time around, I held a number of engagement events as a candidate, I then stood for election and fortunately for me, was successful in getting elected. We then built the Police and Crime Plan on the back of some of those, listened to an awful lot of partners, engaged with the public and then built it into a plan.

What we've now got the advantage of is the fact that we've lived and breathed that plan. We've worked closer with partners, I've been through another election where I said I would do some things, and in addition to that we have done some further things. For example the creation of the youth commission, has added a dimension so its given us a viewpoint from a different group of people who often feel very disenfranchised, not listened to, they don't get a vote, so they haven't had an opportunity to say whether they wanted me as Commissioner or not and so I think we've done a number of things to actually engage meaningfully.

The other thing that we do on an annual basis is the Policing and Crime Annual Survey and if you haven't already completed it this year, you need to, and make sure all your friends and family and everybody else you know complete it as well, because hearing voices from the community genuinely will shape the way we move things forward.

So, this survey takes between 10 and 12 minutes to complete, it's a significant investment in time for residents for which I'm grateful and we have around 3,500 to 4,000 people complete it on an annual basis.

A significant amount of that information you will see on an annual basis but it gives us an indication of the fear of crime, experiences of crime and how they would set the priorities. So we say to them you've got five cops, 11 different calls coming in – which five do you send them to? Those kind of questions where we're really exploring what are your priorities as a community, what do you think? And that's given us a growing evidence base, and now, because we have asked very similar questions, and they are created by a company that is a specialist in doing this stuff, that's given us a body of evidence where we can say "well, actually, over the course of four years, this is the trends as well as what people are saying this year".

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So we've been able to bring all of that to bear, to actually then say one year on, are we on the right track? Are we actually delivering what the local public want?

In addition, to that, we also have certain things we have to do. So we know that legislation has changed and will continue to change around duties to tackle violence, domestic abuse legislation, all sorts of other things and that shapes what we're doing because out of necessity we have to comply with that. In particular we sometimes get to add value and help shape that legislation which is also useful and for me, that is part of my duties, part of the plan is to help shape the legislation to help support the community. So there is a wide range of things that have been done.

In addition this year something that we've not been able to do before is now I have got the safer together team they are physically going out to communities that otherwise may not have engaged through the on-line world. So there is a significant amount of work currently going on where they are going out to meet people across the County in different communities, different groups to ensure we hear their voice. So that again will help to shape, not just the plan but the future spending priorities through the survey that we do annually.

So I hope I'm getting somewhere to answering your question Councillor.

Q2. Supplementary question – It's evident from the work that you've done you carry out an awful lot of public consultation, but what other research or facts have you used to formulate your plan including any inclusivity of any hard to reach groups?

The Police and Crime Commissioner's (PCC) response – Thank you for your question. That is exactly what the engagement team are working directly on so whether its, for example, I was having a conversation with one of the team who had met with a group who meets regularly in the Boston area and they are a partially sighted group who meet together to obviously discuss issues relating to them. We never directly engaged with that group before and so they are going out there to try and engage with groups to get a different perspective to make sure that their voices are heard and that their priorities are sought.

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So from that point of view, I think that we're doing that better than we ever have.

On your other point, there is a whole raft of information that we go through and a lot of this comes nationally through not just the association of PCCs, but a lot comes through the way they're collecting examples of best practice and making sure that is circulated to us. In addition we get information directly to us from the Home Office, Ministry of Justice, charitable organisations sending us information constantly.

So the NSPCC for example, will send us a report on what their activities are, what their priorities are. So all of this information is ultimately used to help shape and craft what we want to be focussing on in the plan, but ultimately it is our local plan and it is important that I am held accountable for what we put in there and the delivery of it, which obviously we're all part of that process. I am very proud of the fact that this is ultimately about Lincolnshire and it's got a Lincolnshire focus.

Q3. How will you measure the success of your plan? In order to assess the success of the plan over the years, could we receive information regarding crime statistics to assist in that assessment?

The Police and Crime Commissioner's (PCC) response – It's fair to say I will assist the Panel in whatever way the Panel sees fit. The report that we have created moved away from doing that at the Panel's request, but it's within your gift as to what you feel will help you with your deliberations at these meetings and I will obviously work with you to help you in any way I can.

Q3. Supplementary Response – Commissioner, I think the Panel would need to discuss that in more detail before we would come back to you on that. Thank you very much.

Q3. Supplementary Question – I am grateful for what the Commissioner has said in relation to the Panel receiving information – the question is how will he measure and how will he show that he's measured the success or otherwise of the plan. I know there are statistics there and it's what measures you will be using to actually say "yes, the plan is working".

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The Police and Crime Commissioner's (PCC) response – That's a really good question and it's not a very straight forward one to answer and I know you will be aware of that.

There is a whole raft of things and one of the things we mentioned earlier covered domestic abuse. So, do I judge success in crime numbers going or down? So looking at crime stats, it's not even a blunt instrument, its not an instrument to judge success or failure because sometimes you want greater reporting, sometimes you want better recording. Sometimes the Government will arbitrarily change the way you record things. We had this happen with residential burglary a while ago when suddenly shed break-ins were considered to be residential burglaries. Well you have eight sheds broken into in a village, they're eight residential burglaries now. Well, that drives fear of crime massively because we're recording eight residential burglaries and people think "eight of my neighbours have come home to find their homes ransacked" not their spade was stolen out of their shed because they didn't put a lock on it.

It's a very different set of questions, so I think crime statistics are of course, important, what's difficult is comparing them year on year when you've just had a COVID scenario because that's meaningless and we will do what we can locally to try and manage that side of it.

The slightly wider element of the plan is that this feeds into a much wider network. So a lot of the things we are dealing with aren't in my ownership entirely – they're partnership work and go via the Safer Lincolnshire Partnership or they might be commissioned by Lincolnshire County Council or indeed, the Mental Health Trust.

So we have to work with them and the way success will be measured ultimately will be in a whole raft of service improvements.

One of the big areas I'm really concerned about is the use of s136 powers which is the power that police officers use to detain somebody under the Mental Health Act. Back in 2016 when I started, this power was used around 450 times in that year. This year, 692 times and it's grown every year between. Why? What are we going to do about that? How as a partnership are we going to tackle that because police officers turning up to somebody in mental health crisis is not de-escalating the problem? It's sending somebody who is not a mental health professional to deal with somebody in a mental health crisis who is suddenly potentially

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getting more agitated because the cops turned up and that is not helping anybody. So some of these things we aim to tackle in my Plan, are not directly within my gift but they will set a framework for conversation. So for example why have we got no bespoke mental health transport in Lincolnshire? Why is a police van the right transport to take somebody who is in mental health crisis to a hospital? It's not! But I can't solve that!

What I can do is make sure I have conversations with EMAS and make sure I have conversations with the Mental Health Trust. I'll support them in National conversations about funding. Some of this will be hard to measure, but it will be measured in a number of places. It will be measured in all the various boards and elements that go through the Safer Lincolnshire Partnership – it's measured in the Adult's Safeguarding Board, it's measured in the Children's Safeguarding Partnership.

It's measured in a number of different ways. I bring that all together. I say I, it's not me, it's my very small team who work exceptionally hard to do it, but I'll claim all the credit for that.

We bring it together, we analyse it and we make judgements on what we need to change. How are we going to do those things, do we need to change commissioning cycles to line with other people?

So there will be a whole raft of things that will judge success, but I couldn't sit here today and say "Here's a one pager on how I'll do it". But the advantage is these meetings are where I'll be more than happy to come, just like for the domestic abuse report to test and probe and we can have those discussions. So hopefully over the months and years, we'll be able to judge success together.

Q3. Supplementary Response – Thank you for that Commissioner, a very full answer and it is a very complex issue. There are different ways of doing things, what is important we recognise that all the various different elements need to be brought together to be able to measure appropriately. Thank you for that.

Q4. It must be very difficult for you to deal with the conflicting priorities, you've already alluded to this actually. Everybody wants the police service's attention, the rural community, the roads policing, serious crime and I did notice somewhere in the draft Plan around fly-tipping – quite clearly there has been some problems with that, particularly

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for the farming community. I wondered how you deal with that because it must be very difficult for you.

The Police and Crime Commissioner's (PCC) response – I think every organisation that is represented in this room has that same set of challenges that we have to prioritise. I can only spend the public money once, and you have different competing elements. Certainly with policing you have got things that police know that have got to do and the things the public want you to do. They're not necessarily always the same things and so the Chief Constable has the toughest of jobs in that respect, that the expectations on the police are greater than they have ever been before. They're expected to be everything from a social worker through to a specialist cybercrime investigator team through to monitoring speed on a village lane. It's a broad remit they have and I've often said very glibly, and I appreciate it's not entirely fair on colleagues in fire, but with Fire & Rescue, the clue is in the name. You answer the phone "Is it a fire? Do you need rescuing? That's us, we can go to that." If policing was called Crime and Disorder, we could get rid of four fifths of the calls. Is it Crime? Is it disorder? No? Well, you probably need the council or the health services. Policing is a catch all for literally everything.

Social care shuts at 5pm so you ring the police at 5 minutes past. That's the difficulty with that response, they have to have and to be honest some of the things that are really difficult, you would never get public support when you send out the survey of any kind, for example if you said "Do you think we should prioritise concerns for safety?" of which we might get 10 in a day.

What does that mean?

Well somebody rings up and says I have not heard from a friend of mine for a week, 10 days. That's really unusual, would you pop round and check it out? OK. Does the call handler say "That's a top priority we must send someone on blue lights immediately and not go to the vehicle crime that's just been reported, or whatever else it is, or do we schedule it for later when it's a bit quieter, because they might get there and find that person's life was saved because they arrived just in time. Equally, it might be that they were out shopping.

It's very difficult for police to deliver these responses every single day and get them right every time. So that's a tiny bit of my worry because I'm lucky because I have a really high quality Chief

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Constable with a good team that's running policing. So I just want to be assured that they are doing that well.

The other side of it is how we prioritise the partnership work and what we spend our time and focus on as we're a very small team. So how much time do we spend on violence against women and girls vs. domestic abuse vs. deaths on our roads vs. any number of other things that are going on.

That partly is evidence driven about what the crime types and what the problems are in Lincolnshire. Some might be driven by timeline, so it might be we've only got two days to respond to a consultation from the Home Officer or whatever. We have a system which allows that re-prioritisation to be done in real time effectively to ensure that we can affect any thing we want. What it also means is that as part of my next term I am looking to have a different DPCC, which we'll discuss at another meeting in the future, but what I'll be working from then is to focus on certain elements. Although they will do a general deputation which will be really important, it's actually the focus they can bring in the different elements for me which will enable me to be freed up to do other things. That's really important because all of my team represent us on many different bodies and we can only be at one at once. This is often the biggest challenge, the fact that we want to be at more things than we can physically go to. I've not answered your question, apologies, I tried.

Q4. Supplementary Response – Please don't apologise and I think you have answered the question and I think you've highlighted what I believe is an extremely difficult situation for both you and the Chief Constable. I do hope that the communities in Lincolnshire realise that because they all want you all the time and it's not easy, so I do recognise that so thank you.

Q5. It kind of relates really to the last question. I am on the page on resources, so the question really is are the finances as set out in your plan sufficient to deliver those priorities?

The Police and Crime Commissioner's (PCC) response – Thank you for the question. One of the things that are a constant challenge when you're dealing with finances, is that the finances don't go up as quickly as the costs – though costs will increase generally at a greater rate than our ability to bring in funding. In the public sector we obviously can't mid-year affect that private business can for example by putting a penny on a pint, or whatever business your in

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you can effect change. In the public sector we don't have that ability which is why a three year settlement is absolutely vital to provide stability because even if its bad news, at least you can plan for it. Whereas on a yearly settlement it's that much harder to try and recruit police officers for 30 years when you don't know what your income is going to be the following year.

So that's really important. The scale of our ambition has to be matched by the resources we can put into delivery. I think we can do exceptionally well in Lincolnshire and when I say Lincolnshire, I mean team Lincolnshire not just us in the OPCC, doing exceptionally well at bringing in as much funding as we can. We know very well what the Government grant is likely to be, because we've been given the headline number but it hasn't been broken down by police force area and all of that at this stage.

The Government has provided some clarity because we've been pushing for clarity around council tax for the next three years. So they're telling us in effect that you can set out a plan for the next three years, not just for what we will give you but what the council tax income will be and actually thinking of hard-pressed local communities, it's helpful to them to know exactly what they'll be asked to contribute for the next three years.

So the current consultation that I'm doing is asking those very questions – not just about this year or next year's council tax or would people support a longer approach which would give us stability, but would also give them certainty.

Our ambition will be matched by the money we have, both in the settlement budget but also in whatever funding we bid for. The Government has indicated that it will provide further rounds of funding for things like the Safer Streets Fund. Lincolnshire has been successful in achieving successful bids in all three bidding rounds so far – one of the very few force areas that has had that happen.

One of the challenges is that the short term nature of some of this funding opportunity means that you often have to spend it within the year, which is problematic. It often means you are setting up projects on short term funding, so how do you continue with them when the funding runs out? Those kind of things.

So I do believe that we can deliver the plan on the known budget, but it will need supplementing by opportunities as they present. So I believe in my first term, and by that I mean the four plus one as it

Appendix C

ended up being, we were successful, and it's a rough figure, of bringing in around £16M in additional one-off funding during that time, through bids.

Some of it was around special grants for policing, some of it was for specific projects. But if we do similar, then that will be another £16M on top of the numbers you see before you. I can't bank it before I have it, what I can say is that I will go away and do my best to get it.

Q5. Supplementary Response – Thank you Mr Chairman and thank you for those answers. We realise of course that as you say, one must be matched with the other and it's a real challenge, but thank you.

Q6. Will you have an annual delivery plan which sits behind your Police and Crime Plan and can it be shared?

The Police and Crime Commissioner's (PCC) response – Thank you very much for the question. There are a number of plans that sit below depending on the subject matter. It's not something that I've worked up yet as to whether it would be a single document. It's something I'll take away and work through. If there is such a document, I'll happily share it, that's not going to be a problem at all. I'm just not sure what format it would take at this stage, rest assured, once I've got something that I think is what you're after, I will happily share it – that's no problem at all. Obviously there will be documents which will enable me when we have regular meetings to discuss progress against the Plan and obviously they formulate the back bone of the quarterly reports which we send to you. So all of that happens, it's just I'm not clear yet what formal it will take, but certainly we'll be able to provide you with something.