

**LINCOLNSHIRE POLICE AND CRIME PANEL
7 February 2024**

ITEM 8 – Delivery of the Police and Crime Plan

Q1. What metrics do you use to measure progress against your plan. Do you have targets in place and how do you measure success or shortfalls against your Plan's commitments?

The Police and Crime Commissioner's (PCC) Response – There are a number of different measures. Some aspects that are in the Plan are very much in a partnership space and not solely for the PCC to deliver. It could be a partnership piece of work that is a long-term project and in the short-term we may be measuring by activity rather than outputs or end result.

Undertakings which are time limited are much easier to evaluate and especially where public money is spent, we always try to evaluate robustly. Frequently we use external organisations to do that, for example earlier we referenced the Safer Together Team which was an initiative put in place to enhance the community by linking policing, partners, and the community. Our knowledge and understanding have been externally evaluated by the University of Lincoln to make sure what is working and what is not working so that we can improve. There is a whole raft of activity that is measurable which we monitor, and we have regular fortnightly meetings to look at delivery of the Police and Crime Plan and the decisions that we are taking which might involve future spending. We also look at things in-flight as they are progressing either midway or at the end of a specific project. There are also areas that are more measurable in numerical terms such as grants received from the government, and these have quite specific criteria we have to measure and provide feedback on.

Meeting the criteria very much depends on the nature of the area of business and performance may be measured directly through the force in terms of crime reduction or an increase in reporting. For example, in Lincolnshire we know that shop theft is underreported which means that figures would go up before they decreased if more reporting was encouraged. In general, it is not always a straight line to a particular outcome, and it very much depends on what the project is and what spending is required. We would also evaluate success as we go.

Q1. (a) Supplementary Question - Would you be in a position to frame your plan in future iterations to provide this panel and the public with further information such as smart targets and RAG ratings so that people outside of the police can understand what you are able to deliver and what the situation is?

The Police and Crime Commissioner's (PCC) Response – There are a number of ways to enable probing of where an activity is going. We also publish the Annual Report which highlights activities throughout the year including what has or has not been working. I am happy to take it away and explore, however I would not want to turn it into a bean counters paradise as it needs to be an iterative process that takes a whole raft of different views into account. Sometimes it is quite difficult to assess a short-term deliverable measurable outcome. For example, if we consider the money invested in the young drivers' scheme for the Advanced Driving Course, it will take a number of years to find out if those drivers are statistically less likely to be involved in a collision. Early indications suggest that is likely to be the outcome, however it is not easy to measure in the short-term. For those instances, I would not want to disadvantage the spending and focus on things that would take a longer term to deliver. Again, I am not against the concept of looking at it, but it should not be unhelpful for the longer-term vision.

Q2. Regarding 2.1.1 - The Happening was about to open when we last met. How will you measure the effectiveness and impact of this initiative?

The Police and Crime Commissioner's (PCC) Response – The Happening Knife Crime Initiative is open and fully booked up both for Primary and Secondary School age children from across the county. The initiative is being exceptionally well received and we would expect other areas of the country to follow what we are doing. Also, because some of the funding has come from the Home Office, we will be ensuring compliance with those funding requirements. This project will be evaluated externally; however, it will also be hard to measure as it is focused (but not exclusively) on younger people that are at slightly higher risk of being involved in or affected by knife crime and it will be difficult to understand the specific impact it has had. It is very much an educational programme which can be measured against educational standards and will take some time to evaluate, however early indications are that the approach is a leading initiative, and we will bring an evaluation back to the Panel when it is completed.

Q2. (a) Supplementary Question – Is the initiative only about knife crime or were there other factors that you are measuring and looking at?

The Police and Crime Commissioner's (PCC) Response – Knife Crime includes a raft of things which is part of an overarching strategy to prevent young people becoming more involved as victims or perpetrators in more serious crimes. Although this includes a wide range of aspects, serious violence is the focus to ensure we do not have that level of criminality. In Lincolnshire we are trying to get ahead of the curve as we do not want to have significant issues such as those experienced in other parts of the country. This initiative is also very educational, for example, one of the rooms is setup as a hospital room to give lifesaving skills and to better equip people how to save lives if an incident occurs. These skills enable young people to be better prepared as good citizens and to be able to deal with any situation in front of them.

Q2. (b) Supplementary Question – Can a visit to the Happening Knife Crime Initiative be arranged for Panel Members?

The Chairman confirmed that this could be explored with the PCC's Office.

Q3. Regarding 3.1.1 - What was the attendance rate of Town and Parish Councils to the meetings? How does the PCC intend to show what issues were raised and will there be a tracker of these issues to give assurance back to the community that effective measures are taken and the result of those measures?

The Police and Crime Commissioner's (PCC) Response – There was approximately 50 Parish Councils in each of the four sessions that were held. It was very well attended when you consider there are 507 Parish and Town Council's in Lincolnshire, and engagement will increase going forward. Presentation elements and feedback is being circulated to all Parishes not just those that were present. I feel passionately that Parish Councils have been overlooked with links to knowing what is going on and they have a lot of insight. They are not just overlooked by policing but by the wider democratic process and we need to do better to involve them.

I have never been to a Parish Meeting and not had issues raised around is road safety and speeding. This why we have organised

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another briefing to talk about what happened at the Road Safety Summit and I will continue engage with parishes to develop further understanding and knowledge. It is a plan of mine to make sure engagement grows and continues to ensure we understand what we can do better and to make sure the police understand the views of the local community in order to build those connections.

Q4. The police and the office of the PCC regularly ask members of the public to contact the police with issues that they might have, I recently tried to use the police website and after much going round in circles eventually managed to get to an email option, sadly after several weeks I am still waiting for a reply. Will the PCC look at the police website and see where it can be improved so people can simply leave a message and get an acknowledgement and a referenced number back so they can follow it up if needed?

The Police and Crime Commissioner's (PCC) Response – The Website that policing uses is a new system called Single Online Home which is the same system for every force area in the country. It is a national system which we cannot change, but it is better than it used to be, and I hope that it will continue to improve. If you used the online reporting mechanism, that should be front and centre on the website. The online reporting section does provide an immediate response and generally speaking the police do respond back to the public quickly. You should also have a page where you can put in your location, and it will tell you the information on who your neighbourhood policing team are and how to contact them which is more localised than reporting an incident. Alongside this, should be the information about the new neighbourhood newsletters. In summary, it is a national system and where there are issues, we should always try to amend and make improvements.

Q5. Alford recently had its local police station closed, the volunteer who had been opening the police station for the last 13 years, was asked to leave his ID and keys behind on a set date as he was no longer needed, this I understand was communicated via an email to the volunteer, I believe that all the small rural stations have similarly been closed.

Why was this as the volunteers gave their time freely so there was no financial saving in closing these offices just a feeling in the local community of yet further abandonment by their local police and why was there no consultation with

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the local community or the councillors. Are these stations to be sold off still further isolating the smaller communities?

The Police and Crime Commissioner's (PCC) Response – I would like to thank the former volunteer at Alford police station for exceptional service and volunteering for 13 years. What they have done for the community is commendable. I am aware that a senior police officer has recently been in contact with them and has rectified the issue that had not been dealt with well initially.

I have put out a statement making my feelings clear, and my expectation is the new Chief Constable will examine this with fresh eyes. My commissioning of the College of Policing to independently review the neighbourhood policing model that was put in place a few months ago was from a commitment I have made to have that evaluated and getting a national independent body gives the evaluation rigour.

It is my expectation as we are finalising the terms of reference is that it will also include the use of community assets such as these buildings. We need to work out what the future model of delivery and access for the public should look like and I hope to provide the best possible information to the new Chief Constable on which to make informed choices.

It is not just about the buildings, it's about deployment of officers, staff, the future of volunteering and listening to the community. At the moment it does look like the new neighbourhood policing model is delivering and achieving against the key objective, which is reducing crime, but it is all of those factors that must be taken into account. I also have trust and confidence in the leadership of Lincolnshire Police and what they are doing and that they are going in the right direction.

Q5. (a) Supplementary Question – A year ago the Panel asked the former Chief Constable if there was any truth to a rumour that Market Deeping Police Station was closing. His answer was not entirely clear and a few days later a police spokesperson was quoted in the media stating that the rumour was untrue, yet within a couple of weeks the station was closed without any public consultation. In the news recently Market Deeping was listed as one of many police stations that are now scheduled to close, and volunteers had been notified that they were no longer required. Could you provide further clarity on the situation?

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The Police and Crime Commissioner's (PCC) Response – There were other reasons why the volunteer element was reviewed, and it would not be right to go into detail, but they were the reasons the force acted. I can say for certain that I do not believe the assurance by the former Chief Constable was in any way misleading as the response would have been truthful and taken in good faith of what they were aware of at that time. I can confirm that the list has been published and 17 locations are on that list.

Some of those buildings never had desks and there were very few that actually had someone working in them to serve the public. The Police would consider them buildings not stations, and not as public facing buildings. My issue is not should police have buildings in a particular place, but you need to review all of your estate and consider if we have got buildings in the right locations to deliver the policing we need. My other issue is that you do need to carry out public consultation and perform impact assessments. A new Chief Constable will be asked by me to look at the entire strategy as part of the neighbourhood policing review that we had agreed to undertake.

Q5. (b) Supplementary Question – On the closure of Police Stations, it was hard to understand how an announcement could be made without naming locations, why were the stations closed and deemed not necessary?

The Police and Crime Commissioner's (PCC) Response – This was for the police to answer. I want to ensure that assessments are based on cost and value to the community, and that it is reviewed in a wider context of what those buildings mean to the community. We need to make sure our communities feel ownership of Lincolnshire Police and that they get a good quality value for money service. There was no budget cut to make this saving and cost vs value needs to be addressed.

Q5. (c) Supplementary Question – Following your statement in the media that the public should be consulted over these matters, I was under the impression from your interview that you were not consulted about the closure of these buildings, was this the case?

The Police and Crime Commissioner's (PCC) Response – I had conversations with Chief Constable last year when this was discussed, and my understanding was that no decisions were going to be made at that point in time. It did come as a surprise ahead of a new Chief Constable being in post. It is an operational decision,

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but with new organisational leader being in post it made the most sense. From my point of view, it is ensuring that everything is done in the right way, and I honestly believe that the leadership of Lincolnshire Police has been excellent and will remain excellent, I have no concerns on whether this team are leading the organisation correctly, they are doing a great job, and this is one tiny element of the overarching strategy to drive down crime. I am sure we can get back on track and reassure the public that everything is working as it should.

Q6. Regarding 3.1.5 - What are the key findings of the University of Lincoln evaluation of the Safer Together Team and can the PCP have a copy of the evaluation and action plan?

The Police and Crime Commissioner's (PCC) Response – There is no issue with providing a copy of the evaluation and bringing it to a future meeting when it becomes available.

Q7. Regarding 6.1.5 - How has the bolstering of the Professional Standards Department (PSD) contributed to the maintenance of public confidence in Lincolnshire Police? What evidence is there to support this?

The Police and Crime Commissioner's (PCC) Response – The decision to put additional resources into PSD is an operational decision. It was a recommendation of the Chief Constable that I supported as he wanted to move funding into that space. One of the challenges with public confidence is that it can be affected in numerous ways. For example, there are lots of national stories coming out of the Metropolitan Police which are reported by London centric media and that has a direct effect on people's confidence on policing across the entire country. TV shows also affect people's confidence in policing and then you have local news stories. It is very difficult to isolate what specifically will have a positive or negative effect on public confidence.

We need to be clear that if people can have confidence that the systems in place are robust, transparent, efficient, and effective, we can also be much clearer about how Lincolnshire Police is operating. Public confidence is not a measurable factor we can isolate to a single course of action, so it will be an overall direction of travel. The cultural work that is going on within Lincolnshire Police, which other forces including the Met have come up to Lincolnshire to look at and learn from are ultimately making sure that Lincolnshire Police

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delivers for the public and that it leads to better and more confident policing.

Q7. (a) Supplementary Question – If we are talking about public confidence which is an intangible in many respects, it raises the question of how you are instilling that enhancement in public confidence and what is it. In terms of the publication of information, what is the nature of the information you put in the public domain and how digestible and accessible is it for the public, and do you have mechanisms in place to enable communities to be aware of what has been taking place. I am not entirely clear how you convey what has happened and the investments which have been made so that you can make bold statements that this will enhance public confidence and how you have disseminated it to the public, or how the public will understand that and have more confidence.

The Police and Crime Commissioner's (PCC) Response – I don't think that was a question for me to answer, but I will take that on board.

Q8. The recent re-organisation of the policing in Lincolnshire has to many victims of crime left them feeling unsupported and vulnerable. They perceive an increase in response times to both the initial call out and in particularly back up services - e.g. scenes of crime investigations, taking statements etc. Consequently, they phone 101 for updates and the response they get - "it's being dealt with" does not fill them with confidence. The worry and anxiety these victims feel is having a detrimental effect on their mental health - setting off a spiral which makes them feel worse personally and increases their dissatisfaction with the police. The problem is particularly acute in the isolated houses and small hamlets that occur in many parts of our district as well as in the villages and towns. The fact that all the PCSOs are centred in Gainsborough only reinforces this feeling. In short, the residents feel second/third class citizens in the District. Gainsborough may have a greater volume of crime but for the individual victim this does not matter - they want the same response as that they perceive goes to Gainsborough residents [whether this is true or not]. What can be done to reassure these residents more finances to increase the size of the force? Better feedback loops to reassure residents that their crime is being taken seriously and dealt with?

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The Police and Crime Commissioner's (PCC) Response – It is a huge sweeping statement to speak on behalf of all victims of crime and residents in your area, which I do not believe is reasonable. I do not think that is what you intended, but that is how I received it. I do not think it is reasonable to say victims of crime collectively feel a particular way. Our evidence is from what we have done with our own internal work for our victims' services and evidence shows there is a high, probably the highest level of satisfaction with our victims' services of anywhere in the country. I do not think it is a blanket situation and there will always be incidents where a particular victim of a crime or resident might feel their individual case has not been handled as well as possible.

There is an appropriate complaints procedure for that to be dealt with, whether that is going through the formal process of submitting a complaint via professional standards or through local resolution. If we have got dissatisfaction with the victims' service, then that is also something we would seek to recover with the individual.

The Operational choice on PCSOs was based on a needs assessment and was taken to try and support the community in a positive way. In the more rural areas where they have not got PCSOs they do have an enhanced number of officers overall, as well as specialist teams who are there to support and serve the community. I would love more police officers and staff, but that would mean an increase in funding.

Funding is the key issue, and the aim is to provide as much to frontline policing as possible, however the funding formula gets in the way. For Lincolnshire this means that we have 155 police officers per 100,000 residents against the average of 203. The battle we face on top of police officers is our geography of 2500 square miles and 5500 miles of road to cover. These are the big challenges for Lincolnshire Police and we are addressing them in a number of ways. For example, through investments in technology, we have been able to keep police officers on the streets for longer whereas previously they were going back to stations and bases more frequently. The Council Tax Commitment is to continue looking at new technologies to make the police more effective and efficient.

Q9. On the issue of the Women Rise Programme, I would like to seek some further details on what the target age range and intervention period is, are they trying to stop problems

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before they occur and are they dealing with first offenders or repeat offenders?

The Police and Crime Commissioner's (PCC) Response – This is very much a Partnership piece work. It is an excellent initiative that Team Lincolnshire are working on. It is working with adults and the funding is specifically around that space. We are also trying to secure funding to expand into the younger cohort. It is known that the offending profile in females is younger than males, so it makes sense to try and support people at an earlier age in the female cohort.

With regards to the offender, I will ask my Director of Strategy and Operations to comment:

We are looking at early intervention, that is identifying people before they get into the criminal justice system and looking for opportunities to divert. The cohort is also looking at repeat offenders where they could have some additional support. The service has been funded using Ministry of Justice funding, which specified that it could only be focused on adults. The strategy and work that we have been doing has been targeted at reducing the re-offending group that have been identified. The criminalities are starting pre 18 years of ages and it was important that we could do something earlier. The PCC has recently agreed to match fund with the High Sheriff to provide a small amount of funding to the Lincolnshire Action Trust so that they can increase the scope and start to work.