

**Zoë Billingham BA Hons (Oxon)**  
HM Inspector of Constabulary, Eastern Region

3 September 2014

Mr Neil Rhodes  
Chief Constable – Lincolnshire Police

Dear Neil

**Core business: An inspection of crime prevention, police attendance and use of police time**

Between January and April 2014, HMIC carried out inspection fieldwork across all 43 forces in England and Wales. This inspection, called 'Making best use of police time' (now known as 'Core business: An inspection of crime prevention, police attendance and use of police time') assessed three areas of police work. These were:

- how well forces are preventing crime and anti-social behaviour;
- how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
- how well forces are freeing up the time of their staff so they can focus on core policing functions.

Attached is an embargoed copy of the national thematic report for this inspection which will now be published by HMIC on Thursday 4 September 2014 at 00:01. This must not be published until this date and time.

The findings that specifically relate to your force are included in this letter. The initial findings were previously sent to you for factual accuracy checks and, where appropriate, have been amended following your response.

The majority of the inspection findings contained in the national thematic report do not identify individual forces. However electronic versions of the national report will link to the HMIC website where data on each force can be viewed.

We will revisit some of the evidence gathered during the 'Core business' inspection as part of the crime inspection for HMIC's Police Efficiency, Effectiveness and Legitimacy (PEEL) interim assessment.

All forces will be given the opportunity to provide an update. This updated evidence will be considered as part of the PEEL interim crime inspection, which is due to be published at the end of November.

Findings that specifically relate to your force:

### **Preventing Crime**

- The force does not have an overarching crime prevention strategy, but this does not inhibit the effectiveness of its approach to preventing crime. Preventative aims and a focus on quality of service are clear throughout the force's transformation programme.
- HMIC found good examples of where the force has undertaken long-term crime prevention initiatives. However, HMIC found that the daily management meetings in the force were not always being used as well as they could be to focus staff towards crime prevention activity.
- The force has an electronic database updated with information that helps officers and staff prevent crime in neighbourhoods and it is being used effectively. We found thorough evaluation and sharing of good practice across neighbourhood teams and partners.
- Although the force has provided training to new officers and staff, on-going formal crime prevention training has not been delivered to staff who frequently deal with victims of crime and anti-social behaviour.

### **Attendance at crimes and incidents**

- The force's attendance policy does not require officers to attend all reports of crimes and incidents. Instead it considers the threat, risk and harm to the victim, caller or community. In addition to this, there are specific occasions when a crime is reported, where the force will always aim to attend. HMIC understands that the force has not consulted with the public in relation to this policy although at the time of inspection HMIC were shown detailed plans how this would be done once current consultation with partners had been completed.
- The force has clear policies and procedures to enable it to generally identify vulnerable and repeat victims of crime and anti-social behaviour.
- Crime is recorded by the force in one of two ways: creating an incident on the command and control system and then subsequently entering details onto the crime recording system; or directly recording crime onto the crime-recording system, without creating an incident first. The force is unable to identify how many crimes are recorded directly onto the crime recording system, or how many of those crimes it attends subsequently.
- During the inspection HMIC reviewed a number of crime investigations, including reports of crimes that were not attended. In certain cases, crimes such as house burglaries for example, there is clear evidence of investigation and supervision. However, for other some other offences (many of which were not attended) we found little evidence of effective investigation or supervision.
- HMIC examined the arrangements for the Integrated Offender Management scheme, which are in place to manage those offenders likely to cause most harm to the communities. These were found not to be as effective as they could be as the force maintains that it has not got sufficient resources to support the programme as effectively as it would wish to.
- The force was able to provide the number of named suspects that are yet to be arrested or interviewed, as well as those who had failed to answer police bail. This information helps the force to manage outstanding named suspects and offenders.

- A small sample of named suspect files, including those circulated as wanted on the police national computer, provided limited evidence that activity had been documented and properly supervised in a number of cases.

### **Freeing up time**

- HMIC identified that the force has a good understanding of demand and is taking steps to build up a more sophisticated picture of demand, and how its resources are deployed. This includes analysis of different types of incidents and policing activity.
- The force has carried out work with other agencies to identify and address those tasks that are not the sole responsibility of the police.
- The inspection found that there is a clear structure to assist supervisors in assessing the workload and performance of front-line officers and staff.
- The force has a good understanding of the amount of savings in staff time that have been made as a result of changes introduced or as a result of new technology it has implemented.
- The use of mobile devices, (such as tablets and mobile phones) to enable officers to access force systems while on patrol is currently limited although at the time of inspection three trials were on going to test the effectiveness of different mobile devices.

Yours sincerely



**Zoë Billingham**

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Copied to Aubrey Williams  
HMIC Liaison Officer