Lancashire POLICE AUTHORITY
Your County, Your Police, Your Say

APPOINTMENTS AND REMUNERATION

MONDAY, 7 JUNE 2010 AT 2.30 PM IN CABINET ROOM D - COUNTY HALL, PRESTON

NB If you have any queries regarding the Agenda papers or required any further information please contact Stephen Pickup.

AGENDA

PART I (OPEN TO PRESS AND PUBLIC)

1 APPOINTMENT OF CHAIR AND VICE-CHAIR

The Committee is asked to agree the appointment of Chair and Vice-Chair of the Committee for 2010/11.

2 MEMBERSHIP AND TERMS OF REFERENCE

A report regarding the Committee's Membership and Terms of Reference is attached.

3 APOLOGIES FOR ABSENCE

4 DECLARATION OF INTERESTS

Members are asked to consider any personal/prejudicial interests they may have to disclose to the meeting in relation to any matters under consideration on the Agenda in accordance with the law, the Authority's Standing Orders and the Member Code of Conduct.

5 MINUTES OF THE MEETING HELD ON 26 MAY 2010

The Minutes of the meeting held on the 26 May 2010 are attached. **(Report to follow.)**

6 MATTERS ARISING

ITEMS FOR DECISION

7 CHIEF OFFICERS' PDR OBJECTIVES FOR 2010/11

A report concerning the Chief Officers' PDR objectives for 2010/11 and related matters is attached.

8 URGENT BUSINESS

9 DATE OF NEXT MEETING

The next meeting of the Committee will be arranged as required.

10 EXCLUSION OF PRESS AND PUBLIC

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act, 1972, it considers that the press and public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraphs of Part I of Schedule 12A to the Act, as indicated against the heading to the items, and that the public interest not to disclose it outweighs the public interest in disclosing it.

PART II - PRIVATE AND CONFIDENTIAL

11 CHIEF OFFICERS' PDRS: REVIEW OF 2009/10

A report regarding the Chief Officers' PDRs for 2009/10 is attached. **(Report to follow.)**

Miranda Carruthers-Watt
CHIEF EXECUTIVE

Lancashire POLICE AUTHORITY
Your County, Your Police, Your Say

Agenda Item 2

APPOINTMENTS AND REMUNERATION COMMITTEE

7 JUNE 2010

PART I

MEMBERSHIP AND TERMS OF REFERENCE OF THE COMMITTEE

Issue for Consideration

The Membership and Terms of Reference of the Committee.

Information

(a) Membership

At the Authority's meeting on 26 May 2010, the Authority agreed the following Membership for the Committee:-

Chair and Vice-Chair of the Authority
Chair or Vice Chair of the Human Resources Committee
Chair or Vice Chair of the Planning and Performance Review Committee
Chair or Vice Chair of the Professional Standards Committee
Chair or Vice Chair of the Resources Committee.

(b) Terms of Reference

At its meeting on the 26 May 2010, the Authority agreed the Terms of Reference attached at Appendix A for the Appointments and Remuneration Committee.

Decision Required

The Committee is asked to note the report.

Background Papers

Police Authority Agenda 26th May 2010, Item 8 Committee Matters

Report Author

Mr S Pickup – Policy and Performance Officer
Chief Executive's office
Tel 01772 533420

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Appointments and Remuneration Committee

To exercise the following delegated powers and duties:-

1. On the advice of the Appointments Working Group, to agree the procedures and arrangements for the appointment of Chief Police Officers and the Authority's Chief Executive.

2. To undertake the shortlisting of candidates for Chief Police Officer vacancies in the Lancashire Constabulary and for the appointment of the Authority's Chief Executive[1].

3. To undertake, in consultation with HMIC where necessary, the Authority's duties and responsibilities in respect of the implementation of the Chief Police Officer Bonus Scheme and Performance and Development Review (PDR)/Progression Arrangements, and in particular:-

    3.1. consider the key personal objectives in the PDR for all Chief Officers at the outset of the year, ensuring that they reflect local policing plan objectives and priorities;

    3.2. consider, where relevant and based on local circumstances, whether it is appropriate to include targets in relation to human rights in each chief officer's PDR objectives.

    3.3. agree the overall assessment for all Chief Officers at the end of the year;

    3.4. co-operate with HMIC in the review (ie setting and assessing) of the Chief Constable's PDR;

    3.5. consider for bonus payment those Chief Officers whose overall PDR rating is agreed as A (exceptional);

    3.6. consider the level of payment of any bonus where the Committee agrees that a bonus should be paid;

    3.7. undertake oversight of the PDR and pay progression for ACCs as provided for in PNB Circular 05/3 insofar as they are not already covered above;

    3.8. consider representations from individual Chief Officers about their individual PDR;

    3.9. maintain oversight of the PDR process for the Chief Executive;

    3.10. consider other matters relating to the pay and conditions of Chief Officers, including the Chief Executive;

    3.11. consider equality, diversity and human rights matters which are relevant to the business of the Committee.

Membership:	**10**
Quorum:	**5**

[1] Note: Chief Police Officers means the Chief, Deputy and Assistant Chief Constables and the Director of Resources. The full Authority interviews candidates for the Authority's Chief Executive post and the Constabulary Chief Police Officer posts.

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APPOINTMENTS AND REMUNERATION COMMITTEE
7 JUNE 2010

PART I

CHIEF OFFICERS' PERFORMANCE DEVELOPMENT REVIEWS (PDRs): OBJECTIVES FOR 2010/11

(Appendices A to C refer)

Issue for Consideration

Consideration of the Chief Officers' objectives for 2010/11.

Information

1. Chief Officers' PDRs

The Committee must satisfy itself, by considering the key personal objectives for each chief officer post, that the objectives for 2010/11, for the ACPO team as a whole reflect local strategic priorities in a balanced way. A copy of the Ambition, strategic priorities, enablers and the operational objective for 2010/11 is attached at Appendix A.

During April/May 2010, as part of the PDR process, the Chief Officers and their reviewers have been considering their personal strategic objectives for 2010/11. A copy of the objectives for the Chief Officer Team (with the exception of the Chief Constable –see below) are attached at Appendix B for the Committee's consideration.

The Committee is asked to note that in March 2010 the Authority and Constabulary received notification from the previous Home Secretary of his intention to transfer responsibility for Chief Constable's PDRs from HMIC to police authorities in 2010/11. However, following the recent change in Government there is currently uncertainty about who will be responsible for administering the PDR process for Chief Constable's in the future. Given this uncertainty, the Chief Constable's PDR only took place very recently with the Chair of the Authority and Her Majesty's Inspector of Constabulary. Following this meeting, the Chief Constable's objectives for 2010/11 are now being finalised and will be sent out to the Committee for consideration in the near future.

2. Chief Executive's PDR

The Chair and Vice Chair of the Authority discussed the Chief Executive's PDR in May and objectives were set for 2010/11; details are attached at Appendix C **(Appendix C to follow)**. The Committee is asked if it has any comments on the Chief Executive's objectives.

Decisions Required

1. To note the report.

2. To consider and agree the Chief Officers' objectives for 2010/11.

3. To consider and agree the Chief Executive's objectives for 2010/11.

Background Papers

None.

Report Author

Christine Durber
Deputy Chief Executive
Tel 01772.533415

Our Ambition is:

'To consistently be the best police force in the country'

To achieve our Ambition we must:

- Understand people
- Understand our services
- Actively design our organisation and processes
- Deliver high quality services

while continuing to focus on our strategic priorities which are:

- Neighbourhood Policing
- Quality
- Diversity
- Protecting People

and concentrating on :

- Leadership
- People
- Partnerships
- Processes
- Communication

so developing Trust and Co-operation and therefore:

- Improving Confidence and Customer Satisfaction.

Achieving our Ambition

In order to achieve our ambition we will continue to focus on becoming a truly **citizen-focused** organisation, putting the needs of our customers first and continuing to develop our understanding of the needs of Lancashire's diverse communities. This approach is consistent with the Government's focus on public **confidence** in police performance.

The move to a citizen focused approach to policing reflects the growing realisation that the world in which we operate in is one where the effective relationship between the public (our customers) and the policing service is paramount. The accountability of the police service and the demand for its transparency is now greater than ever.

Last year the Constabulary took a lead in identifying the 'hallmarks' of citizen-focused policing. The hallmarks have been produced to enable the police service to demonstrate how they can continuously improve quality of service. Clearly identifiable, hallmarks traditionally act as a recognisable standard of quality and are intended to be interwoven throughout the whole system of policing from neighbourhood teams, response patrols, protective services and the wide range of supporting functions.

The hallmarks are intended, therefore, as the first step in systemising quality. The test of their success will be increased public confidence in the ability of the police to provide the protection and quality of services expected whilst taking into account individual needs, expectations and priorities.

The four Citizen Focus Hallmarks are:

Understanding People

- understanding the people the force serves
- understanding staff and the internal culture of the force
- understanding partners, stakeholders and regulators and their differing influence, motivation and levels of co-operation

Understanding Services

- staff understanding the force vision and values and their contribution to achieving them
- understanding the quality of the service expected and delivered from the public perspective
- staff understanding what services are provided by the organisation and the standards expected of them in developing and delivering them

- leaders and staff understanding how their area of work impacts upon the overall experience that individuals have with the organisation
- clarifying responsibility and accountability with partners to align services and make them as effective as possible
- the public understanding what services the police deliver, how to access them and what standard of service they can expect

Designing Services

- considering the actual or potential impact of services on people as part of the service design and review process
- providing opportunities for staff, the public and partners to be involved in decision-making processes at appropriate levels
- giving staff, the public and partners access to relevant information and the support necessary to be effective in their involvement
- co-ordinating public engagement activity with partners
- providing clear and accessible feedback to staff and the public on actions taken as a result of their involvement

Delivering Services

- delivering adaptable services driven by public demand and priorities
- encouraging and training staff to improve service delivery
- agreeing service standards with the public, partners and stakeholders and achieving them
- evaluating the effectiveness of service delivery from the public perspective
- including a wide range of partner agencies in delivery

Our Strategic Priorities

To sustain excellence, we need to be very clear about where we are going as an organisation and where our improvement activities will be focused. Our chief officers have provided that all important sense of direction by setting four **strategic priorities** that will guide the development of the Constabulary over the three years covered by this Plan. The strategic priorities are Neighbourhood Policing, Quality, Diversity and Protecting People.

Neighbourhood Policing	Quality	Diversity	Protecting People

Neighbourhood Policing is about providing local policing that is visible, accessible and responsive. The Constabulary is one of the leading forces in the UK in this area of policing and will build on those excellent foundations by:

- ✓ ensuring that we meet our commitments, as outlined within the policing pledge and that our neighbourhood teams understand all our communities' needs, so that problems can be identified and solved
- ✓ delivering a citizen focused service that engenders Confidence in our communities through accessible teams who are responsive to local needs
- ✓ employing a problem-oriented approach to improving neighbourhoods, in partnership with other agencies and local communities
- ✓ actively participating in neighbourhood management schemes

Neighbourhood Policing	**Quality**	**Diversity**	**Protecting People**

The Constabulary remains committed to delivering a consistently high **quality** of service across everything it does.

Quality is essentially the cornerstone in the delivery of a *citizen-focused policing service*. In providing a quality service that meets the needs of individuals and communities, the Constabulary aims to secure and maintain high levels of satisfaction and confidence and provide a service that its people will value. We will focus on:

- ✓ making it easy to contact the police
- ✓ the provision of a professional and high quality service
- ✓ dealing with initial enquiries
- ✓ keeping people informed
- ✓ ensuring that the public voice counts
- ✓ putting victims and witnesses first ensuring that we meet our commitments, as outlined within the policing pledge.

Neighbourhood Policing	**Quality**	**Diversity**	**Protecting People**

We aim to respond to the different needs of communities and to treat everyone with respect and dignity. We will achieve this by:

- ✓ improving our quality of service for all by developing our Single Equality Scheme which brings together the issues of Disability, Gender and Race whilst encouraging high standards across all areas of diversity
- ✓ recognising that everyone is unique and that by treating people, including our own staff, with respect and dignity, we will build trust and confidence
- ✓ continuing to increase the proportion of our staff from under-represented groups by actively recruiting from all communities to ensure that we have the best skills available to us
- ✓ encouraging an open and inclusive culture and celebrating the diversity of our workforce

- ✓ utilising the Police and Communities Together (PACT) process to map communities so their policing needs are clearly understood
- ✓ delivering policing services that are fair and equitable to all.

Neighbourhood Policing	Quality	Diversity	Protecting People

The Constabulary aims to address public concerns and protect individuals and communities, especially those who are vulnerable, by using a citizen-focused approach to work with partners, manage the risk from those who pose a significant threat, reduce service gaps and build our capacity and capability through collaboration and the effective use of resources by:

- ✓ concentrating on protecting vulnerable people, combating serious and organised crime, targeting organised crime groups, dealing with major crime and countering terrorism
- ✓ developing intelligence and working with communities to reduce threats and harm
- ✓ preventing crime and disrupting offenders
- ✓ working with potential victims to make them less vulnerable
- ✓ providing support to witnesses
- ✓ responding professionally to critical incidents.

Concentrating on the 'enablers' that will improve our Performance

Supporting our strategic priorities are a range of 'enablers' that we know from our experience of using the EFQM Excellence Model[1] to be the 'nuts and bolts' of improved performance. By ensuring proper attention to all of these 'enablers' we can be confident that the actions we take towards our strategic priorities will be rewarded with improved **performance** that delivers safe, secure and confident communities.

Sustaining excellence involves constantly reviewing:

- the Constabulary's **leadership**,
- how the Constabulary is resourced and structured (its **people**),
- how it works with others (its **partnerships**),
- the systems and procedures through which services are delivered (its **processes**)
- and how it **communicates** both internally and externally.

[1] The EFQM Excellence Model was introduced into the UK by the British Quality Foundation in 1990. The Excellence Model is a framework for continuous improvement that the constabulary has used since its introduction. For further information on EFQM visit www.quality-foundation.co.uk

Leadership	**People**	**Partnerships**	**Processes**	**Communication**

We have introduced a **Leadership** Development Framework to drive forward the Constabulary's Sustaining Excellence Leadership action Plan and place leadership development at the heart of our People portfolio. This work will be further developed to ensure that our whole organisation benefits from the highest possible standards of leadership.

We will achieve this by:

- ✓ developing potential leaders through a comprehensive Continual Personal Development programme for all staff, including critical incident training and people management skills
- ✓ ensuring leaders set high standards and demonstrate commitment to improved performance mentoring
- ✓ mentoring, coaching and supporting our people
- ✓ delivering our Frontline Leadership Programme

Leadership	**People**	**Partnerships**	**Processes**	**Communication**

The Constabulary has long recognised that its **people** are its most valuable asset and therefore it is crucial that involve them in our efforts to improve all aspects of our performance. It is through people that the Constabulary delivers all of its services and it is to their great credit that we have achieved recognised high standards. As we continue to pursue our *Ambition*, we will promote and encourage organisational attitudes, values and behaviour that support our drive to be a truly citizen-focused police force and provide our people with the tools they need to deliver the highest possible standards of service.

We will achieve this by:

- ✓ mentoring, coaching and supporting our people
- ✓ maximising the potential of every individual
- ✓ recognising and rewarding good performance
- ✓ addressing poor performance or attendance
- ✓ encouraging innovation
- ✓ building upon the transformation of the delivery of human resources services

Policing is part of wider community safety and criminal justice services in which a multitude of other bodies and agencies play vital roles. The effectiveness of the partnerships is assessed in the three Comprehensive Area Assessments (CAAs) for Blackburn with Darwen, Blackpool and Lancashire County Council areas. Published in December 2009 the CAAs provided the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. They stated that:

- Lancashire was a safe place to live.
- there is less likelihood of people being a victim of crime
- fewer people are worried about anti-social behaviour than in other parts of the North West.

This success is reflected in a number of statutory and centrally driven **partnerships** and initiatives which are now an established part of the policing landscape. Lancashire Constabulary and the Police Authority are active participants in a number of these partnerships and often play an important role in helping to decide joint performance priorities, targets and focus activities towards the achievement of tangible outcomes. The following partnerships and agreements will all help to make Lancashire a safer place during the life of this Plan:

The Lancashire Partnership and Local Strategic Partnerships (LSPs)

The Lancashire Partnership and the 14 Local Strategic Partnerships (LSPs) bring together civic leaders and key public sector agencies such as the Constabulary, Lancashire Fire and Rescue, Lancashire Probation Service, Lancashire County Council, the district local authorities, Blackburn with Darwen and Blackpool unitary authorities and the National Health Service. These partnerships enable members to exchange ideas and collectively sharpen thinking for the future well-being of Lancashire.

Community Safety Partnerships (CSPs)

The Safer Lancashire Board has a key role in delivering the community safety priorities for the county. The partners, which include the chairs of the CSP's, the Constabulary and the Police Authority focus on long, medium and short term solutions to crime and disorder. The annual strategic assessments for the county's Community Safety Partnership areas have informed the development of this policing Plan by helping to identify the areas of emphasis associated with the agreed operational objective for 2010-2011.

Local Area Agreements (LAAs)
Three Local Area agreements are in operation within the county, covering the period June 2008 to March 2011. Two of the agreements cover the unitary authority areas of Blackburn with Darwen and Blackpool, whilst the third takes in the remaining 12 district council areas within the Lancashire County Council boundary.
The agreements between central government and local government, together with key partners including the Constabulary and the Police Authority, seek to enhance service provision to Lancashire's communities through a more effective and cohesive themed approach. The community safety themes, including tackling crime, alcohol and drug misuse, anti-social behaviour and combating violent extremism, are consistent with the areas of concern expressed by members of the public that are therefore reflected in the policing objective described later in this Plan. This consistency between the Lancashire LAAs and the Policing Plan provides a basis for the Constabulary to work closely with other public agencies towards common goals and clearly defined community benefits.

Public Service Agreements (PSAs)
As a result of the Government's most recent Comprehensive Spending Review, there are 30 Public Service Agreements covering the period 2008-11. Three of these are especially relevant to the Constabulary and Police Authority:

- PSA 23 *'make communities safer'* is consistent with government strategy to build on successes around crime reduction and tackle the most serious crime categories experienced by communities.
- PSA 25, *'reduce the harm caused by alcohol and drugs'* incorporates the negative impact substance misuse has on crime and disorder, as well as reflecting wider health and social consequences.
- PSA 24 '*deliver a more effective, transparent and responsive Criminal Justice System for victims and the public'* aims to provide a Criminal Justice System that puts victims at its heart and in which the public are confident and engaged.

These PSAs identify specific indicators, which have been taken into account in developing this Plan.

Local Criminal Justice Board
The Lancashire Criminal Justice Board consists of chief officers from all the criminal justice agencies in Lancashire - the Police, Crown Prosecution Service (CPS), Courts, Lancashire Youth Offending Team and the Probation and Prison Services. Victim Support, the Legal Services Commission and Health are also members of the Board.
The Board oversees and coordinates work across criminal justice agencies and is responsible for the delivery of some targets in respect of a number of Public Service Delivery agreements. Recent work done by the Constabulary in conjunction with the Board is the introduction of the Director's Guidance Streamlined Process to the area, which will reduce the amount of paperwork police officers have to complete in respect

of prosecution files, and considerably reduce the number of officers, and others, who are unnecessarily called to court to give evidence. The current Chair of the LCJB is the Chief Constable and the Deputy Chair is also filled by a Lancashire Assistant Chief Constable.

Leadership	People	Partnerships	Processes	Communication

Processes are the means by which we deliver our services. It is therefore vital that we keep those processes under regular review to ensure that they are citizen-focused and place the needs of service users above internal administrative requirements. Our *Sustaining Excellence* programme delivers this objective through various key projects. Operation QUEST is a major programme of work, backed by the Home Office, aimed at building capability to deliver ongoing and sustainable operational process improvements with lasting effect to remove process waste. Our Organisational Review (OR) programme is using QUEST methodology on a rolling programme of reviews to assess all the functions of the Constabulary. This programme will ensure we are using our resources as effectively as possible while maintaining our position as a truly citizen focused organisation.

Leadership	People	Partnerships	Processes	Communication

Communication refers to the many and varied ways in which we share information and develop mutual understanding, amongst ourselves, with communities and customers, and between all the partners who contribute towards community safety.

Effective communication is a two-way process. We will ensure that we supply the right information in ways that are clear and easily understood, whilst providing plenty of opportunities for people to engage with us. Listening carefully and fully understanding peoples' needs will help us improve by designing and re-shaping services in-line with the hallmarks of citizen-focused policing.

The Policing Pledge will help us to become increasingly transparent as we continue to develop the ways we provide information at local level, including details of what we are doing and how we are doing it.

We will achieve effective communication by:

- ✓ promoting an ongoing 'conversation' with communities through a wide range of forums and media and will look to develop our digital presence in an effort to reach wider audiences, including younger people
- ✓ developing our Police and Communities Together (PACT) processes to make our services even more accessible and determine neighbourhood priorities
- ✓ ensuring greater access to information by continually refining and developing both the Constabulary's web-site www.lancashirepolice.co.uk and our young people's website: www.limacharlie.org

- ✓ ensuring access to local community safety information and statistics through the Government's Crime Mapper site http://maps.police.uk/.

Operational Objective for 2010 – 2011

The following operational objective and areas for emphasis have been agreed between the Chief Constable and the Police Authority after consulting the public of Lancashire. Account has also been taken of the national policing priorities, the recent performance of the Constabulary and a detailed assessment of current crime and disorder issues.[2]

Operational Objective :
'To reassure the public by dealing with the anti-social behaviour and crime that is of concern while particularly protecting those who are vulnerable'

by providing high quality, citizen focused policing services which focus on the following areas of emphasis:

Counter Terrorism	**Anti-social Behaviour**	**Violent Crime**
Serious and Organised Crime	**Acquisitive Crime**	**Substance misuse**
Offending and re-offending	**Public Safety**	**Service Delivery**

so providing a high level of :

Confidence

[2] The Areas of emphasis detailed above were derived after considering a wide range of sources including CSP Priorities, National Community Safety Plan, Strategic Police Priorities, OPINION results, PACT meetings, LAAs, National Quality of Service Commitment, GONW: LAA Proposals, Force Control Strategy, Ambition Lancashire and the Policing and Crime Bill 2009.

APPENDIX B

LANCASHIRE POLICE AUTHORITY

APPOINTMENTS AND REMUNERATIONS COMMITTEE – 7 JUNE 2010

CONSTABULARY CHIEF OFFICERS' PDR OBJECTIVES 2010-2011

OFFICER	PAGES
CHIEF CONSTABLE	TO FOLLOW
DEPUTY CHIEF CONSTABLE	2 – 10
DIRECTOR OF RESOURCES	11 – 15
ASSISTANT CHIEF CONSTABLE – PEOPLE	16 – 22
ASSISTANT CHIEF CONSTABLE – TERRITORIAL OPERATIONS AND CRIMINAL JUSTICE	23 – 29
ASSISTANT CHIEF CONSTABLE PEOPLE	30 – 35

DCC Chris Weigh

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 1: **To ensure delivery of the Annual Policing Plan, with specific reference to the Ambition via the four strategic priorities: Diversity, Neighbourhood Policing, Protecting Vulnerable People and Quality of Service, in addition to the four enabling components i.e. – People, Partnership, Processes Leadership and Communication that will enhance Performance.**	• Delivery of the Constabulary's performance targets • Supporting the Chief Constable to achieve clear ownership and accountability for members of the Extended Command Team • Promote strong and effective partnership throughout all levels of the organization towards delivery of performance targets • Effectiveness of statutory and non-statutory partner agencies' contribution towards targets	• Develop and maintain a sophisticated and sustainable performance management framework • Ensure engagement with Lancashire Police Authority remains open and productive delivering a joint approach to performance management • Support the Chief Constable at monthly strategic tasking meetings, providing both an intrusive and supportive level of management	• The delivery of crime reduction and detection has a direct effect on the confidence and satisfaction of the communities within Lancashire • Delivery of community safety in line with the Policing Pledge • A clearer understanding of public confidence will inform Constabulary activity through the Force Confidence Strategy	April 2010 to March 2011.	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 2: **To lead the Sustaining Excellence Programme in particular the "Beyond Expectations" (BE) Campaign and to ensure the Constabulary develops a truly Citizen Focused approach.**	• Timely delivery of the Beyond Expectations Strategic Plan. • Effective management of risks associated with large scale change management projects • Delivery of User Satisfaction Targets • Beyond Expectations to be mainstreamed into organisational culture. • Improved public Satisfaction/Confidence indicators, through the effective delivery of a Citizen Focused approach to Quality of Life issues.	• Lancashire Constabulary to be a truly citizen focused organisation. • To oversee the component parts of the Beyond Expectations Strategic Delivery Plan and the Sustaining Excellence (SE) programme, particularly around the Organisational Reviews • Co ordination and delivery of corporate projects in a manner that is Citizen Focused and contributes to Sustaining Excellence. (Ongoing). Ensure that these are robustly marketed, both internally and externally, via the DCC's strategic lead of the	• Re the Ambition: Engender high levels of professionalism and citizen focus, delivery of high quality of service intrinsic to customer/public satisfaction and continued success. • To deliver against the Policing Pledge • To work towards achieving the single top down confidence target	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

		Corporate Communications Department. • To provide clear connectivity through Sustaining Excellence across all disciplines within the organization			
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 3: **To co-ordinate organisational change through the management and delivery of the Organisational Review (OR) programme.**	▪ Ensure that efficiencies are identified and realized across the organization and captured in the Efficiency Plan ▪ Deliver effective implementation and governance of the change programme and Organisational Reviews ▪ Ensure there is effective management of local service delivery ▪ Build capacity and capability through effective use of	▪ By managing risk and continuing to review organizational need across the whole organisation ▪ Monitor and support a robust and mature performance management regime, with greater standardisation across the Constabulary. ▪ Ensure consistent decision making and clear communication of organizational change is maintained across the Constabulary	▪ The delivery of an effective and efficient organizational change programme will enable the Constabulary to work towards delivering the Ambition. This is set against a climate of diminishing resources in the public sector ▪ This will lead the Constabulary through new challenges towards sustained	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

	resources ▪ Seek to 'Future Proof' the organization through prioritised approaches to investment ▪ Ensure a strategic focus is maintained on Value For Money (VFM) and Strategic Resourcing.		excellence. ▪ The Constabulary will continue to prepare for future HMIC inspections, ensuring that structures are assessed and continue to present efficient and effective use of resources.		
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 4: **To co-ordinate the work of the other Chief Officer portfolios ensuring there is a coherent and cohesive approach across the Constabulary.**	• Ensure the work of each Chief Officer is mutually supportive and complementary • Maintain a sophisticated approach to performance managing our people issues • Establish a culture which supports learning and development across the organisation	• Support performance development via meaningful and credible PDR and PDP mechanism • Clear focus on attendance and sickness rates • Provide clear and strong support for the Constabulary's Diversity Champions • Demonstrate clear support for the Constabulary's	• Clear and consistent leadership will ensure that the Constabulary works towards achieving the Ambition • There is a legal, moral and professional obligation to promote equality and diversity across the organization • Partnership working is key to	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review with as part of PDR process

	• Encourage a consistent approach to rewarding excellence and innovation • Ensure organizational approach to diversity is reflected in all Chief Officer portfolios • Delivery of the Single Equality Scheme to include the principles of ACPO Equality, Human Rights and Diversity Strategies • To deliver recruitment and retention targets for minority groups • To enhance the Constabulary's approach to Contact Management, Citizen Focus, Neighbourhood Policing and	promotion of workforce modernization agenda to ensure that our workforce reflects the communities we serve • Ensure effective partnership working around community issues to reduce threats to community cohesion	Constabulary success and in securing best value for money across all disciplines		

	Quality of Service, with a view to raising public confidence. • To ensure due focus remains on the traditional policing measures of crime reduction and detections, recognising that these factors are inextricably linked to the confidence agenda. • To ensure that key partners are encouraged to support activities aimed at Preventing Violent Extremism within our communities. • To continue to protect the people of Lancashire from the threats of terrorism, Organised Crime Groups and High Risk and Dangerous Offenders.				

Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 5: **To lead the organisational approach to raising standards of conduct and service.**	• Ensure the Taylor reforms are effectively implemented and utilized • Timeliness of Local Resolutions and outcomes of public complaints • Ensure standards are maintained across the organization, by virtue of strategic leadership of the Professional Standards portfolio. This will include maximizing the lessons learned methodology. The Constabulary will maintain high standards of behaviour and performance for all staff, ensuring that 'lessons learned' identified through misconduct and	• Provide clearly defined standards of behaviour and performance to all staff • Provide training and guidance to supervisors to promote strong management and intervention of unacceptable behaviour and misconduct within new discipline procedures • Maintain a positive and productive relationship with Independent Police Complaints Commission and external partners	• There is a clear responsibility to maintain professional standards of conduct and behaviour of all staff which clearly affects levels of public confidence • A clear link between learning and development to improved performance delivery identified through the Leadership Framework • The development of our people will enhance their understanding of Truly Citizen Focused Policing	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • HMIC Baseline Performance • Subject to six monthly review as part of PDR process

	discipline investigations are disseminated and acted upon				
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 6 **To ensure effective delivery of Neighbourhood Policing and Neighbourhood Management as key enablers for service delivery within Lancashire, in line with the Policing Pledge.**	• Delivery of the single top down confidence measure • To that end, development of a Confidence Strategy • Maintain and look to increase levels of satisfaction across all communities within Lancashire • Sustain crime reduction and detection delivery performance • Effective management of neighbourhood priorities through clear partnership tasking processes • Develop cohesive communication	• Ensure there is a consistent approach to Neighbourhood Management and engagement with key partners • Deliver clear leadership and establish accountability for delivery at every level • Maintain a comprehensive performance management structure and intrusive leadership at all levels within the organization • Provide clear standards for delivery of Neighbourhood Policing within	• The delivery of Neighbourhood Policing has a direct effect on the confidence and satisfaction of our communities • Identifying Priority Areas particularly vulnerable to incidents of crime and Anti-Social Behaviour (ASB) ensuring that resources are proportionate to the 'threat' posed. • Direct link to the Ambition, ensuring high levels of professionalism	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process.

	style to encourage community engagement within neighbourhoods • To ensure that operational staffing abstractions are minimised – maintaining visibility within communities in line with the Policing Pledge	Lancashire • Ensure that Corporate Communications support delivery through clear and easily understood internal and external releases	and providing tailored services to our communities • This will assist the Constabulary as it seeks to become a truly Citizen Focused organization		

Mr David Brindle: Director of Resources

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 1 **Maintain/Improve the Constabulary's Financial Management position**	• Effective management of revenue and capital budget position for 2010/11 taking cognisance of the prevailing financial climate currently and over the next three to five years • Oversee revenue budget and capital programme setting process for 2011/12 • Oversee delivery and achievement of Finance Service Level Agreement (SLA) • Maintain "Police Use of Resources" (PURE) assessments	• Through clear Chief Officer ownership, direction, monitoring and involvement	• Of critical importance, against the background of impending significant reductions in Police Service funding	April 2010 to March 2011	• Quarterly Performance Review • Informal Chief Officer meeting • Monthly STCG • Business Group • Police Authority Resources Committee • Mid term PDR review
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 2 **Progress key**	• Implementation of Digital Recording of taped interviews	• Through clear Chief Officer ownership,	• Contribution to improved operational and	April 2010 to March 2011	• Quarterly Performance Review

Constabulary Information and Communication Technology (ICT) projects and implement recommendations of ICT Organisation Review	• Implementation of Automatic Number Plate Recognition (ANPR) in line with agreed action • Achieve Community Security Policy compliance • Implementation of ICT Organisational Review in line with agreed action plan • Embracing the Beyond Expectations initiative through improved customer relationships/interactions and by prioritising operational requirements and processes	direction, monitoring and involvement	organisa-tional effectiveness and efficiency		• Monthly progress meeting • Mid term PDR review
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 3 **Deliver key new accommodation schemes on time and within budget**	• Protective Services accommodation/HQ extension. Ensure completion by end of March 2011 and within budget • Implement front	• Through clear Chief Officer ownership, direction, monitoring and involvement	• Contribute to improvement in operational effectiveness and hence the single measure confidence	April 2010 to March 2011	• Monthly progress meeting • Quarterly Performance Review • Mid term

	counter improvements at Skelmersdale, Kirkham and Poulton, in line with Beyond Expectations action plan • Commence replacement of Langdale Building at Training School by October 2011 • Implement changes to Communications Rooms in line with Organisational Support Review by March 2011		target		PDR
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 4 **Achieve efficiencies/cost reduction, environmental improvements within portfolio and where possible exploit business opportunities**	• Reduction of ICT costs • Reduction in carbon footprint of vehicles • Reduction in vehicle running costs • Reduction in energy costs • Sale of ICT systems	• Through clear Chief Officer ownership, direction, monitoring and involvement	• Contribution to efficiencies/ savings required in response to anticipated reductions in funding	April 2010 to March 2011	• Monthly progress meetings • Quarterly Performance Review • Mid term review

Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 5 **Achieve implementation of full compliance with the Management of Police Information Systems requirements (including the Community Security Policy) and full implementation of the Police National Database (PND)**	• By National Police Improvement Agency (NPIA) external and peer reviews process • Implementation data of Police National Database (PND)	• Through clear Chief Officer ownership, direction, monitoring and personal involvement • Information Management Group	• National Police Service requirement	April 2010 to March 2011	• IMG • Mid term PDR review

ACC Wendy Walker: 'People' portfolio

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 1: **To provide clear support to the delivery of the Annual Policing Plan, providing a clear focus on the Ambition via the four strategic priorities: Diversity, Neighbourhood Policing, Protecting Vulnerable People and Quality of Service, <u>with specific emphasis on developing people</u>. Delivery will include focus on the Enablers i.e. – People, Partnership, Processes Leadership and Communication that will enhance Performance.**	• Ensure delivery of the Constabulary's performance targets • Encourage strong and effective partnership throughout all levels of the organisation towards delivery of performance targets • Work towards achieving further levels of Investors in People.	• Effective engagement with Lancashire Police Authority, ensuring a joined approach to performance management • Achieve further levels of Investors in People. • Effective governance through PTCG (People Tasking and Co-ordinating Group)	• The delivery of crime reduction and detection has a direct effect on the confidence and satisfaction of the communities within Lancashire • Delivery of community safety in line with the Policing Pledge • Provide clear support for the creation of a Confidence Strategy	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 2 **To support the development of the Constabulary towards becoming 'A Truly Citizen Focused Organisation' through the delivery of the Sustaining Excellence Programme, <u>specifically within the 'People Portfolio'</u>.**	• Delivery of User Satisfaction Targets • Quality of Service initiatives to be mainstreamed • Improved public Satisfaction/Confidence indicators, through a newly created Confidence Strategy • Work towards Investors in People status • Ensure Skills for Lancashire supports the aims of the SE programme and the Beyond Expectations Campaign. • Enhanced Leadership Development which supports a totally citizen focused	• Lancashire Constabulary to be a truly citizen focused organisation. • Commission survey of workforce and cascade diagnostic information to Senior Officers. • To demonstrate clear benefits from the Sustaining Excellence programme, in particular the BE campaign, towards delivering the Constabulary Ambition. • Co-ordination and delivery of corporate projects in a manner that is Citizen Focused and contributes to Sustaining Excellence. (Ongoing) • To provide clear	• Re the Ambition:- Engender high levels of professionalism and citizen focus, delivery of high quality of service intrinsic to customer/public satisfaction and continued success. • To deliver against the Policing Pledge • To achieve the single top down confidence target	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

	organisation	connectivity through the BE campaign and wider Sustaining Excellence programme across all disciplines within the organisation • To ensure that Lancashire applies Quest methodology in all aspects of our business to ensure that resources are used effectively and efficiently.			
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 3: **To develop a clear and consistent approach to the Learning and Development of our staff through the 'People Portfolio' - with emphasis on the Skills for Lancashire training programme.**	• Ensure a corporate approach is in place towards staff development and promotion at all ranks • Establish a culture which supports learning and development across the organisation • Maintain a	• Support performance development via meaningful and credible PDR and PDP mechanism • Intrusive management and quality assurance measurement of promotion processes • Clear focus on attendance and	• A clear link between learning and development to improved performance delivery identified through the Leadership Development. • The development of our people will enhance their	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

	sophisticated approach to performance managing our people issues • Encourage consistent approach to rewarding excellence and innovation • Establish a supportive approach towards innovative ways of working, including workforce development • The Constabulary will maintain high standards of behaviour and performance for all staff, ensuring that 'lessons learned' identified through misconduct and discipline investigations are disseminated and acted upon • Ensure national roles i.e. ACPO	sickness rates • Co-ordinate award ceremonies to celebrate staff achievements	understanding of Truly Citizen Focused Policing • The Skills for Lancashire Programme is enhanced to support the needs of the organisation.		

	lead for Initial Police Learning and Development Programme (IPLDP) and Learning and Development for Managers feed into the Constabulary				
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 4: **To ensure delivery of Diversity Strategy is mainstreamed across the Constabulary.**	• Ensure the culture of the organisation to be more open and inclusive • Create an environment for mature debate on diversity so it feels less threatening for individuals and less compliance driven • Mainstream diversity to be at the heart of activity across the Constabulary, establishing clear standards and values for our staff	• Provide clear and strong support for the Constabulary's Diversity Champions • Promote a consistent message to treat everyone with respect and dignity • Ensure that the business case for diversity is communicated in a clear and meaningful manner both internally and externally • Intrusive monitoring of the assessment and analysis of the	• There is a legal, moral and professional obligation to promote equality and diversity across the organization • Diversity must become an integral part of the Constabulary's culture, so that it respects the difference within communities and becomes an organisation that wholly reflects the diverse	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • HMIC Baseline Performance • Subject to six monthly review as part of PDR process

	• Delivery of the Single Equality Scheme to include the principles of ACPO Equality, Human Rights and Diversity Strategies. • To deliver recruitment and retention targets for minority groups • Feedback from Constabulary staff associations on our performance in supporting and encouraging minority groups. • To develop a clear and accountable framework to monitor and increase Community Cohesion within Lancashire	Constabulary's performance in relation to disproportionality issues • Demonstrate clear support for the Constabulary's promotion of workforce modernisation agenda to ensure that our workforce reflects the communities we serve • Ensure effective partnership working around community issues to reduce threats to community cohesion	make up within Lancashire • A diverse workforce will be able to effectively gather community intelligence and operate in challenging environments.		
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 5: **To deliver the**	• To deliver improvements against targets for	• To encourage all sections of the community to	• To Ambition – to ensure effective and efficient use	April 2010 to March 2011	• Quarterly Performance review

Costed HR Plan, including measures of sickness, ill health, retirement and BME/Female recruitment.	BME/Female recruitment ratios • Maintain police officer and police staff sickness levels across the Constabulary	engage with the Constabulary • To develop the organisation as an 'employer of choice'	of staff		• Monthly STCG and TTCG • Subject to six monthly review as part of PDR process

Acting ACC Andrew Rhodes: Territorial Operations and Criminal Justice

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 1: **To support the delivery of the Annual Policing Plan, providing a clear focus on the Ambition via the four strategic priorities: Diversity, Neighbourhood Policing, Protecting Vulnerable People and Quality of Service, as well as the Enablers, i.e. – People, Partnership, Processes Leadership and Communication that will enhance Performance.**	• Ensure that territorial divisions support the delivery of the Constabulary's performance targets • Provide clear ownership and accountability for Divisional Commanders • Encourage strong and effective partnership throughout divisions towards delivery of performance targets • Delivery of the single top down confidence measure • Development and implementation of a Confidence Strategy • Implementation of	• Establishment of a sophisticated and sustainable performance management framework • Effective engagement with Lancashire Police Authority, ensuring a joined approach to performance management • Provide a consistent approach to Neighbourhood Policing with, where possible, moves to Neighbourhood Management and engagement with key partners • Performance development via meaningful and credible PDR and PDP mechanism • Clear focus on attendance and sickness rates	• Effective delivery of crime reduction and to increase the confidence and satisfaction of the communities within Lancashire • Delivery of community safety in line with the Policing Pledge	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process

	Neighbourhood Policing delivery plan				
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 2: **To fully engage with and drive the Sustaining Excellence Programme, in particular the "Beyond Expectations" Campaign and to ensure the Constabulary develops a truly Citizen Focused approach.**	• Delivery of the Beyond Expectations Strategic Plan. • Clear role within Lancashire Criminal Justice Board • Consistent delivery of Neighbourhood Management throughout the Constabulary. • Delivery of User Satisfaction Targets • Quality of Service initiatives to be mainstreamed • Improved public Satisfaction/Confidence indicators, through a newly created Confidence Strategy	• Lancashire Constabulary to be a truly citizen focused organisation. • To demonstrate clear benefits from the Beyond Expectations programme toward delivering the Constabulary Ambition. • Co-ordination and delivery of corporate projects in a manner that is Citizen Focused and contributes to Sustaining Excellence. (Ongoing) • To provide clear connectivity through Sustaining Excellence across all disciplines within the organization • To ensure that Lancashire applies Quest methodology in all aspects of our business to ensure that resources are used effectively and efficiently	• Engender high levels of professionalism and Citizen Focus • Deliver high quality of service intrinsic to customer/public satisfaction and continued success. • Deliver the Policing Pledge • Achievement of the single top down confidence target and milestones	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • Subject to six monthly review with HMI as part of PDR process

Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 3: **To provide clear leadership to broaden the profile of Diversity across the Constabulary.**	• Move forward the culture of the organisation to be more open and inclusive • Create an environment for mature debate on diversity so it feels less threatening for individual and less compliance driven • Mainstream diversity to be at the heart of activity across the Constabulary, establishing clear standards and values for our staff • Delivery of the Single Equality Scheme to include the principles of ACPO Equality, Human Rights and Diversity Strategies. • To ensure that key	• Provide clear and strong support for the Constabulary's Diversity Champions. • Promote a consistent message to treat everyone with respect and dignity. • Ensure that the business case for diversity is communicated in a clear and meaningful manner both internally and externally. • Intrusive monitoring of the assessment and analysis of the Constabulary's performance in relation to disproportionality issues. • Demonstrate clear support for the Constabulary's promotion of workforce modernisation agenda to ensure that our workforce reflects the communities we serve. • Ensure effective partnership working around community issues to reduce threats to community cohesion.	• There is a legal, moral and professional obligation to promote equality and diversity across the organization . • Diversity must become an integral part of the Constabular y's culture, so that it respects the difference within communitie s and becomes an organisation that wholly reflects the diverse make up within	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance Review • HMIC Baseline Performance • Subject to six monthly review with HMI as part of PDR process

	partners are encouraged to support activities aimed at Preventing Violent Extremism within our communities • Chair of the Constabulary Young People's Steering Group ensuring effective and consistent delivery of the Force Youth Strategy • Strategic Constabulary lead for the Children's Trust and Executive, driving and delivering the Children and Young People's Plan	• Build and maintain positive relationships with young people through increased engagement, particularly with those that are vulnerable • To prevent and deter young people from entering the criminal justice system but whilst ensuring that by the appropriate and proportionate use of the disposals available those that do are not criminalized unnecessarily • To safeguard and inform young people and to protect them from crime, abuse, exploitation and anti-social behaviour.	Lancashire. • A diverse workforce will be able to effectively gather community intelligence and operate in challenging environments. • To safeguard the children and young people of Lancashire in line with the Every Child Matters agenda.		
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 4: **To develop the criminal justice services within the**	• Vice Chair of Local Criminal Justice Board (LCJB) • Chair of LCJB performance	• To support the work of the LCJB and provide strategic direction to the Constabulary in support of PSA 24 (the confidence measure as required by the single top	• To increase confidence by delivering a citizen focused	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly

Constabulary, with specific emphasis on Offences Brought to Justice and Out of Court disposals.	subgroup • Chief Officer scrutiny in Quarterly Performance reviews • Effective co-ordination of Criminal Justice	down target • Ensure strong strategic and operational partnership working amongst key criminal justice agencies within Lancashire • Achieve consistent delivery of out of court disposals within the Force area to ensure accuracy and appropriateness. • Provide strategic leadership to the Constabulary for relevant nationally mandated Criminal Justice initiatives.	service.		Performance Review • Subject to six monthly review with HMI as part of PDR process. • WAVE • Opinion surveys
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**

Objective 5:
 	
To continue to implement and develop Integrated Offender Management (IOM) throughout the Constabulary.
	• Chair of the Integrated Offender Management Unit (IOMU) Strategic Board ensuring consistency of approach and ambition of partner agencies
	• IOMU link into LCJB
		• Provide strategic direction to IOM within Lancashire with particular emphasis on the production and implementation of a strategic plan.
		• Full integration of the IOMU principles and processes
		• Identification and implementation of 5 critical success factors of IOM
		  ○ Collaboration
		  ○ Communication
		  ○ Co-location
			• Reduction of crime particularly in regard to Serious Acquisitive Offending	April 2010 to March 2011	• Monthly Strategic Tasking process
					• Quarterly Performance Review
					• Subject to six monthly review with HMI as part of PDR process

		○ Information and communication technology ○ Continuous improvement			

ACC Andy Cooke: Specialist Operations

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 1 **To support the delivery of the Annual Policing Plan, providing a clear focus on the Ambition via the four strategic priorities: Diversity, Neighbourhood Policing, Protecting Vulnerable People and Quality of Service, with <u>emphasis on protecting people</u>. Delivery will include focus on the Enablers i.e. – People, Partnership, Processes Leadership and Communication that will enhance Performance in line with the BE Programme.**	• Ensure that both G & H division provide clear support towards the Constabulary's performance targets • Provide capability and capacity of specialist services to divisions • Encourage strong and effective partnership throughout all levels of the organisation towards delivery of performance targets • Delivery of outcomes with regard to Protective Services plans	• Ensure a sophisticated and sustainable performance management framework is established • Effective engagement with Lancashire Police Authority, ensuring a joined approach to performance management • Chair monthly tactical tasking meetings, providing both an intrusive and supportive level of management	• The delivery of crime reduction and detection has a direct effect on the confidence and satisfaction of the communities within Lancashire • Delivery of community safety in line with the Policing Pledge	April 2010 to March 2011	• Monthly Strategic & Tactical Tasking process • Quarterly Performance Reviews • Subject to six monthly review as part of PDR process • Delivery of Protective Services plans to meet objectives

Specific	Measurable	Achievable	Relevant	Timescale	Evaluation/Review
Objective 2: Citizen Focus **To accelerate the development of the Constabulary towards becoming 'A Truly Citizen Focused Organisation' through the delivery of the BE Programme, <u>specifically within the Protective Service portfolio</u>.**	• Retain focus on Problem Orientated Partnerships within Lancashire • Ensure that priorities for operations departments are co-ordinated and are designed to improve public Satisfaction and Confidence in line with the BE programme • Delivery of workstream plans – Counter Terrorism Unit (CTU), Public Protection Unit (PPU), and Automatic Number Plate Recognition (ANPR).	• To be a truly citizen focused organisation. • To demonstrate clear benefits from the BE programme toward delivering the Constabulary Ambition. • To provide clear connectivity through BE across all disciplines within the organisation • Apply Quest methodology in aspects of our business to ensure that resources are used effectively and efficiently	• Re the Ambition: Engender high levels of professionalism and citizen focus, delivery of high quality of service intrinsic to customer/ public satisfaction and continued success. • To deliver against the Policing Pledge • To achieve the single top down confidence target	April 2010 to March 2011	• Monthly Strategic & Tactical Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process • Delivery of Workstream plans to meet objectives
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 3: Leadership **To provide**	• Seek to continue to 'Future Proof' the organisation	• Build capacity and capability through effective use of	• This is about managing risk • Protecting	April 2010 to March 2011	• Monthly Strategic & Tactical

leadership and clarity to the further development of the Protecting People Strategic Priority across all levels of operational policing activity and BE programme within G and H Division.	through prioritised approaches to investment within constricting financial constraints. • Focus on Serious & Organised Crime, Major Crime and Counter Terrorism. • Delivery of enhanced community intelligence to reduce the threat	resources. • By managing risk and continuing to close the Level 2 Gap. • Monitor and support a robust and mature performance management regime • Ensure that connections are made between Level 1 & Level 2. • Ensure appropriate partnership contributions in these areas, e.g. Serious and Organised Crime Agency (SOCA), TITAN, national & local agencies.	People connects across Diversity, Neighbourhood Policing & BE. • Prepare for future HMIC inspections • Delivery of increased trust and confidence of our communities		Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process • Delivery of a consistent and corporate approach to Protective Services agenda.
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 4: Diversity **To provide clear leadership in support of the BE**	• Move forward the culture of the organisation to be more open and inclusive by encouraging an	• Provide clear and strong support for the Constabulary's Diversity Champions • Promote a clear	• There is a legal, moral and professional obligation to promote equality and	April 2010 to March 2011	• Monthly Strategic Tasking process • Quarterly Performance

programme to broaden the profile of Diversity across the Constabulary	environment for mature debate on diversity so it feels less threatening for individuals and less compliance driven • Ensure that delivery of specialist operational policing considers factors of community cohesion and confidence • Ensure that operations departments offer opportunities for staff including those from minority ethnic backgrounds to develop within specialist areas.	and consistent message to treat everyone with respect and dignity • Intrusive monitoring of the assessment and analysis of performance in relation to disproportionality issues • Demonstrate support for workforce modernisation agenda to ensure that our workforce reflects the communities we serve • Ensure effective partnership working around community issues to reduce threats to community cohesion	diversity across the organization • Diversity must be an integral part of the Constabulary's culture, so that it respects the difference within communities and wholly reflects the diverse make up within Lancashire • A diverse workforce will be representative of our communities and be able to effectively gather community intelligence and operate in challenging environments		Review • HMIC Baseline Performance • Subject to six monthly review as part of PDR process
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 5: Professional	• Standards – legislation,	• Deliver clear leadership and	• Direct link to the Ambition,	April 2010 to March	• Monthly Strategic &

Governance **To develop Professional Governance in line with the BE Programme throughout the Constabulary to ensure delivery of agreed corporate standards in high risk areas of protective services business**.	doctrine, policy, procedures, guidance • Resources – required for implementation • Continuous Professional Development (CPD) – qualifications & experience, training etc… • Service delivery – setting targets, ensuring compliance, enhancing quality • Quality assurance – developing centres of excellence, audit of delivery • Learning & good practice – identified, shared, rewarded etc…	establish accountability for delivery • Maintain a comprehensive performance management structure and intrusive leadership at all levels within the organisation • CPD seminars for detective training	ensuring high levels of professionalism and providing tailored services to our communities • This will assist the Constabulary as it seeks to become a truly Citizen Focused organisaton • Impact on trust and confidence through the BE programme	2011	Tactical Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process
Specific	**Measurable**	**Achievable**	**Relevant**	**Timescale**	**Evaluation/Review**
Objective 6: Continuous improvement	• Develop cohesive communication style with partners to encourage	• Deliver clear leadership and establish accountability for	• Direct link to the Ambition, ensuring high levels of	April 2010 to March 2011	• Regular internal and external meetings with

To continue to develop and implement a comprehensive approach to Specialist Operations ensuring that the Constabulary goes from fair to good in HMIC baseline assessment of protective services.	community engagement within neighbourhoods • Deliver specialist support services to divisions in support of building trust and confidence in communities • To ensure that key partners are encouraged to support activities aimed at improving service delivery within the specialist operations sphere	delivery • Maintain a comprehensive performance management structure and intrusive leadership at all levels within the organisation	professionalism and providing tailored services to our communities • This will assist the Constabulary as it seeks to become a truly Citizen Focused organisation		partners • Monthly Strategic & Tactical Tasking process • Quarterly Performance Review • Subject to six monthly review as part of PDR process.

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 11

Document is Restricted