



## **LANCASHIRE POLICE AUTHORITY**

**WEDNESDAY 8 OCTOBER 2008 AT 10.00 AM  
IN CABINET ROOM 'C' AT COUNTY HALL, PRESTON**

NB If you have any queries regarding the Agenda papers or require any further information, please contact Stephen Pickup on 01772 533420.

### **AGENDA**

#### **PART I (OPEN TO PRESS AND PUBLIC)**

##### **1 PRESENTATIONS**

###### **PRESENTATION OF THE WILLIAM GARNETT CUP**

The Chair of the Authority will present the William Garnett Cup. Details of the Award are attached at Item 1.

**Please note that the presentation will take place in the Assembly Hall at 10.00 am.**

###### **PRESENTATION BY THE IPCC**

Ms Naseem Malik, IPCC Commissioner for the North West, will give an oral presentation to Members on the IPCC.

##### **2 APPOINTMENT OF VICE-CHAIR OF THE AUTHORITY**

A report concerning the appointment of the Vice-Chair of the Authority for the remainder of the 2008/09 administrative year is presented as Item 2. **Item 2 to follow.**

##### **3 MEMBERSHIP OF THE POLICE AUTHORITY**

A report on the current membership of the Authority, including appointments to Committees, special interest roles and other bodies is presented at Item 3. **Item 3 to follow.**

##### **4 APOLOGIES FOR ABSENCE**

##### **5 DISCLOSURE OF MEMBERS' 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.

**6 MINUTES OF THE MEETING HELD ON 15 JULY 2008**

Copy enclosed for confirmation at Item 6.

**7 MATTERS ARISING**

There are no matters arising from the Minutes of the last meeting which are not covered elsewhere on the Agenda.

**ITEMS FOR DECISION**

**8 HOME OFFICE GREEN PAPER – LANCASHIRE POLICE AUTHORITY'S FINAL RESPONSE TO THE CONSULTATION EXERCISE**

The Authority's proposed final response to the consultation exercise on the Green Paper: 'From the Neighbourhood to the National' is attached at Item 8. **Item 8 to follow.**

**9 APPOINTMENT OF AN OFFICER UNDER SECTION 151 OF THE LOCAL GOVERNMENT ACT 1972**

A report regarding the appointment of an Officer under Section 151 of the Local Government Act 1972 is attached at Item 9.

**10 LANCASHIRE POLICE AUTHORITY – PROCEDURE FOR DEALING WITH VEXATIOUS COMPLAINTS**

A report setting out a proposed procedure for dealing with vexatious complaints is attached at Item 10. **Item 10 to follow.**

**11 APPOINTMENT OF INDEPENDENT PERSONS TO MISCONDUCT PANELS**

A report regarding the appointment of Independent Persons to Misconduct Panels is attached at Item 11.

**CHIEF CONSTABLE'S REPORT**

**12 CHIEF CONSTABLE'S REPORT**

The Chief Constable will present an oral report at the meeting.

**MINUTES OF COMMITTEES**

**13 MINUTES OF THE STAFF CONSULTATIVE FORUM FROM ITS MEETING HELD ON 5 SEPTEMBER 2008**

The unconfirmed Minutes of the Staff Consultative Forum from its meeting held on 5 September 2008 are presented at Item 13.

**14 MINUTES OF PLANNING AND PERFORMANCE REVIEW COMMITTEE FROM ITS MEETING ON 9 SEPTEMBER 2008**

The unconfirmed Minutes of the Planning and Performance Review Committee from its meeting held on 9 September 2008 are presented at Item 14.

**15 MINUTES OF AUDIT AND STANDARDS COMMITTEE FROM ITS MEETING ON 15 SEPTEMBER 2008**

The unconfirmed Minutes of the Audit and Standards Committee from its meeting on 15 September 2008 are presented at Item 15.

**16 MINUTES OF THE EXTERNAL RELATIONS COMMITTEE FROM ITS MEETING ON 17 SEPTEMBER 2008**

The unconfirmed Minutes of the External Relations Committee from its meeting on 17 September 2008 are presented at Item 16.

**17 MINUTES OF RESOURCES COMMITTEE FROM ITS MEETING ON 23 SEPTEMBER 2008**

The unconfirmed Minutes of the Resources Committee from its meeting on 23 September 2008 are presented at Item 17. **Item 17 to follow.**

**18 MINUTES OF THE HUMAN RESOURCES COMMITTEE FROM ITS MEETING ON 24 SEPTEMBER 2008**

The unconfirmed Minutes of the Human Resources Committee from its meeting on 24 September 2008 are presented at Item 18. **Item 18 to follow.**

**ITEMS FOR INFORMATION**

**19 CHIEF EXECUTIVE'S UPDATE**

A report from the Chief Executive on work the Police Authority has been involved in since the Authority's last meeting is attached at Item 19.

**20 REPORTS FROM MEMBERS OF THE AUTHORITY**

20.1 The Chair of the Authority will present an oral report at the meeting.

20.2 Miss Afzal's national APA update is attached at Item 20.2.

20.3 Since the last meeting, Members have represented the Authority at the following events:

- Operation Quest National Workshops 23<sup>rd</sup> July – Maria Sumner.

- Kent Police National Race & Diversity Conference 'Beyond the Rhetoric' 24<sup>th</sup> July – Saima Afzal.
- Protective Services Collaboration Event 5<sup>th</sup> September – Geoff Roper & Gary Bell.
- APA Board Away Day 10 September – S Afzal
- ACPO National Progression Conference 25<sup>th</sup> September – Saima Afzal
- Police National Memorial Day 28 September - Trish McGirr

Members' reports on recent events are attached at Item 20.3.

## **21 TRANSACTION OF URGENT BUSINESS**

A report on the transaction of business undertaken since the last meeting is attached at Item 21.

## **22 URGENT BUSINESS**

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

## **23 DATE OF NEXT MEETING**

The Authority's next meeting is scheduled to be held at 10.00am on Wednesday 10 December 2008 at County Hall, Preston.

**Miranda Carruthers-Watt**  
**CHIEF EXECUTIVE**





**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**PRESENTATION OF THE WILLIAM GARNETT CUP**

The William Garnett Cup was donated in 1930 by the late Alderman William Garnett in memory of his father and is awarded annually to the police officer(s) who have performed the most gallant deed of the year.

Throughout the year, members of the Constabulary perform many acts of meritorious conduct. Some go unreported and some may not meet the high criteria required to qualify for this most prestigious award.

Such are the high standards required before this award is made that the Chief Constable, after consultation with senior officers, considers each individual act of bravery in the proceeding 12 months, not only looking for the most meritorious deed, but also ensuring that the act itself merits such recognition. In this light it would be fair to say that the William Garnett Cup is special, recognising as it does an extreme act of bravery.

For 2008, the William Garnett Cup is awarded to PS Pass, PC Jones and PC Smith who together prevented four armed and dangerous men escaping from the scene of an armed robbery.

Details of the incident are set out overleaf. The Chair of the Authority will present the Cup to the Officers.

**Background Papers**

Press regarding the award.  
Police Authority Agenda 10 October 2007  
Item 1 – Presentation of the William Garnett Cup

**Report Author**

Name: Mr Stephen Pickup  
Organisation: Police Authority ☎ 01772 533420

## **Statement of Facts for the Presentation Of the William Garnett Cup 2008**

The William Garnett Cup is this year awarded to PS Pass, PC Jones and PC Smith who together prevented four armed and dangerous men escaping from the scene of an armed robbery.

In April 2006, intelligence was received about a group of men from the Greater Manchester area who were going to carry out an armed robbery either at a post office in Preston or the TSB bank on Blackpool Road, Ashton, at an unspecified time and date.

Operation Redwood was put in place in an effort to prevent the crime from taking place and arrest the offenders before they committed any crime.

At 11.25am on Friday 28 April PS Mark Pass, PC Nathan Jones and PC Frank Smith were engaged on Operation Redwood when they were alerted to a robbery at TSB on Blackpool Road and immediately made their way to the location.

They followed a black Seat Ibiza onto Bridge Road and rammed the car to keep the four offenders inside.

Even though he saw the front seat passenger holding a gun PS Pass smashed the driver's window using his firearm and shouted for him to put the gun down.

The offender then raised his gun towards the windscreen and pulled the trigger. PS Pass remained in control of his actions and was again shouting for the man to drop the weapon.

PS Pass then removed him from the vehicle and forced him to the floor. At this point PC Smith and PC Jones also surrounded the vehicle and once the front seat passenger was detained the remaining three offenders were removed and forced to the floor before being transported to Preston Police Station.



**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER 2008**

**PART I**

**APPOINTMENT OF VICE-CHAIR**

**Issue for Consideration**

The appointment of Vice-Chair of the Authority for the remainder of the 2008/09 administrative year.

**Information**

Following the recent changes in the Authority's membership, a vacancy for Vice-Chair of the Authority for the remainder of the 2008/09 administrative year has arisen. The procedure for the nomination and appointment of Vice-Chair is set out in more detail below:

- formal written nominations (which are proposed and seconded and which include the nominees' signed consent) are submitted to the Chief Executive by the closing date of 12 noon on Monday, 6 October, 2008;
- the nomination(s) for Vice-Chair received by the deadline and submitted in accordance with the procedures are then considered at the Authority's meeting on 8 October 2008;
- if more than one nomination is received, appointment is decided by ballot; ballot papers are issued to each Member at the meeting for this purpose;

By the closing date for receipt of nominations (6 October), **one nomination** had been received and seconded for the office of Vice-Chair of the Authority: **County Councillor Geoff Roper**.

**Decision Required**

To confirm the appointment of County Councillor Roper as Vice-Chair of the Authority for the remainder of the 2008/09 administrative year.

**Background Papers**

None

**Report originator**

Name: Mr S Pickup  
Organisation: Lancashire Police Authority  01772 533420



**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**MEMBERSHIP OF THE AUTHORITY, COMMITTEE MATTERS, APPOINTMENTS TO OTHER MEETINGS AND TERMS OF REFERENCE FOR PROFESSIONAL STANDARDS WORKING GROUP  
(Appendices A to C refer)**

**Issues for Consideration**

Following the recent changes in Police Authority Membership, the Authority is asked to consider the following matters for the remainder of 2008/09:

1. the Membership of the Authority;
2. the Membership of Committees;
3. the appointment of Chairs and Vice-Chairs of Committees;
4. Special Interest roles and Focal Points;
5. the appointment of Members to other meetings; and
6. the Terms of Reference for the Professional Standards Working Group.

**Information**

**1. MEMBERSHIP OF THE AUTHORITY**

At the 1 October 2008, the membership of the Authority is as follows:-

Miss S Afzal  
Councillor G Bell  
County Councillor G Davies  
Councillor M T Doherty  
Mr D G Edmundson  
County Councillor C Grunshaw  
Mrs F Hendrix, JP

Mr B Jassi  
County Councillor A P Jones  
Mr I Master  
Ms P C McGirr  
County Councillor N D Penney  
County Councillor G W Roper  
Mr M S Sarwar  
County Councillor J Stuart  
Mrs A Webster  
County Councillor D M Whipp

## **2. MEMBERSHIP OF COMMITTEES**

(Appendix A)

Following the consideration of the three new Members' preferences for serving on Committees, suggested Memberships of Committees and Sub Committees, for the remainder of 2008/09 administrative year have been drawn up and are set out at Appendix A for the Authority's consideration.

In addition, the Authority currently has a shortage of Members who are eligible to serve on the Police Appeals Tribunal, which consider appeals against finding or sanction following a Misconduct Hearing. In order to address this issue, it is suggested that Members holding the following positions should undertake such appeals:

- Chair and Vice Chair of the Authority
- Chair and Vice Chair of the Human Resources Committee
- Chair and Vice Chair of External Relations Committee

## **3. CHAIRS AND VICE-CHAIRS OF COMMITTEES**

(Appendix A)

Following the recent changes in Membership, several Chair/Vice Chair vacancies have arisen and it is proposed to fill these vacancies as follows:

- County Councillor Grunshaw to replace County Councillor Roper as Chair of Resources Committee (with County Councillor Roper as Vice-Chair of the Committee).
- Mr Sarwar to be appointed as Vice-Chair of the Planning & Performance Review Committee (in place of Mr Winthrop, JP)
- Councillor G Bell to replace Mr Sarwar as Vice-Chair of the Professional Standards Committee.

The proposals to fill these vacancies have been included at Appendix A.

## **4. SPECIAL INTEREST ROLES AND FOCAL POINTS**

(Appendix B)

The Authority's Chief Executive has also taken the opportunity to review the Authority's special interest roles and focal points to ensure that they continue to align with current priorities. Accordingly, a revised proposal for the allocation of Special Interest roles is attached at Appendix B and the main changes are as follows:

- 4.1 The removal of the Minority Recruitment special interest and its replacement with a special interest on Retention and Progression/Workforce Modernisation;
- 4.2 Replacing the Modernisation and Efficiency special interest with Sustaining Excellence;
- 4.3 Widening the remit for the Victims and Witnesses special interest by including Restorative Justice and the broader Criminal Justice System;
- 4.4 The removal of the Health & Safety and Every Child Matters focal points;
- 4.5 The inclusion of focal points for Finance, Assets & ICT and Neighbourhood Policing;
- 4.6 Changing the Performance Scrutiny special interest to a focal point.

## **5. APPOINTMENTS TO OTHER MEETINGS**

(Appendices C and D refer)

The opportunity has also been taken to review the appointment of Police Authority Members to:-

- 5.1 Community Engagement Meetings;
- 5.2 Crime and Disorder Reduction Partnerships (CDRPs);
- 5.3 Basic Command Unit (BCU) Quarterly Performance Review Meetings;
- 5.4 Independent Advisory Group (IAG) meetings.

Proposals for 5.1 to 5.4 above are attached at Appendix C. Following the Constabulary's recent review of its governance structures, the Authority's Chief Executive is currently reviewing the Authority's appointments to Constabulary groups. It is proposed that the Chief Executive be given delegated authority to agree these nominations following consultation with the Chair of the Authority and appropriate Members.

## **6. TERMS OF REFERENCE FOR PROFESSIONAL STANDARDS WORKING GROUP**

At its meeting on the 15 July 2008, the Authority agreed that the structure of the Professional Standards Committee should be amended to enable greater analysis of completed complaints and to ensure lessons learnt were implemented. The Committee has moved to a smaller membership and some meetings each year will be held as a Working Group.

A proposed Terms of Reference for the meetings held as a Working Group are set out below:

### Terms of Reference

To understand and scrutinise in greater depth than is possible through the formal committee process, the issues and challenges facing the Force in relation to professional standards.

To provide the opportunity to look at adding value from the Police Authority to the Professional Standards Department who are the guardians of the force's statutory

responsibilities in setting and maintaining the highest levels of professional behaviour and integrity of all staff within the force.

To improve the Authority's scrutiny of Professional Standards to maintain the high standards and good reputation of an honourable profession.

To undertake an open and frank discussion around Thematic Reviews in an environment of no surprises for either the Police Authority or the Constabulary to facilitate better outcomes and performance.

## **Decision Required**

The Authority is asked

a) note its current membership

b) approve the following for the remainder of the 2008/09 administrative year:-

1. the Membership of Committees and Sub-Committees (Appendix A refers);
2. the appointment of Chairs and Vice-Chairs of Committees (Appendix B refers);
3. the appointment of a pool of Members to serve on Police Appeal Tribunals;
4. the appointment of Members to special interest roles and focal points;
5. the suggestions made at Appendix C to appoint Members of the Authority to:
  - Community Engagement Meetings
  - Crime and Disorder Reduction Partnerships (CDRPs)
  - Basic Command Unit (BCU) Quarterly Performance Review Meetings
  - Independent Advisory Group (IAG) meetings
  - Constabulary Internal Groups

c) agree that the Chief Executive be given delegated power to agree appointments to Constabulary Groups, in consultation with the Chair of the Authority and relevant Members.


d) approve the Terms of Reference for the Professional Standards Working Group.

## **Background Papers**

Item 3 Police Authority – 21<sup>st</sup> May 2008 – Membership of the Authority.

Item 8 Police Authority – 21<sup>st</sup> May 2008 – Committee Matters.

## **Report Author**

Name: Stephen Pickup  
Organisation: Lancashire Police Authority  
 (01772) 533420

## LANCASHIRE POLICE AUTHORITY ~ COMMITTEE MEMBERSHIPS 2008/2009

Resources Committee (10)	External Relations Committee (8)	Planning & Performance Review Committee (11)
Councillor Bell County Councillor Davies Councillor Doherty Mr Edmundson County Councillor Grunshaw ( <b>Chair</b> ) Mr Jassi County Councillor Jones County Councillor Roper ( <b>Vice-Chair</b> ) County Councillor Stuart County Councillor Whipp	Miss Afzal ( <b>Vice-Chair</b> ) Councillor Bell County Councillor Grunshaw Mrs Hendrix, JP County Councillor Penney Mr Sarwar Mrs Webster County Councillor Whipp ( <b>Chair</b> )	Miss Afzal Councillor Doherty Mr Edmundson ( <b>Chair</b> ) Mrs Hendrix, JP Mr Jassi County Councillor Jones County Councillor Roper Mr Sarwar ( <b>Vice-Chair</b> ) County Councillor Stuart County Councillor Whipp Mrs A Webster
Appeals Sub-Committee (4)	Partnerships Forum (6)	Planning Working Group (4)
County Councillor Davies ( <b>Vice-Chair</b> ) Mr Edmundson County Councillor Stuart ( <b>Chair</b> ) Mr Jassi	Miss Afzal ( <b>Vice-Chair</b> ) Councillor Bell County Councillor Grunshaw County Councillor Penney Mr Sarwar County Councillor Whipp ( <b>Chair</b> )	NOTE: This Group is formally constituted by office holders (eg., Chair/Vice-Chair of relevant Committees)  Police Authority Planning & Performance Review Performance Scrutiny Group External Relations  (Chaired by the Deputy Chief Constable)

Improvement Scrutiny Group (8)	Human Resources Committee (8)	Professional Standards (6)	Audit & Standards (6+3)
<p>NOTE: This Group is formally constituted by office holders (eg., Chair/Vice-Chair of relevant Committees) It is Chaired by the Member with Special Interest for Performance Management</p> <p>Chair and Vice Chair of Police Authority Chair or Vice Chair of the following Committees:- External Relations Human Resources Planning and Performance Review Professional Standards Resources Audit and Standards – nominated member</p>	<p>Councillor Doherty Mrs Hendrix, JP County Councillor Jones (<b>Vice-Chair</b>) Mr Master (<b>Chair</b>) Ms McGirr County Councillor Penney County Councillor Roper County Councillor Stuart</p>	<p>Councillor Bell (<b>Vice Chair</b>) Mr Edmundson Mrs Hendrix, JP Ms McGirr (<b>Chair</b>) Mr Sarwar Mrs Webster</p>	<p>Miss Afzal County Councillor Grunshaw Mr Jassi County Councillor Jones (<b>Nominated Member</b>) Mr Master Ms McGirr</p> <p>Independent Appointments: Mrs D Dugdale (<b>Vice-Chair</b>) Mr D Soper (<b>Chair</b>) <b>Vacancy</b></p> <p>Chair and Vice Chair to be appointed by the Committee from amongst the Independent appointments</p>
<b>Appointments and Remuneration Committee/ Appointments Working Group</b>		<b>Senior Officers Conduct Sub-Committee</b>	
<p>Chair and Vice-Chair of the Authority (<b>Chair and Vice-Chair</b>) Chair or Vice Chair of External Relations Committee Chair or Vice Chair of Human Resources Committee Chair or Vice Chair of Performance Review Committee Chair or Vice Chair of Professional Standards Committee Chair or Vice Chair of Resources Committee</p>		<p>Five members from the Professional Standards Committee, with a quorum of three which would include either the Chair or Vice-Chair of the Committee.</p> <p>The Chief Executive or her nominated representative acts as advisor to the Sub-Committee.</p>	

## Appendix B

<b>ALLOCATION OF SPECIAL INTERESTS 2008/09</b>	
<b>Special Interest</b>	<b>Member</b>
Citizen Focus	County Councillor Whipp
Consultation and Communication	Mr Sarwar
Diversity	Miss Afzal
Domestic Violence and Child Protection	County Councillor Penney
Independent Visiting and Volunteering Scheme	Councillor Bell and County Councillor Stuart
Sustaining Excellence	Councillor Doherty
Training	Ms McGirr
Retention and Progression/Workforce Modernisation	Mr Master
Victims and Witnesses/Restorative Justice/ Criminal Justice	Mrs F Hendrix, JP and Mrs A Webster
<b>Focal Point Interest</b>	<b>Member</b>
Performance Scrutiny (including continuous improvement and efficiency plans)	Mr B Jassi
Drugs	Ms McGirr
Finance, Assets and ICT	County Councillor Grunshaw
Protective Services	Chair of PA – Councillor Doherty  Chair of Resources – County Councillor Roper  Vice-Chair
Training	Councillor Bell
Neighbourhood Policing	County Councillor Roper

**LANCASHIRE POLICE AUTHORITY  
MEMBER REPRESENTATION  
2008/09**

<u>District</u>	<u>Community Engagement Representative</u>	<u>CDRP Representative</u>	<u>BCU Representatives</u>	<u>IAG Representatives Lead (Substitute)</u>
Lancaster	CC A Jones	CC C Grunshaw	<u>Northern</u> CC A Jones	<u>Northern</u> CC A Jones (CC N Penney)
Wyre	CC G Roper	CC G Roper		
Blackpool	Cllr G Bell	Cllr G Bell	<u>Western</u> CC J Stuart Cllr G Bell	<u>Western</u> CC J Stuart (Cllr G Bell)
Fylde	CC Stuart	CC Stuart		
Preston	CC G Davies	CC G Davies	<u>Central</u> Mr D Edmundson CC G Davies	<u>Central</u> Mr D Edmundson (CC G Davies)
Chorley	Mrs F Hendrix, JP	Mrs F Hendrix JP	<u>Southern</u> Mrs F Hendrix, JP Mr B Jassi	<u>Southern</u> Mrs F Hendrix, JP Mr B Jassi
South Ribble				
West Lancashire				
Blackburn	Mr I Master	Mr I Master	<u>Eastern</u> Mrs A Webster Ms M Sumner, JP	<u>Eastern</u> Mr I Master (Cllr M Doherty)
Hyndburn	M Carruthers-Watt	M Carruthers-Watt		
Ribble Valley	Mrs A Webster	Mrs A Webster		
Burnley	Mr S Sarwar	Mr S Sarwar	<u>Pennine</u> Ms P McGirr Mr S Sarwar CC D Whipp	<u>Pennine</u> Miss S Afzal (CC D Whipp)
Pendle	CC D Whipp	CC D Whipp		
Rossendale	Ms P McGirr	Ms P McGirr		
			<u>G Division</u> Cllr M Doherty CC G Roper	<u>Strategic IAG</u> CC C Grunshaw (Miss S Afzal)
			<u>H Division</u> CC C Grunshaw Ms Carruthers-Watt	
			<u>Corporate Development Department</u> Mr D Edmundson	
			<u>Human Resources Department</u> Mr I Master	

Note: The Chair of the Authority, and the Chair and Vice-Chair of the External Relations Committee and the Planning and Performance Review Committee are also appointed to each PACM.



## **LANCASHIRE POLICE AUTHORITY**

**MEETING HELD ON TUESDAY 15 JULY 2008  
AT 10.00 AM AT THE TOWN HALL, BLACKPOOL**

### **MINUTES**

#### **PART I**

#### **PRESENT:-**

Councillor M T Doherty - Chair

Councillor G Bell  
County Councillor G Davies  
Mr D G Edmundson  
County Councillor A P Jones  
Mr I Master  
Ms P McGirr  
County Councillor N D Penney  
County Councillor G W Roper  
Mr M S Sarwar  
Mrs G S Stanley, JP  
County Councillor J Stuart  
County Councillor D M Whipp  
Mr D Winthrop, JP

#### **IN ATTENDANCE:-**

Mr S Finnigan	-	Chief Constable
Ms M Carruthers-Watt	-	Chief Executive
Mr J Edney	-	Interim Treasurer
Mrs A Harrison	-	Monitoring Officer
Mr D Brindle	-	Director of Resources, Lancashire Constabulary
Mr S Pickup	-	Policy and Performance Officer

#### **APOLOGIES FOR ABSENCE**

Apologies were received on behalf of Miss S Afzal, County Councillor C Grunshaw and Ms M Sumner, JP.

## **PART I**

### **MINUTES OF THE MEETING HELD ON 21 MAY 2008**

19/08 RESOLVED:- That the Minutes of the meeting held on the 21 May 2008 be confirmed and signed by the Chair.

### **ITEMS FOR DECISION**

#### **LANCASHIRE POLICE AUTHORITY BUSINESS PLAN**

The Authority's approval was sought to the 2008/09 Police Authority Business Plan.

(A copy of the report considered by the Authority is set out in the Minute Book.)

County Councillor Jones indicated that, on page iv, a minor amendment was required as the changes to the composition of the Authority would commence on 1 October 2008, not 1 April 2008 as currently stated.

20/08 RESOLVED:- That the Authority's Business Plan for 2008/09 be approved, subject to the minor amendment referred to above.

#### **POLICE AUTHORITY COMMUNITY ENGAGEMENT STRATEGY**

The Authority's approval was sought to the Police Authority's Community Engagement Strategy for the period 2008 to 2011.

21/08 RESOLVED:- That the Authority's Community Engagement Strategy for 2008/11 be approved.

### **CHIEF CONSTABLE'S REPORT**

#### **CHIEF CONSTABLE'S ANNUAL REPORT**

The Chief Constable presented his Annual Report 2007/08.

The Planning Working Group had given detailed consideration to the report and it was reported that the Group had been satisfied with the proposed style and format of the report. Several minor amendments to the report were suggested:

- On page 17, in the introduction to the section on Protecting our Communities, it was suggested that it could also be emphasised that the extra Blueprint funding had also assisted in improving the detection rate for serious violent crime, as this rate had increased from 42% in March 2007 to 63% in March 2008.
- Under the information on conditional cautioning on page 8, it was suggested that emphasis should be placed on the fact that the scheme not only speeded up the justice system, but often resulted in a better outcome for victims of crime.

The Chief Constable indicated that, if the timescale for production of the report provided sufficient flexibility, he would arrange for the report to be revised accordingly.

22/08 RESOLVED:- That the Chief Constable's Annual Report for 2007/08 be received and the arrangements for publication be noted.

## **CHIEF CONSTABLE'S REPORT**

The Chief Constable presented an oral report giving the headline position for Lancashire in relation to: crime reduction; crime detection; public satisfaction with contact and response and public feelings of safety; and performance compared with Lancashire's Most Similar Forces.

All crime continued to reduce and the unprecedented level of sanctioned detection rates had been maintained, with the figure for the year to date reported at 34%.

Violent crime remained a priority for the Constabulary. The focus of violent crime reduction and detection related to alcohol related incidents, domestic abuse and youth related violent crime. Performance was high in this area with a 20% reduction over the last three years and a 2.1% reduction in the year to date, which equated to 141 fewer victims.

The recent media attention regarding knife crime had prompted further research which would form part of a Violent Crime Strategy that the Constabulary was currently developing. Of the 3,648 violent crimes recorded since April 2008, only 6% had involved a knife and knife related crime equated to less than 1% of all crime in Lancashire. Therefore, it was not considered that this type of crime presented a significant problem in Lancashire. Nevertheless, the Constabulary had been invited to join a Home Office project to tackle such crimes and this would provide an additional £150k funding for preventative measures in the Blackburn, Burnley and Preston areas.

Members indicated that they did not recognise Lancashire as a hotspot area for knife related crime and, given that the fear of crime was often greater than the reality, the Chief Constable was encouraged to actively publicise the accurate position in respect of knife crime in Lancashire. Mr Finnigan reported that he was involved in press interviews later in the week and would provide the local media with a balanced assessment of the situation within the County.

In respect of information on public satisfaction with call handling and response, Members congratulated the Constabulary on the outstanding improvements made in recent years and noted Lancashire's excellent position in comparison to its Most Similar Group of forces. County Councillor Whipp indicated that he was pleased that the Constabulary would be undertaking a further risk assessment before taking a decision on networking emergency calls.

Mr Finnigan indicated that Lancashire's Most Similar Group of Forces had been reconfigured in April 2008. Lancashire continued to be grouped with Hertfordshire and Kent and had been joined by Essex, Leicestershire, Northamptonshire, West Yorkshire and Nottinghamshire. This new grouping had benefited Lancashire in all but one category of crime and the Constabulary was currently the best performing force in relation to: serious acquisitive crime, domestic burglary, vehicle crime, all robbery and personal robbery.

To coincide with ACPO National Tackling Drugs Week, Operation Protecting People had been carried out across Lancashire in the week commencing 19 May and had targeted serious and organised crime and drug supply. This highly successful operation had resulted in 197 arrests, over £100,000 of seized drugs, and actively demonstrated how the increase in council tax precept was being used to benefit Lancashire's residents.

23/08 RESOLVED:-

1. That the report be received and noted.
2. That the Chief Constable be asked to publicise the accurate picture in relation to knife crime in Lancashire.

## **MINUTES OF COMMITTEES**

### **MINUTES OF THE SHORTLISTING COMMITTEE FROM ITS MEETING ON 19 MARCH 2008**

The Chair of the Shortlisting Committee, Councillor Doherty, presented the unconfirmed Minutes of the Committee's meeting held on 19 March 2008 were presented.

(A copy of the Minutes is set out in the Minute Book.)

24/08 RESOLVED:- That the unconfirmed Minutes of the Shortlisting Committee from its meeting held on 19 March 2008 be received.

### **MINUTES OF THE APPOINTMENTS AND REMUNERATION COMMITTEE FROM ITS MEETING ON 2 JUNE 2008**

The Chair of the Appointments and Remuneration Committee, Councillor Doherty, presented the unconfirmed Minutes of the Committee's meeting held on 2 June 2008 were presented.

(A copy of the Minutes is set out in the Minute Book.)

25/08 RESOLVED:- That the unconfirmed Minutes of the Appointment and Remuneration Committee from its meeting held on 2 June 2008 be received.

### **MINUTES OF THE PLANNING & PERFORMANCE REVIEW COMMITTEE MEETING ON 3 JUNE 2008**

The Chair of the Committee, Mr Edmundson, presented the unconfirmed Minutes of the Committee's meeting held on 3 June 2008.

(A copy of the Minutes is set out in the Minute Book.)

A Member asked if any progress had been made in finalising the Strategic Road Policing Strategy. The Chief Constable reported that the delay in completing this strategy was due to a bid for additional resources which would impact upon the overall scope of the strategy. Once the result of this bid had been considered, the strategy would be presented to the Planning and Performance Committee at the earliest opportunity.

26/08 RESOLVED:- That the unconfirmed Minutes of the Planning & Performance Review Committee from its meeting held on 3 June 2008 be received and adopted.

### **MINUTES OF THE EXTERNAL RELATIONS COMMITTEE MEETING ON 18 JUNE 2008**

The Chair of the Committee, County Councillor Whipp, presented the unconfirmed Minutes of the Committee's meeting held on 18 June 2008.

(A copy of the Minutes is set out in the Minute Book.)

County Councillor Whipp congratulated the Authority's Officers on their hard work in relation to the 'Investors in Policing' campaign which had recently won the Centre for Public Scrutiny's Community Engagement Through Scrutiny Award.

County Councillor Whipp also reported that the Minutes contained a recommendation for the Authority to cease the use of Police Authority Community Meetings in their current format after the next round of meetings and secure an alternative format for the meetings, in conjunction with Community Safety Partnerships.

Members were generally supportive of this proposal and cited a number of reasons for the meetings to be discontinued, including:-

- disappointing levels of attendance by members of the public;
- the meetings no longer remained fit for purpose and did not add value for the Authority or attendees;
- attendees were not representative of the people of Lancashire;
- the meetings involved a significant resource commitment, particularly in respect of Member and Officer time, and this could not be justified given the low attendance levels;
- many of the issues raised did not directly relate to policing.

However, Members considered that it was crucial to retain a mechanism for members of the public to hold the Divisional Commander to account for the policing of their local area.

One Member suggested that the meetings should not cease until a suitable alternative had been agreed. The Authority's Chief Executive reported that a Working Group had already been set up and had begun developing alternative engagement mechanisms with the Authority's partners. In view of the mix of single and two tier districts within the Lancashire Police area, it was unlikely that a single approach would be a practical solution and bespoke arrangements might be required for different areas. The Chief Executive undertook to provide a full business case to the Authority setting out the revised approach, as soon as the details had been finalised.

A Member requested that, as part of the transfer to the new arrangements, the Authority should, as a matter of courtesy, write to the existing PACM members informing them of the reasons for the change and provide details of the new community engagement mechanism for their area.

27/08 RESOLVED:-

1. That the unconfirmed Minutes of the External Relations Committee from its meeting held on 18 June 2008 be received and adopted.
2. That the Chief Executive provide a full business case to the Authority, setting out the revised approach to community engagement meetings, once the details are finalised.

#### **MINUTES OF THE AUDIT & STANDARDS COMMITTEE MEETING ON 19 JUNE 2008**

County Councillor Jones presented the unconfirmed Minutes of the Committee's meeting held on 19 June 2008.

(A copy of the Minutes is set out in the Minute Book.)

28/08 RESOLVED:- That the unconfirmed Minutes of the Audit & Standards Committee from its meeting held on 19 June 2008 be received and adopted.

### **MINUTES OF THE PROFESSIONAL STANDARDS COMMITTEE MEETING ON 19 JUNE 2008**

The Chair of Professional Standards Committee, Ms McGirr, presented the unconfirmed Minutes of the Committee's meeting held on 19 June 2008.

(A copy of the Minutes is set out in the Minute Book.)

Ms McGirr indicated that Mr M Franklin of Independent Police Complaints Commission was approaching the end of his term as Lancashire's Commissioner. She asked that the Authority's thanks to Mr Franklin be recorded.

A number of Members of the Authority had attended an evening Seminar with the Professional Standards Department regarding defensive training techniques. As this had been a very interesting and informative event, Ms McGirr had requested that this presentation be given to the full Authority in the future.

It had also been agreed that the structure of the Professional Standards Committee would be amended to enable greater analysis of complaints and to ensure lessons learnt were implemented. The Committee would move to a smaller membership and several meetings each year would be held as a Working Group.

29/08 RESOLVED:-

1. That the unconfirmed Minutes of the Professional Standards Committee from its meeting held on 19 June 2008 be received and adopted.
2. That the Authority's thanks to Mr M Franklin, of the Independent Police Complaints Commission, be placed on record.
3. That a further presentation on defensive training techniques be provided at a future Police Authority Seminar.
4. That the changes to the structure and operation of the Professional Standards Committee be noted.

### **MINUTES OF THE RESOURCES COMMITTEE FROM ITS MEETING ON 30 JUNE 2008**

County Councillor Roper, Chair of the Resources, presented the unconfirmed Minutes of the Resources Committee from its meeting on 13 May 2008.

30/08 RESOLVED:- That the unconfirmed Minutes of the Resources Committee from its meeting held on 30 June 2008 be received and adopted.

### **MINUTES OF THE HUMAN RESOURCES COMMITTEE MEETING ON 9 JULY 2008**

The Chair of the Committee, Mr Master, presented the unconfirmed Minutes of the Committee's meeting held on 9 July 2008.

(A copy of the Minutes is set out in the Minute Book.)

31/08 RESOLVED:- That the unconfirmed Minutes of the Human Resources Committee from its meeting held on 9 July 2008 be received and adopted.

## **ITEMS FOR INFORMATION**

### **CHIEF EXECUTIVE'S UPDATE**

The Chief Executive provided a report on work the Police Authority had been involved in since the Authority's last meeting.

32/08 RESOLVED:- That the Chief Executive's update be noted.

### **REPORTS FROM MEMBERS OF THE AUTHORITY**

Councillor Doherty briefly updated the Authority in relation to this year's Police Staff and Police Officer pay negotiations. He also reported that he had recently attended an Association of Police Authorities (APA) Plenary meeting to discuss the imminent green paper where the possibility of having directly elected Chairs of Police Authorities had been referred to.

Mrs Stanley reported on recent events she had been involved in. These included the ACPO/APA Conference and the APA Plenary session. Interviews had recently been conducted for Independent Custody Visitors and six appointments had been made. However, there was still a shortage of Custody Visitors in Northern Division and Mrs Stanley appealed to Members to encourage any suitable individuals in this area to apply.

Members received Miss Afzal's APA update. Councillor Doherty reported that he had attended the workshop on Forced Marriage which was referred to in the report and Miss Afzal's presentation had been excellent. A Member asked if any statistics could be provided on the number of forced marriages in Lancashire and the Chief Constable undertook to look into this matter and report back to the Authority's next meeting.

Miss Afzal and Mrs Stanley provided written reports on their areas of special interest.

(A copy of each Member's written report is set out in the Minute Book.)

County Councillor Whipp gave a brief oral report in respect of his area of special interest and Ms McGirr indicated that she would submit a report on training to the Authority's next meeting.

33/08 RESOLVED: -

1. That the reports be received and noted.
2. That the Chief Constable report back to the Authority's next meeting with regard to any statistics available on forced marriages in the Lancashire area.
3. That it be noted that Ms McGirr will present a report on her area of special interest to the Authority's next meeting.

## **TRANSACTION OF URGENT BUSINESS**

A report concerning three matters dealt with under the Urgent Business procedure since the last meeting was presented to the Authority.

34/08 RESOLVED:- That the three matters of urgency approved under the Urgent Business Procedure now reported be noted.

## **URGENT BUSINESS**

An item of Urgent Business was tabled at the meeting regarding a proposal to use temporary blueprint underspending to finance additional overtime costs for Operation Summer Nights 2008. The Chair indicated that it would be timely to consider this report at the meeting and proposed that it be considered as an item of urgent business.

35/08 RESOLVED:- That an item regarding the use temporary blueprint underspending to finance additional overtime costs for Operation Summer Nights 2008 be considered as an item of urgent business.

## **OPERATION SUMMER NIGHTS 2008 – USE OF TEMPORARY BLUEPRINT UNDERSPENDING TO FINANCE ADDITIONAL OVERTIME COSTS**

The Authority considered a report regarding the allocation of funds from the one-off savings resulting from the 2008/09 Blueprint growth to provide additional overtime funding to support Operation Summer Nights 2008.

A member expressed concern that this request was being brought to the Authority when Operation Summer Nights had already commenced and also that the violent crime statistic quoted in the report did not correspond with those provided in the Chief Constable's presentation.

Members also asked for assurance that the forecast savings on Blueprint would be achieved when Blueprint expenditure would continue to be incurred until March 2009. The Constabulary's Director of Resources reported that the savings related to staffing costs and would be achieved because all additional staff would need to have already been recruited for the full budgeted amount to be spent.

36/08 RESOLVED:- That an overtime allocation of £200,000 to the Constabulary's divisions be agreed with the funding coming from the one-off savings resulting from the 2008/09 Blueprint growth.

## **DATE OF NEXT MEETING**

37/08 RESOLVED:- That it be noted that the next Meeting of the Authority is scheduled to be held at 10.00am on **Wednesday, 8 October 2008** at County Hall, Preston.

**Miranda Carruthers-Watt**  
**CHIEF EXECUTIVE**



**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**HOME OFFICE GREEN PAPER – LANCASHIRE POLICE AUTHORITY’S FINAL RESPONSE TO THE CONSULTATION EXERCISE**

(Appendix A refers)

**Issue for Consideration**

The Authority’s final response to the consultation exercise on the Home Office Green Paper: ‘From the Neighbourhood to the National’.

**Information**

Following the presentation on the Green Paper at the Police Authority Seminar on the 25<sup>th</sup> September 2008, the Authority’s Chief Executive and Chair attended a Regional consultation event held on 2 October 2008 to consider responses to the Green Paper. In addition, there has also been further debate at a national level which has assisted to shape the Authority’s proposed final response.

Accordingly, the Chief Executive has now drafted a proposed final response which is attached at Appendix A for the Authority’s consideration.


**Decision Required**

The Authority is asked to approve the final response to the Green Paper for submission to the Home Office.

**Background Papers**

Home Office Green Paper: ‘From the Neighbourhood to the National’ – July 2008.

**Report Author**

Name: Stephen Pickup  
Organisation: Lancashire Police Authority  
 (01772) 533420

Policing Green Paper Consultation Responses  
Police Reform Unit  
6<sup>th</sup> Floor, Fry Building  
2 Marsham Street  
LONDON  
SW1P 4DF

Please ask for: Stephen Pickup  
Telephone: (01772) 533420  
Fax: (01772) 768893  
Email: [Stephen.Pickup@lpa.lancscc.gov.uk](mailto:Stephen.Pickup@lpa.lancscc.gov.uk)  
Our Ref: GOV/SLP/JN  
Date: 10<sup>th</sup> October 2008

Dear Sir/Madam

**LANCASHIRE POLICE AUTHORITY  
INITIAL RESPONSE TO THE GREEN PAPER 'FROM THE NEIGHBOURHOOD TO THE  
NATIONAL: POLICING OUR COMMUNITIES TOGETHER'.**

I am writing to provide Lancashire Police Authority's response to the proposals set out in the above Green Paper.

In general, Lancashire welcomes the Green Paper and supports the increased emphasis on the role of Police Authorities in holding the Police to account on behalf of our communities.

In Lancashire the increased emphasis on local answerability is one which we are trying to develop through an increased emphasis on joint working with our partners.

Lancashire Constabulary covers a reasonably complex administrative area, and we have a raised a number of questions about some of the green paper proposals in this area.

Our detailed views on the Green Paper are set out below.

**Chapter 1 – Improving the connection between the public and the police**

**1.1 Policing Pledge**

In principle, the Authority welcomes the clarity of the Pledge and understands that Government wants to make sure that people, wherever they live have an easy understanding of what they can expect from the Police. We have some concerns that the activity needed to meet the numerous quantitative National Standards could compromise the quality of service or adversely impact on local measures to improve confidence and satisfaction. Effectively implementing the pledge will have significant resource implications for Forces/Authorities and these need to be quantified at the earliest opportunity.

The standards seem excessively prescriptive and we feel that they should be agreed with Forces and Authorities. Lancashire would be more supportive of an alternative model of the Pledge such as that suggested by the Association of Police Authorities (APA), where following consultation with local communities, Police Authorities are responsible for setting the level of performance required across a national prescribed framework of standards. This approach would certainly be more in line with the aim of this chapter of the Green Paper; to enable the voice of local people to be heard in setting priorities and influencing action. Forces need to have the capacity to deliver the Pledge across the board if satisfaction and confidence are going to be maintained/increased.

This more localised approach would assist Authorities and Forces to tailor the pledge to their police area. In Lancashire, we have in previous years agreed not to proceed with the proposed response time to emergency incidents. We had grave reservations about potential impact on both police officer and public safety with vehicles speeding to incidents. In addition, it will simply not be feasible for Response Officers to reach isolated rural locations within a 15 minute timescale, without taking artificial steps such as sitting response vehicles in remote locations in case of need – thus tying up officers unnecessarily. We feel that in such cases, it would be more appropriate to agree a local measure.

We need to take care not to constrain our staff inappropriately or introduce unnecessary bureaucracy in support of the pledge when we are trying to reduce it elsewhere. For example, in respect of keeping victims of crime informed of progress, the APA have suggested “If you have been a victim of crime, agree with you how often you would like to be kept informed about the progress of your case” as an alternative to the approach in the Green Paper of “keeping you informed monthly of progress on your case as long as this is useful”. Monthly contact requires a resource commitment from police forces, but might not be relevant for every victim. In terms of implementation on the ground, we commend the APA approach to the Home Office because it ensures that standards for contact are in place but it allows flexibility to meet individual victims’ needs.

## 1.2 **Provision of more crime information**

This appears to be based on an underlying principle that increased information on crime will result in an increase in public reassurance. However, the evidence for this assumption needs to be carefully examined to ensure that:

- 1.2.1 the public do have a desire for such additional information. As the ‘In for Questioning’ SOLACE paper points out, the public may not require too much detail of how the job is being done they simply want the service delivered effectively.
- 1.2.2 the information provided will have the desired effect and not risk increasing fear of crime with a consequent reduction in confidence.

The APA comments regarding ensuring any such information is of direct relevance to local communities and about ensuring greater co-ordination of community engagement activities amongst partners are also supported. The level of detail provided in interactive ways (such as crime maps) needs to be carefully considered to ensure this does not risk unwittingly providing criminals with information to aid them in committing offences. For example, crime maps might highlight a particular

business park with inadequate levels of security which could, in turn, lead to a further proliferation of business crimes in that area.

### 1.3 **Greater alignment of Neighbourhood Policing and Neighbourhood Management**

Lancashire Constabulary are assessed as national leaders in this area and welcomes the proposal from the Government.

Whilst we support the concept of participatory budgeting, we don't feel that this proposal should be seen in isolation from the proposed Community Safety Fund Budgets and any arrangements needs to take into account the totality of resources used in Community Safety. We would welcome guidance from the Home Office on an innovative and comprehensive approach to resource mapping in this area. We would ask that Police Authorities are fully involved in the pilot process and independent evaluation is undertaken and the Home Office to fund any associated costs.

At an operational level, we have some concerns regarding participatory budgeting principles being applied to the use of the Police proportion of monies recovered through POCA. The current Home Office criteria only enables this funding to be used in a limited number of specific areas and Lancashire has historically used these funds to improve the Force's financial investigation capabilities, with a view to increasing subsequent POCA seizures. If participatory budgeting principles were applied to POCA funding, it is unlikely that local people would want to continue investing this money to finance recurring expenditure on financial investigator posts. This would then result in a 'vicious circle' whereby financial investigation capacity would be reduced, resulting in fewer POCA seizures, which would then have an adverse impact on future levels of money available to support participatory budgeting.

### 1.4 **Strengthening Local Accountability**

The Police Authority welcomes moves to ensure greater local answerability and moves designed to close the democratic deficit.

We do feel, however, that the role of Police Authorities in delivering continuing improvements in policing performance in recent years: increasing satisfaction and confidence in policing services as well as sustained reductions in crime levels are not fully recognised.

The Authority is also concerned that some of the complexities of the local situation in Lancashire are not fully reflected by the proposals. Lancashire is made up of one Shire County and twelve District Councils as well as two unitary authorities. The current arrangements are that each of the upper tier authorities are represented on the Police Authority with 7 members from the County Council and 1 from each of the Unitaries.

All of the districts have CDRPS, as do the two Unitaries, and they range in population size from 58,000 to 143,000. The Authority notes the position with regard to proposals for elected CPR members, but has reservations on the work that would need to be done to identify the appropriate constituencies for the new CPRs and also the cost to the Government of these additional elections.

The Authority also has significant reservations about the practical implications of the CPR proposals, in terms of:

- financial resources
- administrative resources
- constituency sizes

In respect of financing election costs, based on the full Lancashire County Council elections, we estimate that the cost for direct elections to the Police Authority would be in the region of £800,000. Even if the Home Office funds the initial set up costs of the accountability structure, this would still represent a recurring expenditure commitment every four years and would place a significant additional burden on the police funding system. On a national level, we question how the extra funds for elections will be secured in the medium to long term, particularly given the Government's commitment to keep local council tax increases below 5% each year. In Lancashire, this amount of money would equate to a 2% increase on Council Tax or approximately 20 Police Officers.

We are sceptical about how rough parity between the constituency sizes of Crime and Policing Representatives will be achieved in practice. Lancashire already has 14 CDRP areas, so to further divide areas to create comparable constituency sizes would add significant numbers to the Authority, with the associated Member support costs diverting further resources away from policing activities. Conversely, combining CDRP areas would not automatically achieve parity in constituency sizes and would risk losing the current co-terminosity with BCU boundaries in Lancashire.

In 2005/06, a number of Police Authorities conducted pilot projects with the objective of strengthening accountability structures, particularly at BCU level. These pilot projects were evaluated by the University of Birmingham, but the results of these pilots and the conclusions from the independent evaluation do not appear to have been considered in the Green Paper. These results might usefully be drawn upon to further inform the debate on accountability.

We feel that the Scrutiny arrangements within Local Authorities could be further developed and that all of the bodies involved in CDRPs are answerable at a local level and would welcome a role for Police Authorities as part of that scrutiny arrangement.

The Authority welcomes the suggestion of emphasising the separation of Police Authorities and the Police Service and sees that this could be achieved through the development of Independent Local Policing Boards, with a strengthening of the role of elected members of the Board and retaining the independent members who add so much in respect of diversity and skills to the current police authority arrangements.

We have grave reservations that any system of separate elections could prove to have a number of disadvantages, but few benefits. The current Police Authority staff arrangements would not have sufficient capacity to run an election process and there would be a need in many areas for some legislation to harmonise the election arrangements. Lancashire has particular concerns regarding the politicisation of policing and potential for extremist groups to secure representation on Police Authorities. Extremist political views are present within the county and the election of individuals from such groups could seriously damage community cohesion and

police credibility, whilst also creating tension within the Police Authority. Hence, Lancashire subscribes to the view that any amendments to the current accountability structure should retain the current freedom from political dominance.

## **Chapter 2 – Reducing Bureaucracy and developing technology**

### **2.1 Activity Based Costing (ABC)**

The review of ABC is welcomed provided that Authorities and Forces are actively involved in identifying an alternative which reduces costs, is easily used and provides accurate and timely data which can be used to drive improvements in productivity.

The use of Airwave to undertake activity sampling is advocated as this negates the need for Officers to complete paper forms. Lancashire has already begun work on this area using the data recorded on the Duty States Management system and we would encourage the Home Office to look at the practices that are being developed.

However, a replacement is unlikely to be available for several years and it would be helpful if the Home Office could clarify the timescale for this review and what will happen to ABC in the meantime.

### **2.2 Stop and Account**

We support the Association of Police Authorities view that any changes to Stop and Account should not undermine trust and confidence amongst communities.

### **2.3 More effective use of IT**

The general aim of achieving a more co-ordinated approach to IT across the Police service is supported. However, extreme care must be taken to ensure that this does not result in Forces being mandated to migrate from effective and efficient local IT programmes to national products that offer inferior levels of performance. Previous attempts to implement national systems have been poor and greater effort should be placed on developing effective protocols and secure interfaces between local and national systems. The Authority would welcome an increased emphasis on mandating standards and interoperability across forces to allow for future convergence and welcomes the role of the NPIA in this.

## **Chapter 3 – Defining roles and leadership in the police service**

### **3.1 ACPO Appointment process**

We support the need for the current arrangements for ACPO appointments to be reviewed whilst acknowledging that the broad framework for appointment remains right, with Police Authorities responsible for the final appointment. We also welcome the recognition that more needs to be done to ensure a sufficient supply of quality applicants to match demand at ACPO level.

The Green Paper does not appear to recognise the complexity of drivers behind applications for ACPO appointments (such as geography, family commitments, salary differentials). We have reservations that the development of national cadre

arrangements is potentially divisive and discriminatory and could force people into following “national” promotion arrangements. To take account of such drivers, we suggest that better talent management must operate equally well throughout the Country. Police Authorities have a role to play at a local level in helping SAP to identify officers with future leadership potential.

We fully support a formal and active role for the Chief Constable in the appointment of Deputy and Assistant Chief Constables. This has been the practice in Lancashire and has worked well, with the Chief Constable acting as an advisor to give his professional view on operational matters and ‘fit’ with the current ACPO team.

### 3.2 **Role of SAP/Leadership College**

The strengthened role for SAP and the greater degree of independence in its composition is supported. However, we consider that there is some potential for confusion over the role of SAP and the proposed new National College of Police Leadership. Clarification needs to be provided on the exact role of each body and arrangements put in place to ensure effective partnership working between them. In addition, an appropriate level of Police Authority representation on the College Board should be secured to enable the needs of Police Authorities to be properly represented.

The appropriateness of the new college providing for the development needs of Police Authority members and staff is questioned. How would this impact upon the APA’s role to support Police Authorities for example? Further details of the Home Office’s proposals on this aspect of the College would be helpful.

### 3.3 **Sergeants**

We welcome the work in relation to Sergeant rank.

## **Chapter 4 – Focusing on Development and Deployment**

### 4.1 **Better Development and Deployment**

The Authority fully supports the approach outlined in this section to develop and deploy the right mix of staff to provide the best possible service to our diverse communities. Getting the right mix of officers and staff will be a challenge for Police Forces and Authorities. We will need to have regard to the PCSO roles which are part funded through partnership arrangements. Initial work on the QUEST pilots will be an important consideration here.

### 4.2 **Customer Service**

The Authority welcomes and supports the simplification and improvement of the Performance and Development Review processes. Work has already started in Lancashire to simplify the bureaucracy, but more needs to be done to make this a more effective management tool. For example, the development of IT PDR systems which management can use to inform the annual learning and development plans. We would urge the NPIA to work with Authorities as well as staff and managers in forces in taking this review forward.

We welcome the review of quality of service training provided during the Initial Police Learning and Development Programme (IDLDP). A review of IPLDP is already underway in Lancashire involving a rewrite of all lesson plans. We would encourage the NPIA to look at good practice across the country. It will be particularly important to give attention to the equality dimensions in delivering the service – meeting individual needs in an appropriate way to deliver a good quality service.

#### 4.3 **Working with the frontline to improve service**

The Authority welcomes the development of the frontline practitioners group.

#### 4.4 **A Diverse Police Service working with People from every Community**

In the development of equality standards for policing the Authority would urge the NPIA to keep their approach simple and straightforward, with the minimum of supporting bureaucracy.

At their heart, the equality standards need to be focused on delivering a good quality service to the community and providing appropriate support and development opportunity for staff making proportionate adjustments to meet individuals' needs as appropriate.

The involvement of staff side representatives will be crucial in developing this area. Community views would also be crucial and police authorities could usefully consult. We would also encourage the involvement of a wide range of practitioners within forces who have to implement the standards in different parts of the service.

It would be useful to have further information about which particular exceptions to equality legislation the Government is referring to in connection with the development of the Equality Bill (4.21 – page 60).

It would be more appropriate for realistic employment targets to be set at local level. However, a national standard could usefully be maintained which was open to local interpretation across the country, for example, proportional representation of the workforce comparative to the working population.

There has, quite rightly, been extensive focus on the recruitment mix in recent years but the opportunity should be taken, in setting equality standards to encourage police forces and authorities to give more attention to retention and progression across all equality strands. We must cater for all staff types including special constables.

The Authority supports the inclusion of the seven strands (4.22) and welcomes the initial ideas under the Leadership Strategy. Care needs to be taken however to develop an inclusive approach. Seven strands are identified for the standards, so we need to ensure this follows through in the Leadership Strategy. Initiatives should be, and be seen to be, for the benefit of all minority staff, not just ethnic minorities and women.

#### 4.5 **Deployment to match demand**

This lies at the heart of effective operational policing. It would be beneficial if relevant national partners developed guidance for police authorities' oversight of this area of business.

#### 4.6 **Workforce Mix**

We agree that workforce mix is best decided locally, led by Basic Command Unit Managers and the Chief Officer Team with oversight from the Authority. This would need to be kept under regular review to ensure the mix kept pace with changes in the population and service demand and priorities over time. We are concerned that specifically Police Officer numbers can be used as a proxy measure for problems and would stress that workforce mix should not be used to make political capital.

### **Chapter 5 – Co-ordinate change in policing**

#### 5.1 **Decisions at the right level**

We are generally supportive of the proposals to ensure that decisions are made at the right level: nationally, regionally or locally. We do have concerns that the necessary focus on local accountability means that decisions that need to be taken on a whole force, regional and national basis can sometimes conflict with what are seen as important local priorities. One example of this is the need for emphasis on serious and organised crime – much of which can have a huge impact at the neighbourhood level but is, often for good reason, not as visible to both communities and stakeholders.

#### 5.2 **Central Mandation**

We consider that any proposals for central mandate should be carefully considered to ensure that the solution concerned can be properly implemented and will achieve the desired outcomes across the whole Country. As noted in our comments regarding IT collaboration in Chapter 2, care needs to be taken to ensure that Forces are not mandated to use solutions which will result in inferior performance when compared to their current arrangements. We would prefer to see any such arrangements focussed on outcomes.

### **Chapter 6 – Reinforcing collaboration between forces**

#### 6.1 **Force Mergers**

The issue relating to funding has not changed, therefore voluntary mergers will continue to be an unrealistic proposition without significant additional funding from the Home Office. However, even if extra resources materialised, the issue of precept equalisation would remain, leaving a significant barrier to voluntary mergers.

#### 6.2 **Further Legislation**

New legislation to clarify the governance and legal framework that underpins joint-working is supported as this will enable Police Authorities to better fulfil their statutory duty to ensure Forces collaborate. Greater reward and recognition for effective collaboration is also welcomed but clarity is sought on how the Home Office proposes to do this. Mechanisms should be put in place to ensure details of successful collaborative efforts are widely disseminated.

The principle of centrally mandating collaboration for some areas of protective services is opposed. We consider that creating an environment and culture within the service that facilitates greater collaboration at a local level would be much more helpful.

### 6.3 **International Assistance**

The creation of an International Police Assistance Board to focus the contribution that UK policing makes overseas seems sensible.

## **Chapter 7 – Improving performance in policing**

### 7.1 **Home Office Role**

The refocusing of the Home Office's role on strategic issues and the removal of top down targets is welcomed as this will facilitate delivery of a policing service which is better tailored to local needs and priorities and will increase local accountability.

### 7.2 **Police Authority Capacity**

The Authority welcomes the enhancement of Police Authorities roles and the need to ensure that authorities must have the capacity and capability to deliver their role and functions for the benefit of communities. The Authority would draw the attention of the Home Secretary to the comprehensive resource programme that has supported this work for Local Authorities

In 2003, some £100m jointly funded a Capacity Building Programme in local authorities, in collaboration with partners such as the Audit Commission, IDeA, the Local Government Association and the regional Employers' Organisation and regional improvement & efficiency organisations. Additional funding was secured in the Comprehensive Spending Review 2004, which has extended the programme to 2008. Regional Improvement and Efficiency Partnerships are also continuing to support local authorities through the comprehensive area assessment process. The Authority accepts that the 43 authorities represent a smaller proposition but would suggest that consideration be given to similar programmes to enhance the existing capacity and capabilities of police authorities.

### 7.3 **Single Top Down Target on Confidence**

Whilst it is acknowledged that confidence is a key outcome for policing, is this the right measure for the Home Office to focus on? It must be acknowledged that policing activity only has a limited influence on confidence levels. Amongst others, the activities of partners, media coverage and experience of the police service in other countries can all impact on public confidence.

This concern is heightened by the need to ensure that the different confidence measures of partners, for example through the place-shaping survey carried out by local authority partners are linked together. We would welcome indications from HMIC that these and other valid local measures of confidence would form part of a basket of indicators that could be used when measuring confidence. At the same time we are concerned that the similar confidence measure for the Criminal Justice System has not been entirely successful.

If the Home Office does decide to pursue this performance measure, to enable confidence levels to be usefully benchmarked across the Country, a unified approach to the collection of local confidence data will be required.

As part of each individual force/authorities confidence surveys it is also suggested that information should be collected on issues which have affected a respondents reported level of confidence. This will enable local/national/international events and other matters which have impacted in confidence to be identified. This should be reflected when reporting back to communities.

We hope you will find these views useful.

Yours sincerely

**Miranda Carruthers-Watt**  
**CHIEF EXECUTIVE**

**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**APPOINTMENT OF AN APPROPRIATE OFFICER UNDER SECTION 151 OF THE LOCAL GOVERNMENT ACT 1972**

**Issue for Consideration**

The appointment of an Officer to fulfil the Authority's responsibilities under Section 151 of the Local Government Act 1972.

**Information**

As Members will no doubt be aware, the Authority's financial support service level agreement with Lancashire County Council has been extended to include the provision of a Treasurer, in addition to the financial support the County Council already supplies to the Authority.

With effect from the 1<sup>st</sup> September 2008, Mr I Cosh, Assistant Director of Finance (Corporate Finance) at the County Council began carrying out the Treasurer's role for the Police Authority. Mr Cosh has previously been involved in the provision of financial support services to the Authority and served as the Authority's Deputy Chief Financial Officer between May 2003 and November 2004.

However, under Section 151 of the Local Government Act 1972, the Authority is required to appoint a suitably qualified officer who is responsible for the proper administration of its financial affairs. Mr Cosh has not automatically assumed this responsibility through his appointment as Treasurer and the Authority is now asked to formally appoint Mr Cosh as the Authority's Section 151 officer.


**Decision Required**

The Authority is asked to formally appoint Mr I Cosh as the officer responsible for the proper administration of the Authority's financial affairs under Section 151 of the Local Government Act 1972.

**Background Papers**

Local Government Act 1972.

## Report Author

Name: Stephen Pickup  
Lancashire Police Authority  
 01772-533420



**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**VEXATIOUS COMPLAINTS**

**Issue for Consideration**

Members are asked to note the proposed actions around complaints and the proposed policy and guidance dealing with vexatious complaints.

**Information**

The Police Authority is obviously pleased to hear from the public when things are going as they should. However, if things do not go right, the Authority would still like the public to tell us of their dissatisfaction. The Authority is committed to dealing with complaints fairly and impartially and to providing a high quality service to those who make them.

At the present time officers are reviewing all the various processes and procedures that are available to the public which facilitate them making a complaint. These complaints may be about the Authority's staff and/or processes or the Authority's Members. Additionally, the public need to be clear of the Authority's role in complaints about senior police officers.

The review will look at all the processes and procedures currently in place and will ensure they are fit for purpose. Additionally, it is intended to ensure that the website is fully updated with clear signposting (for example to the IPCC) and relevant forms and procedures being available to the public. The emphasis is on clarity of process and roles with a view therefore to promoting confidence and openness with the public.

However, it is the case that a very small minority of complainants make complaints that are vexatious, in that they persist unreasonably with their complaints, or make complaints in order to make life difficult for the Authority rather than genuinely wanting to resolve an issue. This may involve making serial complaints about different or similar matters or continuing to raise the same or similar matters over and over again. Further, the frequency and contact with the Authority can hinder the consideration of their complaints and the ability of officers to provide a quality service to customers as a whole.

Therefore, officers are preparing a policy and guidance to staff for approval by the Authority which addresses vexatious complainants. This policy will set out the circumstances when a complainant may be construed as a vexatious complainant and further what action should be taken by staff in dealing with these complainants which at all times should be appropriate and proportionate. These options might include declining various forms of contact from a complainant eg only dealing with them by letter. Alternatively, if a complainant continues to behave in a way that is unacceptable, the Authority may reserve the right to suspend all contact with the complainant while it seeks advice.

The Authority recognises that it is important to distinguish between people who make a number of complaints because they genuinely believe things have gone wrong and people who are simply being difficult. It is acknowledged that complainants will be often frustrated and aggrieved and it is therefore important to consider the merits of the case rather than their attitude. Each complaint will be considered individually and decisions will not be made lightly as to whether they are of a vexatious nature. It is intended that revamped policies and procedures will be presented to full Authority for their consideration in December 2008.

### **Recommendations**

1. A comprehensive overview of internal and external complaints procedures will be concluded by 31 October 2008.
2. Revised policies and procedures will be presented to the full Authority for approval in December 2008.


### **Decision Required**

The Authority is requested to approve the proposed actions set out in the report.

### **Background Papers**

Current complaints procedures.

### **Report Author**

Name: Angela Harrison, Monitoring Officer  
Organisation: Lancashire Police Authority  
 (01772) 533589

**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**APPOINTMENT OF INDEPENDENT PERSONS TO POLICE MISCONDUCT PANELS**

**Issue for Consideration**

The appointment of Independent Persons to sit on Police Misconduct hearings held by Lancashire Constabulary.

**Information**

In April 2004 the complaints system for the police changed with the establishment of the Independent Police Complaints Commission (IPCC). This had significant implications for police authorities in particular because as part of the new system, authorities were required for the first time, to compile and maintain a list of independent people to sit on police misconduct panels. The term 'independent people' is distinct from Independent Members who serve on the Police Authority itself.

Since then, the Taylor Review<sup>1</sup> has made recommendations about police disciplinary arrangements and the three main recommendations arising from the review were:

1. Introduction of the Standards of Professional Behaviour
2. New arrangements for dealing with unsatisfactory performance and attendance (Police (Performance) Regulations 2008)
3. New arrangements for dealing with misconduct (Police (Conduct) Regulations 2008)

On the 1st of December 2008 the new Standards of Professional Behaviour, Unsatisfactory Performance Procedures and Misconduct Procedures are to be implemented.

---

<sup>1</sup> Taylor, Review of Police Disciplinary Arrangements Report, January 2008

The Standards of Professional Behaviour, the regulations and the guidance have been developed by a working party consisting of representatives of the staff associations, ACPO, the Home office, The Association of Police Authorities and the IPCC.

Under the new regime, independent people (from a list of candidates maintained by a police authority for the purposes of the Police Conduct Regulations) will be required to sit on the panel at misconduct hearings.

Misconduct hearings are only required where dismissal could be the outcome and this is relevant where:

- The panel will be considering gross misconduct, or
- The officer has a live final written warning / reduction in rank and there is a case to answer for a further act of misconduct.

The main change from the previous system is that the role of independent panel members is being extended to hear all misconduct hearings not only the ones where the IPCC has been involved.

Lancashire Police Authority currently has a list of 4 independent people who have sat on 2 supervised misconduct hearings since they were appointed in 2004. Under the new regulations the number of misconduct hearings which would require an independent panel member is predicted to rise to 6 - 8 per annum.

The term of office for our current independent people is due to come to an end and the new appointments need to be in place by the 1 April 2009.

The Chief Executive's Office has, therefore, taken the opportunity to look at the feasibility of establishing a regional appointment process to create a 'pool' of independent persons.

At their meeting on the 18 September 2008, a meeting of Chairs, Chief Constables and Chief Executives of the North West police authorities / constabularies agreed, in principle, to a collaborative approach, subject to final approval by their respective police authority.

It is therefore suggested that Lancashire is involved in a regional appointment process for independent people, which would be co-ordinated by Cheshire Police Authority. Lancashire would be required to pay a percentage of the cost of the recruitment process. Whilst this amount has yet to be agreed, it is predicted that savings will be made in respect of both costs and officer time, compared to undertaking a full recruitment process for Lancashire alone.

## **Decision Required**

The Authority is asked to agree to a collaborative approach to the appointment of Independent Persons' to misconduct hearings.

## **Background Papers**

Police (Conduct) Regulations 2008

## **Report Author**

Name: Lizzie Heath  
Organisation: Lancashire Police Authority  
 (01772) 533589



**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER**

**PART I**

**MINUTES OF THE STAFF CONSULTATIVE FORUM FROM ITS MEETING  
HELD ON 5 SEPTEMBER 2008**

The unconfirmed Minutes of the Staff Consultative Forum from its meeting held on the 5 September 2008 are set out below.

The Authority is asked to note the proceedings.

**Background Papers**

Part I Agenda and papers for the Staff Consultative Forum Meeting – 5 September 2008.

**Report Author**

Name: Christine Durber  
Organisation: Chief Executive's Office  
 01772 533415

# LANCASHIRE POLICE AUTHORITY AND LANCASHIRE CONSTABULARY STAFF CONSULTATIVE FORUM

## MINUTES

**MEETING HELD ON FRIDAY 5 SEPTEMBER 2008 AT 10.00AM  
AT POLICE HEADQUARTERS, HUTTON**

### PRESENT

Malcolm Doherty	Chair, Lancashire Police Authority
Mebis Ahmed	Lancashire Black Police Association
Steve Edwards	Police Federation
Joe Gibbons	Police Federation
Maureen Le Marinel	UNISON
James Tattersall	UNISON

### IN ATTENDANCE

Christine Durber	Deputy Chief Executive, Police Authority
Ashley Judd	Head of Human Resources, Lancashire Constabulary

### APOLOGIES

Andy Cameron	Disability Network
Miranda Carruthers-Watt	Lancashire Police Authority
Irene Curtis	Women's Network
Dave Edmundson	Lancashire Police Authority
Keith Little	Gay Police Association
Ibby Master	Lancashire Police Authority
Trish McGirr	Lancashire Police Authority
Geoff Roper	Lancashire Police Authority
Gail Stanley, JP	Lancashire Police Authority
Russ Weaver	Superintendents' Association
David Whipp	Lancashire Police Authority

### MEMBERSHIP AND TERMS OF REFERENCE OF THE FORUM

Details of the current Membership, Terms of Reference and procedures for meetings of the Staff Consultative Forum were presented for information. Maureen Le Marinel advised that AMICUS had merged with T&G to become UNITE. It was noted that there was no representation on the Staff Forum for UNITE. It was agreed that the Secretary would write seeking a nomination.

<b>Action:</b>	<b>Maureen Le Marinel to pass contact details to Christine Durber. Christine Durber to write to UNITE.</b>
----------------	--

## **MINUTES OF THE MEETING HELD ON THE 5 MAY 2008**

IT WAS AGREED that the Minutes of the meeting held on 6 May 2008, be confirmed as a correct record and signed by the Chair.

### **POLICING GREEN PAPER: 'FROM THE NEIGHBOURHOOD TO THE NATIONAL – POLICING OUR COMMUNITIES TOGETHER'**

The Forum discussed some of the proposals in the Policing Green Paper. The Forum noted that, in relation to the Police service, there were no radical proposals for change. Steve Edwards said that the Federation was preparing a national response to the paper. The Federation supported the proposals for greater discretion, development and deployment, and measures to increase public satisfaction and confidence, together with the setting of targets at the local level. Work would be needed to deliver reductions in bureaucracy.

Similarly, Maureen Le Marinel said that UNISON would be responding nationally. In particular, she made reference to UNISON welcoming the proposal to reduce the number of targets.

### **REIMBURSEMENT OF PROFESSIONAL FEES**

James Tattersall sought clarification about the criteria for the reimbursement of professional fees to Police Staff. Clarity was sought in particular on whether the criteria applied to those roles where membership of professional body was a requirement to proceed beyond a bar part way through the salary scale.

It was noted that reimbursement of professional fees to Police Staff had been delegated by the Authority to the Chief Constable. Ashley Judd undertook to look at the criteria agreed by the Authority and how they were implemented within the Constabulary.

<b>Action:</b> Ashley Judd to look at the implementation of the criteria for the reimbursement of professional fees to Police Staff and report back to the next meeting.
--

### **POLICE AUTHORITY UPDATE**

Christine Durber reported that Mr Ian Cosh had been appointed as the Police Authority Treasurer with effect from the 1<sup>st</sup> September 2008. Recruitment was currently underway for three Independent Members, arising from structural changes to the Independent and Magistrate Membership of the Authority the new appointments would be made from the 1<sup>st</sup> October.

In relation to Professional Standards, Christine reported that work was progressing to enable union and staff association representatives to have access Part II Professional Standards Committee papers in relation to finalised complaints. A confidentiality agreement would apply in relation to this and a draft agreement would be circulated for comment.

The Professional Standards Committee had established a revised format for 2008, with two Committee meetings per year to undertake formal scrutiny and two working group meetings per year to enable more in-depth briefing on specific areas for the Committee Members. A

meeting would be arranged involving Professional Standards Department, staff side and Authority representatives to discuss the establishment of a de-brief mechanism for complaints.

Christine informed the Forum that the Authority, like the Constabulary, was developing a single equality scheme. Work was just starting and Sergeant David Sherrington had been seconded to the Police Authority to assist in this area of work. The opportunity would be taken to take stock of the Authority's scrutiny of Constabulary business in relation to equality and the Authority would be consulting with the staff side in due course about areas for the Police Authority to focus its attention and develop its scrutiny under the new Scheme staff side views would be welcome.

<b>Action:</b> C Durber to ensure work is progressed in relation to the complaints confidentiality agreement and debrief mechanism.
---

## **POLICE OFFICER AND POLICE STAFF PAY**

The Forum discussed the latest situation in relation to Police Officer and Police Staff pay. Negotiations with the Police Staff were continuing; Police Officer pay was currently at arbitration.

## **ANY OTHER BUSINESS**

The Chair made reference to the forthcoming retirement of PC Steve Edwards. He paid tribute to the contribution Steve had made over many years to the work of the Federation and the open and honest approach he had taken when working with the Constabulary and the Authority. On behalf of himself and the Black Police Association, Mebs Ahmed thanked Steve for his support. Maureen le Marinel paid tribute to Steve's contribution to the development of a very good working relationship between the Federation and UNISON. The Forum members wished Steve well on his retirement.

## **DATE OF NEXT MEETING**

It was noted that the Forum's next meeting was scheduled to be held at 10.00 on Thursday, 27<sup>th</sup> November in the Morrison Room at Police Headquarters, Hutton.

**MIRANDA CARRUTHERS WATT**  
**CHIEF EXECUTIVE**



**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER**

**PART I**

**MINUTES OF THE PLANNING & PERFORMANCE REVIEW COMMITTEE**  
**FROM ITS MEETING HELD ON 9 SEPTEMBER 2008**

The unconfirmed Minutes of the Planning & Performance Review Committee from its meeting held on the 9 September 2008 are set out below.

The Authority is asked to note the proceedings.

**Background Papers**

Part I Agenda and papers for the Planning & Performance Review Committee - 9 September 2008.

**Report Author**

Name: Beverly Wood  
Organisation: Chief Executive's Office  
 01772 533486



## **PLANNING & PERFORMANCE REVIEW COMMITTEE**

**MEETING HELD ON TUESDAY 9 SEPTEMBER 2008 AT COUNTY HALL,  
PRESTON**

### **MINUTES**

#### **PRESENT**

Mr D Edmundson - Chair

Miss S Afzal  
County Councillor A P Jones  
Mr M S Sarwar  
County Councillor D M Whipp

#### **IN ATTENDANCE**

ACC A Cooke	}	Lancashire Constabulary
ACC C Weigh		
Mrs L Taylor		
Mr L Weir		

Ms M Carruthers-Watt	}	Lancashire Police Authority
Mrs B Wood		

#### **APPOINTMENT OF CHAIR AND VICE CHAIR**

11/08 RESOLVED: - that Mr D Edmundson and Mr D Winthrop be appointed as Chair and Vice-Chair of the Committee respectively for 2008 / 2009.

#### **MEMBERSHIP**

12/08 RESOLVED: - that the Membership for 2008 / 2009 be confirmed.

#### **APOLOGIES FOR ABSENCE**

Apologies for absence were presented on behalf of County Councillor G Roper, Mrs G Stanley JP, County Councillor J Stuart, Ms M Sumner JP, Mr D Winthrop JP, DCC Cunningham and Mr Brindle.

## **MINUTES OF THE MEETING HELD ON 3 JUNE 2008**

13/08 RESOLVED: - That the Minutes of the meeting held on 3 June 2008 be confirmed as a correct record and signed by the Chair.

### **MATTERS ARISING**

**Violent Crime and Alcohol Reduction** - a full report / formal presentation be provided for the Police Authority at a future date

**PCSO funding** - a paper to be presented to the next meeting of the Committee.

### **STRATEGIC ROADS POLICING**

A review of the Constabulary's approach to roads policing had been undertaken. ACC Cooke presented the report to the Committee.

(A copy of the Review of the Strategic Road Policing document is set out in the Minute Book.)

The review had been undertaken following examination of road casualty performance, which revealed that reductions achieved during the first half of the decade had levelled off. Lancashire was still on track to achieve the Department for Transport (DfT) targets for 2010, but achieving the target performance by December 2010 was a significant challenge for the Constabulary and associated partners.

In addition, several recent road policing doctrine publications had revealed a number of areas where Lancashire Constabulary was vulnerable and Her Majesty's Inspectorate of Constabulary (HMIC) was scheduled to conduct a roads policing themed programmed inspection in February 2009.

ACC Cooke advised that the implementation of the recommendations would enable an intelligence led roads policing function, operated within a consistent framework across the County. It would also enable the sharing of good practice and strengthen the role of the road policing officers.

Members raised a number of issues / concerns in respect of roads policing. These included motor cycle fatalities and accidents, especially in the 33-50 age band; 20 mph zones in residential areas; the importance of working with the roads safety partnership and other partners; and discussed a number of changes required in the approach to roads policing.

In response to a query about the importance of the central unit, ACC Cooke advised that this was crucial to the successful delivery of the roads policing strategy. The unit would co-ordinate a consistent roads policing and traffic management model and would provide an audit capability.

It was noted that a report would be presented to the Authority's Resources Committee on 23 September in connection with the financial implications, outlined in the report.

14/08 RESOLVED: - That the report be noted.

## **THEMATIC REPORT - LEADING FROM THE FRONT LINE**

Superintendent Debicki provided an update on Her Majesty's Inspectorate of Constabulary's report on Leading from the Front Line - Thematic inspection. He advised that Western Division had been involved in the consultation process. The report focused on the role of sergeants and frontline supervision and leadership. It was reported that Lancashire Constabulary was reasonably well placed in respect of the recommendations contained within the report. There were strong links to the sustaining excellence programme and delivery would be through the People Portfolio.

Members were most appreciative of Superintendent Debicki's update and the progress being made by the Constabulary.

One Member queried whether the sergeants' examination process was now more skills based. Superintendent Debicki responded that work was being undertaken nationally, although currently the examination was split between two aspects: an understanding of the law and behavioural competencies. There had been a move to look at work place assessment rather than behavioural competency assessment. Miss Afzal commented that a shift in culture was required as she did not feel role play scenarios were always realistic.

One Member asked what difference the pilot had made in the 18 months it had been operating in Western Division. It was reported that there had been evidence of greater parity in the examination boards. In the work place, there had been greater participation and involvement by management. There was every confidence that the programme would deliver.

Miss Afzal commented that it would be interesting for Human Resources Committee to receive a report on the implementation plan.

15/08 RESOLVED: -

- 1 That the report be noted; and
- 2 That a report on the project implementation be submitted to a future Human Resources Committee meeting.

## **LANCASHIRE CONSTABULARY CONFIDENCE AND EQUALITY MONITORING REPORT 2007 / 2008**

The Committee considered monitoring information from the Constabulary's Annual Confidence and Equality Monitoring Report.

Members commented that some of the figures had deteriorated since last year and there were elements of disproportionality between the white / minority ethnic satisfaction figures. However it was noted that the figures also indicated that satisfaction levels were high.

County Councillor Jones expressed his view that a dedicated item should be considered in respect of the statistics relating to results relating to incidents involving the afro-caribbean population. In relation to this, the Chair advised that this matter had been a real concern over the last 12 months within Central Division. Great efforts had been made to target the levels of criminality and gang culture, regardless of ethnicity. The information provided had been well scrutinised.

Following a full discussion it was agreed that the Chief Executive / ACC Weigh would liaise to ensure that Miss Afzal and County Councillor Jones were sighted with the relevant information in respect of minority ethnic statistics available for Preston and, if deemed necessary, a separate report would be formulated for consideration by the Committee / scrutiny processes.

County Councillor Whipp raised a concern in respect of equity of service and sought clarification as to whether the Police Authority was satisfied with the way residents in different geographical locations were treated.. He asked whether PROBE data was able to extract such detailed information and identify any disparity in neighbourhoods.

ACC Weigh confirmed that it was possible to identify geographical area and ward information. This type of information was considered at quarterly divisional review meetings. However, there would be a cost implication in respect of providing this information across the board. It was agreed that levels of satisfaction and confidence and equity of service would best be considered at External Relations Committee. It was further agreed that the Chief Executive, ACC Weigh and County Councillor Whipp would discuss the matter of presenting the information.

16/08 RESOLVED: -

- 1 That the report be noted;
- 2 That the Chief Executive / County Councillor Whipp and ACC Weigh consider the best course of action in respect of identifying equity of service at ward / geographic information; and
- 3 That the Chief Executive liaise with ACC Weigh in respect of the disproportionality between white / me satisfaction levels.

### **EFFICIENCY PLAN - QUARTER 1 POSITION**

Consideration was given to a report detailing the position at the end of June 2008 against the three year efficiency plan 2008 / 2011.

In presenting the report, Mrs Taylor identified areas where planned budget reductions or expected gains had not been met, although overall, it was noted that a sizeable contribution to the 9.3% gains required by March 2011 had been achieved.

Members also commented on budget reductions identified and agreed with departmental heads of ICT, administration, estates, legal services and G Division, of which only the administration department was keeping within the reduced budget.

17/08 RESOLVED: - That the report be noted.

### **2008 - 2011 EFFICIENCY PLANNING**

Mr Weir had provided a report for Members to consider proposals for performance measures in relation to the efficiency planning process. (A copy of the report is set out in the Minute Book). A number of meetings had taken place with the Constabulary and Police Authority members to define the most appropriate approach for developing performance measures and this was detailed in the report.

The Chair highlighted the importance of demonstrating periods of time released through efficiency work (ie through QUEST) and how to equate those as a resource benefit.

ACC Weigh confirmed that DCC Cunningham had identified the need to develop a methodology to capture this information so that cost benefits were properly quantified.

18/08 RESOLVED: - That the report be noted.

## **QUARTERLY PERFORMANCE BULLETIN REPORT APRIL TO JUNE 2008 INCLUSIVE**

The Committee considered the Performance Bulletin for the period covering April to June 2008, covering the areas of particular relevance to the Committee. The presentation of the information was in a new format which had been developed through the Planning Working Group and the Improvement and Scrutiny Group.

Members commented that the format was good and anticipated that it would evolve and be refined as the year progressed.

Overall, the results for the quarter were generally good, although Members sought clarification in respect of a number of areas:

### **SPI 9a(i) (ii) Road Safety - Number of people killed or seriously injured**

Members were disappointed that the target reduction of 3.4% had not been met. It was noted that there had been an increase in the number of motorcycle fatalities during the quarter.

In response to County Councillor Whipp's query about the accuracy of the base line figures, Mr Weir clarified that the current figures were correct, although the 2006 figures were still under discussion by government departments and the Department for Transport. The 2006 figures may be amended if deemed appropriate to do so.

### **LI 5 - 999 calls answered with a 10 second response time**

Despite not hitting the target, it was noted that the current figures available had indicated performance was well above target for August. The introduction of STORM had affected the quarterly performance statistics and Members congratulated the Constabulary on bringing the figures back on target.

### **SPI 5.6 Serious violent knife crime offences per 1,000 population**

Although no target was presented, the figures indicated a significant increase of around 33%. In response, ACC Weigh advised that this was due, in part, to the way the figures were recorded in line with amended guidance on GBH with intent definition.

It was agreed that the Chief Executive would arrange for Members to be briefed by the Constabulary to explain the situation.

### **Force Overview Report - Lancashire and BCUs / CDRPs**

The reports indicated some areas where there appeared to be some relative deteriorations, although it was noted that there had been changes in the family of force comparisons. It

was agreed that it would be prudent to future quarterly figures before making any judgement on performance comparisons based on this quarter alone.

### **Young People**

Members expressed concern about the disparity between the use of pre-court disposals. ACC Weigh confirmed that an analysis of effective interventions had been carried out. Chief Superintendent Curtis was leading on this particular area of work.

It was agreed that the Committee would receive updates on the work as the review unfolded.

### **Front Line Policing**

A number of incorrect data were included in the figures presented. That had led to misleading information being provided. This had been due to incorrect input of duty codes, although it was acknowledged that there were over 4,000 such codes in use by officers. This had been revisited and corrected and a more accurate picture was available for August.

19/08 RESOLVED: - That the matters discussed be noted.

### **SCRUTINY PLAN SCHEDULE - POSITION STATEMENTS REFERRED FROM THE IMPROVEMENT AND SCRUTINY GROUP**

No reports had been referred to the Committee. Members were keen to await future progress reports on the position statements already considered.

20/08 RESOLVED: - That the update be noted.

### **BASIC COMMAND UNIT (BCU) REPORTS**

Members considered a report which highlighted a number of areas that had been raised at BCU meetings throughout July and August 2008.

ACC Weigh confirmed that all divisions now had Level 2 teams in place.

21/08 RESOLVED: - That the report be noted.

### **DATE OF NEXT MEETING**

22/08 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 25 November 2008 at County Hall, Preston.

**Miranda Carruthers-Watt**  
**CHIEF EXECUTIVE**





**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER**

**PART I**

**MINUTES OF THE AUDIT AND STANDARDS COMMITTEE FROM ITS**  
**MEETING HELD ON 15 SEPTEMBER 2008**

The unconfirmed Minutes of the Audit and Standards Committee from its meeting held on the 15 September 2008 are set out below.

The Authority is asked to note the proceedings.

**Background Papers**

Part I Agenda and papers for the Audit and Standards Committee Meeting – 15 September 2008.

**Report Author**

Name: Stephen Pickup  
Organisation: Chief Executive's Office  
 01772 533420



## **AUDIT & STANDARDS COMMITTEE**

**MONDAY 15 SEPTEMBER 2008**

**AT 2.00PM IN CABINET ROOM 'C', AT COUNTY HALL, PRESTON**

NB If you have any queries regarding the Agenda papers or require any further information, please contact Stephen Pickup on 01772 533420.

### **MINUTES**

PRESENT:-

Mr D Soper - Chairman

Miss S Afzal

Mrs D Dugdale

County Councillor C Grunshaw

Mr I Master

Mr D Winthrop, JP

### **IN ATTENDANCE**

Mr I Cosh            Treasurer, Lancashire Police Authority

Mr S Pickup        Administrator, Chief Executive's Office, Lancashire Police Authority

Mr A Brown        Head of Management Accounts, Lancashire Constabulary

Mr C Portman      Audit Commission

Mrs G Jones        Audit Commission

Mrs R Tanner      Principal Auditor, Internal Audit

Mrs J Taylor        Senior Auditor, Internal Audit

### **MR D WINTHROP JP, MRS G STANLEY JP, AND MRS D DUGDALE**

The Committee was informed that this would be Mr Winthrop JP, Mrs Stanley JP and Mrs Dugdale's last meeting of the Audit and Standards Committee. Members wished to place on record their thanks and appreciation for the commitment and dedication that each of these Members had shown to the work of the Committee over the years.

## **APOLOGIES FOR ABSENCE**

Apologies for absence were presented on behalf of County Councillor A P Jones, Ms M Carruthers-Watt, Mrs A Harrison and Mrs C Parmenter.

## **MEMBERSHIP OF THE COMMITTEE**

The Committee received a report on its membership for 2008/09.

Members were informed that, since the agenda papers had been dispatched, Mrs Stanley, JP had resigned from the Authority and, consequently, the membership would need to be amended to reflect this change.

17/08 RESOLVED:- That the Committee's membership for 2008/09 be noted, subject to the removal of Mrs Stanley, JP who had recently resigned from the Authority.

## **MINUTES OF THE MEETING HELD ON THE 19<sup>TH</sup> JUNE 2008**

18/08 RESOLVED:- That the Minutes of the meeting held on the 19<sup>th</sup> June 2008 be confirmed and signed by the Chair.

## **MATTERS ARISING**

In relation to the request for a further report on the development of the processes for reviewing the governance framework, at resolution 05/08 (3) on page 3 of the Minutes, the Committee noted that this matter would be discussed first at a meeting of the Good Governance Working Group on 2<sup>nd</sup> October, prior to a further report being brought to the Committee's November meeting.

In respect of the request for a further report on the operation of the Police Authority Community Meetings, at resolution 05/08 (4) on page 3, the Committee noted that the Police Authority, at its meeting in July 2008, had agreed that these meetings should cease in their current format. The Authority had set up a Working Group to develop alternative engagement mechanisms and it was suggested that a further report should be presented once the revised approach had been agreed and a period had been given for the new arrangements to commence.

Discussion took place regarding the arrangements for Members to meet privately with the external and internal auditors. In addition to the Chair and Vice-Chair meeting with the Auditors on a regular basis, it was confirmed that all members of the Committee would still have an opportunity to meet with both audit providers on an annual basis.

19/08 RESOLVED:- That:

1. a further report on the development of a coherent assurance framework for the Authority be brought to the next meeting of the Committee.
2. a further report be presented on the Authority's revised approach to community engagement meetings, once the new arrangements had been developed and implementation had begun.

## **LOCAL ASSESSMENT – CONFIDENTIALITY/NOTIFICATION PROCEDURE**

The Committee received a report on proposed confidentiality and notification protocols in relation to allegations that a Member had breached the Authority's code of conduct. The confidentiality protocol provided a proposed framework for the Standards Assessment Sub-Committee to use when dealing with a request for a complainant's identity to be withheld. Members asked if there had been any cases nationally where the complainant's identity had been withheld and asked if the Authority's Monitoring Officer could provide information on any such cases.

The notification procedure set out proposals for informing the subject member that a complaint had been made against them. Members expressed some concern that they would not immediately be provided with details of a complaint, but acknowledged that there was no other discretion available to Officers.

20/08 RESOLVED:- That:

1. the framework for the Standards Assessment Sub-Committee to utilise when considering a request for confidentiality submitted by a complainant, be approved as now presented.
2. the Authority's Monitoring Officer be asked to provide a report on any cases considered by other Standards Committee where the complainants identity had been withheld.
3. the procedure for notifying a member when an allegation that they have breached the Code of Conduct has been made against them, be approved as now presented.

## **LOCAL ASSESSMENT – DETERMINATION PROCEDURES**

The Committee was informed that, as a result of the Standards Committee (England) Regulations 2008 and the Local Government and Public Involvement in Health Act 2008, it had been necessary to review and amend the Authority's pre-hearing and hearing procedures for complaints against Members.

Accordingly, revised determination procedures were presented to the Committee based on the model procedures set out in Standards Board guidance.

Members were informed that Officers were seeking clarification regarding the power of Police Authorities to withhold a Member's allowances during a period of suspension because the regulations referred to at paragraph 3.59.3 of the procedures did not apply to Police Authorities.

A Member expressed concern that the Standards Board model procedures did not place sufficient emphasis on equality and diversity. It was suggested that this should be fed back to the Standards Board by the Monitoring Officer with a request for the Standards Board to develop separate guidance on dealing with equality and diversity issues throughout the hearing process. In the meantime, it was agreed that the Authority should consider any equality issues which might arise at hearings on a case by case basis.

In respect of Section 5 of the process, regarding costs, the Committee asked for clarification on whether the Authority's insurance policies would cover costs incurred by Members who

had been found not to have been in breach of the Code of Conduct. The Authority's Treasurer undertook to seek clarification on this issue and report back to the Committee's next meeting.

21/08 RESOLVED:- That:

1. That the Standards Committee's determination procedures be approved as now presented, subject to the position regarding the power to withhold Members Allowances being clarified.
2. That the Monitoring Officer be asked to request that the Standards Board develop separate guidance on dealing with equality and diversity issues throughout the hearing process.
3. That the Authority's Treasurer be asked to clarify whether the Authority's insurance policies would cover any costs incurred by Members, who had been found not to be in breach of the Code of Conduct.

### **AUDIT COMMISSION: ANNUAL GOVERNANCE REPORT AND RECEIPT OF THE 2007/08 STATEMENT OF ACCOUNTS**

The Committee was presented with a copy of the Audit Commission Annual Governance Report on Lancashire Police Authority for the year ended 31<sup>st</sup> March, 2008.

(A copy of the Annual Governance Report is set out at Annex 'A'.)

Mr Clive Portman of the Audit Commission reported that the accounts presented for audit were of a high standard and he would shortly be signing his audit opinion without qualification. The report included two recommendations and the proposed management responses for inclusion in the action plan were tabled at the meeting.

The committee considered a draft letter of representation prepared by the Treasurer which needed to be finalised before the audit of the 2007/08 Statement of Accounts could be completed. It was agreed that, following further discussions on the content of the letter between the Treasurer and District Auditor, the letter of representation should be signed and sent to the Audit Commission at the earliest opportunity.

The Authority's Statement of Accounts for 2007/08 was then presented to the Committee.

It was reported that the responsibility for clearing the accounts was that of the Resources Committee and the 2007/08 Statement had been approved at the Committee's meeting on the 30<sup>th</sup> June 2008.

In accordance with best practice, the accounts were now being made available for consideration by the Audit & Standards Committee. The Committee was specifically asked to consider whether there were any concerns arising from the financial statements which needed to be brought to the Authority's attention, and the appropriateness of the accounting policies which underpinned the statements.

A member of the Committee reported that due to restructuring in the health service, the names of the Primary Care Trusts listed on page 48 needed revision. The Treasurer

indicated that he would arrange for these amendments prior to the Statement of Accounts being printed.

In respect of paragraph 3.8 of the Authority's Annual Governance Statement, set out at page 19 of the Accounts, a Lay Member of the Committee asked about the Authority's arrangements for monitoring the Performance Development review system. It was reported that monitoring information was included in the Authority's quarterly performance indicator bulletin and was also considered by the Human Resources Committee.

22/08 RESOLVED: -

1. That the Annual Governance Report be received and noted.
2. That following any further discussions required between the Treasurer and District Auditor, regarding the content of the letter, the letter of representation be signed and sent to the Audit Commission at the earliest opportunity.
3. That the 2007/08 Statement of Accounts be received, subject to the minor amendment referred to above.
4. That the Committee agree that no areas of concern needed to be brought to the Authority's attention.

#### **POLICE USE OF RESOURCES EVALUATION (PURE) – INTERIM SCORE FEEDBACK**

A copy of the External Auditor's draft report, setting out the results of the 2007/08 review of the Authority's Use of Resources was presented to the Committee.

Members were informed that the Authority's score in relation to financial reporting would not be available until October when the audit of the Authority's 2007/08 financial statements had been completed. The results for the other four themes were essentially final. Therefore, it appeared at this stage that the Authority would receive an overall score of 4. This was the highest assessment score available and, if confirmed, would be an improvement on the 2006/07 overall score of 3. The only circumstances in which these scores would change would be if the Commission identified a major issue from their work on the financial statements and they would then have the option to go back and review scores in other areas.

A draft of the proposed management responses to the action plan appended to the report was circulated at the meeting for Member's consideration. Discussion took place with regard to recommendation 7, regarding developing the Authority's assurance framework. The Audit Commission indicated that they would expect to see a report being presented to the Committee, clearly setting out the risks to achieving corporate objectives, the controls in existence to reduce those risks and the sources of assurance to which the Committee could refer to satisfy itself that those controls operated effectively. A member of the Committee indicated that, whilst the format might differ from that required by the Auditors, the Authority had developed a scrutiny plan which was regularly monitored and included details of any risks identified that would affect the achievement of the Authority's strategic objectives. The Treasurer indicated that the Good Governance Working Group would focus upon this area of work and one of its first tasks would be to map the Authority's assurance framework in order to properly inform the type of report referred to by the Audit Commission.

The Chair of the Committee suggested that the Authority's Internal Auditors could assist in the development of a coherent assurance framework as part of their 2008/09 audit plan. The Treasurer undertook to take this matter forward with the Internal Auditors.

24/08 RESOLVED:

1. That the report and the Authority's excellent results in the Police Use of Resources Evaluation be noted.
2. That the Committee place on record it's thanks to those Authority and Constabulary Officers who had been involved in the 2008 evaluation.
3. That a further report be presented to the Committee's next meeting to notify the Committee of the Authority's score in relation to the financial reporting theme and presenting a final version of the PURE action plan.

**AUDIT COMMISSION POSITION STATEMENT**

The Committee received a report summarising the current position on external audit work as at 29<sup>th</sup> August 2008.

25/08 RESOLVED:- That the report be noted.

**INTERNAL AUDIT MONITORING REPORT 2008/00**

The Committee considered the Internal Audit Monitoring Report for the period from 1<sup>st</sup> April 2008 to 31<sup>st</sup> August 2008.

The Authority's Principal Internal Auditor informed the Committee that the audit plan had been weighted towards the second half of the financial year and gave assurance that the work contained within the plan would be completed within the financial year.

26/08 RESOLVED:- That the report be noted.

**CODE OF CONDUCT ISSUES**

It was reported that no local code of conduct issues had arisen since the last meeting.

27/08 RESOLVED:- That the position be noted.

**PENDING STANDARDS BOARD INVESTIGATIONS**

It was reported that no pending Standards Boards investigations had arisen since the last meeting.

28/08 RESOLVED:- That the position be noted.

**DATE OF NEXT MEETING**

28/08 RESOLVED:- That the next meeting of the Committee be held at 2:00pm on Monday 17<sup>th</sup> November 2008, at County Hall, Preston.

**Miranda Carruthers-Watt**  
**CHIEF EXECUTIVE**

# Annual Governance Report

Lancashire Police Authority

Audit 2007/08

Date **September 2008**

DRAFT

---

# Contents

<b>Summary</b>	<b>3</b>
<b>Financial statements and Annual Governance Statement</b>	<b>4</b>
<b>Value for money</b>	<b>8</b>
<b>Formal audit powers</b>	<b>9</b>
<b>Independence</b>	<b>10</b>
<b>Appendix 1 – Management Letter of Representation</b>	<b>12</b>
<b>Appendix 2 – Draft Audit Opinion</b>	<b>15</b>
<b>Appendix 3 – Action Plan</b>	<b>18</b>

DRAFT

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
- any third party.

# Summary

## Purpose

- 1 This report summarises the findings from our 2007/08 audit, which is substantially complete. It identifies the key issues that you should consider before we issue our opinion, value for money conclusion and certificate of conclusion of the audit.
- 2 This report includes only matters of governance interest that have come to our attention in performing our audit. Our audit is not designed to identify all matters that might be relevant to you.

## Financial statements

- 3 Our work on the financial statements is substantially complete and we expect to issue an unqualified opinion by 30 September. The arrangements for the production of the financial statements are good and the statements were submitted for audit by the deadline of 30 June 2008. We identified only minor disclosure errors within the accounts which have been amended. Working papers were of a good standard and queries were addressed by officers on a timely basis.

## Value for Money

- 4 We intend to issue an unqualified conclusion on the Authority's arrangements to secure economy, efficiency and effectiveness in the use of resources (the value for money conclusion). In reaching our conclusion we review evidence that is relevant to the Authority's corporate performance management and financial management arrangements across a range of criteria specified by the Audit Commission. Our work to support our conclusion included elements from our work on Police Use of Resources (PURE).

## Next steps

- 5 We ask the Audit Committee to:
  - consider the matters raised in the report before approving the financial statements;
  - approve the representation letter on behalf of the Authority before we issue our opinion, conclusion and certificate; and
  - agree the proposed action plan.

# Financial statements and Annual Governance Statement

- 6 The Authority's financial statements and Annual Governance Statement are important means by which the Authority accounts for its stewardship of public funds. As Authority members you have final responsibility for the financial statements and Annual Governance Statement. It is therefore important that you consider our findings before you adopt the financial statements and the Annual Governance Statement.
- 7 In planning our audit we identified specific risks and areas of judgement that we have focused on during our audit. We report to you the findings of our work in those areas.
- 8 In addition, auditing standards require us to report to you:
  - the draft representation letter which we are asking management and you to sign;
  - our views about the Authority's accounting practices and financial reporting;
  - errors in the financial statements;
  - any expected modification to our report;
  - weaknesses in internal control; and
  - certain other matters.

## Key areas of judgement and audit risk

- 9 In planning our audit we identified key areas of judgement and audit risk that we have considered as part of our audit. Our findings are set out in Table 1.

**Table 1 Key areas of judgement and audit risk**

Issue or risk	Finding
The changes in senior management at the Authority, particularly a new Treasurer from April 07.	No issues have arisen since that time that impact on the financial management arrangements of the Authority.
The introduction of the Oracle financial management system from April 07.	No issues have been identified in terms of the transition between systems.
Under ISA requirements audit assurance may not be obtained around the effective operation of material financial systems if Internal Audit does not continue to review and test key controls in place in material systems in 2007/08.	We have been able to use the work of Internal Audit to contribute to the audit assurance necessary under ISA requirements.

## Financial statements and Annual Governance Statement

10 As set out in the table above, it is important that Internal Audit continue to work with us to ensure their work to review and test key controls provides assurance around the effective operation of material financial systems.

### Draft representation letter

11 Before we issue our opinion, auditing standards require us to obtain from you and management, written representations that:

- you acknowledge your collective responsibility for preparing financial statements in accordance with the applicable financial reporting framework;
- you have approved the financial statements;
- you acknowledge your responsibility for the design and implementation of internal controls to prevent and detect fraud and error;
- you have told me the results of your assessment of the risk that the financial statements might be materially misstated because of fraud;
- you have told me any actual or suspected fraud by management, employees with significant roles in internal control or others (where the fraud could have a material impact on the financial statements);
- you have told me of any allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, regulators or others;
- you have told me about all known actual or possible non-compliance with laws and regulations whose effects should be considered when preparing financial statements;
- you have assessed the reasonableness of significant assumptions, including whether they appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the Authority where relevant to the fair value measurements or disclosures;
- you are satisfied that all related parties requiring disclosure in the financial statements have been disclosed and that the disclosure is adequate;
- you are satisfied that the individual or collective impact of errors we have identified, but that you have not corrected, is not material; and
- cover areas where other sufficient appropriate evidence cannot reasonably be expected to exist, for example the completeness of the disclosure of contingent liabilities.

12 Appendix 1 contains the draft of the letter of representation we seek from you.

### Accounting policies and financial reporting

13 We consider the qualitative aspects of your financial reporting. Table 2 contains the issues we want to raise with you.

**Table 2 Accounting practice and financial reporting**

Issue or risk	Finding
Annual Governance Statement (AGS)	The AGS is comprehensive and complies in most respects with CIPFA guidance. There is scope to set out more clearly the role of the Authority in terms of partnership working and the governance arrangements in place.
Related Party Transactions	At the time of our audit there were four year end declarations from members which had not been completed and returned. These have since been received. If returns are not completed before the approval of the accounts there is a risk that the related party note included in the financial statements is incomplete or inaccurate.

Recommendation
<p><b>R1</b> Ensure the AGS includes clearer reference to the Authority's role in partnership working and information on the governance arrangements in place.</p>
<p><b>R2</b> Review the system in place to ensure it operates effectively and that all related party transaction declarations are completed and returned prior to the approval of the accounts.</p>

**Errors in the financial statements**

14 We have not identified any errors (other than those of a trivial nature) that management has declined to correct.

**The audit report**

15 We plan to issue an unmodified report including an unqualified opinion on the financial statements. Appendix 2 contains a copy of our draft report.

### Material weaknesses in internal control

- 16 We have not identified any weakness in the design or operation of an internal control that might result in a material error in your financial statements of which you are not aware.
- 17 We have not provided a comprehensive statement of all weaknesses which may exist in internal control, nor of all improvements which may be made. We have reported only those matters which have come to our attention because of the audit procedures we have performed.

### Other matters

- 18 There are no other matters that auditing standards require me to report to you.

DRAFT

---

# Value for money

- 19 We are required to conclude whether the Authority put in place adequate corporate arrangements for securing economy, efficiency and effectiveness in its use of resources. We assess your arrangements against twelve criteria specified by the Commission. Our conclusion is informed by our work on Use of Resources, a scored judgement reported to the Audit Commission.
- 20 We have assessed the arrangements of the Authority as adequate in all twelve areas and we therefore propose to issue an unqualified conclusion.

DRAFT

# Formal audit powers

21 We have:

- a power to issue a public interest report. We do so where we believe this is necessary to draw a matter to your attention, or to that of the public;
- a power to apply to court for a declaration that an item in the Authority's accounts is contrary to law;
- a power to issue an advisory notice. An advisory notice requires the Authority to meet and consider the notice before:
  - making a decision that might give rise to unlawful expenditure; or
  - taking an unlawful course of action that would give rise to a loss; or
  - making unlawful entry in the accounts; and
- a power to seek judicial review of a decision of the Authority.

22 We have not and do not propose to exercise these powers.

DRAFT

# Independence

- 23** The Code of Audit Practice and the APB's Ethical Standards with which auditors must comply require that auditors act, and are seen to act, with integrity, objectivity and independence.
- 24** We confirm that we comply with the APB's Ethical Standards, that we are independent and that our objectivity is not compromised.
- 25** We communicate to you:
- any relationships between us and the Authority, its members and senior management that might affect our objectivity and independence and any safeguards put in place;
  - total fees charged to you for audit and non-audit services; and
  - our arrangements to ensure independence and objectivity.

## Relationships with the Authority

- 26** We have identified no relationships that might affect objectivity and independence.

## Audit fees

- 27** We reported our fee proposals as part of the Audit Plan for 2007/08. The table below reports the outturn fee against that plan.

**Table 3      Audit fees**

	<b>Plan 2007/08</b>	<b>Actual 2007/08</b>
Financial statements and Annual Governance Statement	50,000	50,000
PURE assessment and Value for Money conclusion	25,972	25,972
Whole of Government Accounts	2,000	2,000
National Fraud Initiative	350	350
<b>Total Audit Fees</b>	<b>78,322</b>	<b>78,322</b>

- 28** The analysis above shows that we contained our audit fee within the totals you have already agreed.

## Independence

### Our arrangements to ensure independence and objectivity

29 We have comprehensive procedures to ensure independence and objectivity. These are outlined in Table 5.

**Table 4 Arrangements to ensure independence and objectivity**

Area	Arrangements
Independence policies	<p>Our policies and procedures ensure that professional staff or an immediate family member:</p> <ul style="list-style-type: none"><li>• do not hold a financial interest in any of our audit clients;</li><li>• may not work on assignments if they have a financial interest in the client or a party to the transaction or if they have a beneficial interest in a trust holding a financial position in the client; and</li><li>• may not enter into business relationships with UK audit clients or their affiliates.</li></ul> <p>Our procedures also cover the following topics and can be provided to you on request:</p> <ul style="list-style-type: none"><li>• the general requirement to carry out work independently and objectively;</li><li>• safeguarding against potential conflicts of interest;</li><li>• acceptance of additional (non-audit) work;</li><li>• rotation of key staff;</li><li>• other links with audited bodies;</li><li>• secondments;</li><li>• membership of audited bodies;</li><li>• employment by audited bodies;</li><li>• political activity; and</li><li>• gifts and hospitality.</li></ul>
Code of Conduct	<p>The Code of Conduct forms part of the terms and conditions of all Audit Commission employees. The Code of Conduct states that staff have to comply with ethical guidance issued by their relevant professional bodies.</p>
Confidentiality	<p>All staff are required to sign an annual undertaking of confidentiality as a condition of employment.</p>

# Appendix 1 – Management Letter of Representation

To:

Clive Portman  
District Auditor  
Audit Commission  
2nd Floor  
Aspinall House  
Aspinall Close  
Middlebrook  
Bolton  
BL6 6QQ

## **Lancashire Police Authority - Audit for the 2007/08 ended 31 March 2008.**

I confirm to the best of my knowledge and belief, having made appropriate enquiries of other officers of Lancashire Police Authority the following representations given to you in connection with your audit of the Authority's financial statements for 2007/08 ended 31 March 2008. All representations cover the Authority's accounts and Pension Fund accounts included within the financial statements.

### **Compliance with the statutory authorities**

I acknowledge my responsibility under the relevant statutory authorities for preparing the financial statements in accordance with the Code of Practice for Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice which present fairly the financial position and financial performance of the Police Authority and for making accurate representations to you.

### **Supporting records**

All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the Police Authority have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all Authority meetings, have been made available to you.

### **Irregularities**

I acknowledge my responsibility for the design and implementation of internal control systems to prevent and detect fraud or error.

There have been no:

- irregularities involving management or employees who have significant roles in the system of internal accounting control;
- irregularities involving other employees that could have a material effect on the financial statements; or
- communications from regulatory agencies concerning non-compliance with, or deficiencies on, financial reporting practices which could have a material effect on the financial statements.

I also confirm that I have disclosed:

- my knowledge of fraud, or suspected fraud, involving either management, employees who have significant roles in internal control or others where fraud could have a material effect on the financial statements; and
- my knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.

### **Law, regulations, contractual arrangements and codes of practice**

There are no instances of non-compliance with laws, regulations and codes of practice, likely to have a significant effect on the finances or operations of the Police Authority. In all material respects, the expenditure and income recognised in the financial statements has been applied to purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

The Police Authority has complied with all aspects of contractual arrangements that could have a material effect on the financial statements in the event of non-compliance. There has been no non-compliance with requirements of regulatory authorities that could have a material effect on the financial statements in the event of non-compliance.

### **Fair Values**

I confirm the reasonableness of the significant assumptions within the financial statements.

### **Assets**

The following have been properly recorded and, where appropriate, adequately disclosed in the financial statements:

- losses arising from sale & purchase commitments;
- agreements & options to buy back assets previously sold; and
- assets pledged as collateral.

**Compensating arrangements**

There are no formal or informal compensating balancing arrangements with any of our cash and investment accounts.

**Contingent liabilities**

There are no other contingent liabilities, other than those that have been properly recorded and disclosed in the financial statements. In particular:

- there is no significant pending or threatened litigation, other than those already disclosed in the financial statements;
- there are no material commitments or contractual issues, other than those already disclosed in the financial statements; and
- no financial guarantees have been given to third parties.

**Related party transactions**

I confirm the completeness of the information disclosed regarding the identification of related parties.

The identity of, and balances and transactions with, related parties have been properly recorded and where appropriate, adequately disclosed in the financial statements

**Post balance sheet events**

Since the date of approval of the financial statements by the Authority no additional significant post balance sheet events that have occurred which would require additional adjustment or disclosure in the financial statements.

Signed on behalf of Lancashire Police Authority

I confirm that the this letter has been discussed and agreed by the Authority on [date]

Signed

Name

Position

Date

---

# Appendix 2 – Draft Audit Opinion

## Independent auditor's report to the Members of Lancashire Police Authority

### Opinion on the financial statements

I have audited the accounting statements, the police pension fund accounting statements and related notes of Lancashire Police Authority for the year ended 31 March 2008 under the Audit Commission Act 1998. The accounting statements comprise the Income and Expenditure Account, Balance Sheet, Statement of Movement on the General Fund Balance, Statement of Total Recognised Gains and Losses, Cash Flow Statement, and the related notes. The police pension fund accounting statements comprise the Fund Account, the Net Assets Statement and the related notes. The financial statements and police pension fund accounting statements have been prepared under the accounting policies set out within them.

This report is made solely to the members of Lancashire Police Authority in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 36 of the Statement of Responsibilities of Auditors and of Audited Bodies prepared by the Audit Commission.

### Respective responsibilities of the Treasurer and auditor

The Treasurer's responsibilities for preparing the financial statements, including the police pension fund accounting statements, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2007 are set out in the Statement of Responsibilities.

My responsibility is to audit the accounting statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). I report to you my opinion as to whether the accounting statements, the police pension fund accounting statements and related notes present fairly, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2007:

- the financial position of the Authority and its income and expenditure for the year; and
- the financial transactions of its police pension fund during the year and the amount and disposition of the fund's assets and liabilities, other than liabilities to pay pensions and other benefits after the end of the scheme year.

I review whether the governance statement reflects compliance with 'Delivering Good Governance in Local Government: A Framework' published by CIPFA/SOLACE in June 2007. I report if it does not comply with proper practices specified by CIPFA/SOLACE or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements. I am not required to consider, nor have I considered,

whether the governance statement covers all risks and controls. Neither am I required to form an opinion on the effectiveness of the Authority's corporate governance procedures or its risk and control procedures.

I read other information published with the accounting statements, the police pension fund accounting statements and related notes and consider whether it is consistent with the audited accounting statements, the police pension fund accounting statements and related notes. This other information comprises only the Explanatory Foreword. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the accounting statements, the police pension fund accounting statements and related notes. My responsibilities do not extend to any other information.

### **Basis of audit opinion**

I conducted my audit in accordance with the Audit Commission Act 1998, the Code of Audit Practice issued by the Audit Commission and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounting statements, the police pension fund accounting statements and related notes. It also includes an assessment of the significant estimates and judgments made by the Authority in the preparation of the accounting statements, the police pension fund accounting statements and related notes, and of whether the accounting policies are appropriate to the Authority's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the accounting statements, the police pension fund accounting statements and related notes are free from material misstatement, whether caused by fraud or other irregularity or error. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the accounting statements, the police pension fund accounting statements and related notes.

### **Opinion**

In my opinion:

- The accounting statements and related notes present fairly, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2007, the financial position of the Authority as at 31 March 2008 and its income and expenditure for the year then ended; and
- The police pension fund accounting statements present fairly, in accordance with the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2007, the financial transactions of the police pension fund during the year ended 31 March 2008 and the amount and disposition of the fund's assets and liabilities as at 31 March 2008, other than liabilities to pay pensions and other benefits after the end of the scheme year.

## **Conclusion on arrangements for securing economy, efficiency and effectiveness in the use of resources**

### **Authority's Responsibilities**

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance and regularly to review the adequacy and effectiveness of these arrangements.

### **Auditor's Responsibilities**

I am required by the Audit Commission Act 1998 to be satisfied that proper arrangements have been made by the Authority for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires me to report to you my conclusion in relation to proper arrangements, having regard to relevant criteria specified by the Audit Commission for police authorities. I report if significant matters have come to my attention which prevent me from concluding that the Authority has made such proper arrangements. I am not required to consider, nor have I considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

### **Conclusion**

I have undertaken my audit in accordance with the Code of Audit Practice and having regard to the criteria for police authorities specified by the Audit Commission and published in December 2006, I am satisfied that, in all significant respects, Lancashire Police Authority made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2008.

### **Certificate**

I certify that I have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

Clive Portman  
District Auditor  
Audit Commission  
2nd Floor  
Aspinall House  
Aspinall Close  
Middlebrook  
Bolton  
BL6 6QQ

Date:

# Appendix 3 – Action Plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
6	R1 Ensure the AGS includes clearer reference to the Authority's role in partnership working and information on the governance arrangements in place.	2				
6	R2 Review the system in place to ensure it operates effectively and that all related party transaction declarations are completed and returned prior to the approval of the accounts.	2				



**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER 2008**

**PART I**

**MINUTES OF THE EXTERNAL RELATIONS COMMITTEE FROM ITS MEETING HELD ON WEDNESDAY 17 SEPTEMBER 2008**

The unconfirmed Minutes of the External Relations Committee from its meeting held on the 17 September 2008 are set out below.

The Authority is asked to note the proceedings and consider the following recommendations:

(a) **Opinion – Wave 18**

Resolution 14/08 on page 4.

(b) **Speed Indicator Devices**

Resolution 17/08 on page 5.

**Background Papers**

Part I Agenda and papers for the External Relations Committee Meeting – 17 September 2008.

**Report Author**

Name: Mr Dickinson  
Organisation: Chief Executive's Office  
 01772 533462



## **EXTERNAL RELATION COMMITTEE**

**WEDNESDAY 17 SEPTEMBER 2008 AT 10.00 AM AT COUNTY HALL  
PRESTON**

### **MINUTES**

#### **PRESENT**

County Councillor D M Whipp - Chair  
Miss S Afzal

#### **IN ATTENDANCE**

Deputy Chief Constable M Cunningham – Lancashire Constabulary  
Chief Superintendent S Williams - Head of Corporate Development, Lancashire Constabulary  
Inspector M Alexander – Project Consultancy, Corporate Development, Lancashire Constabulary  
Mrs N Walker, Head of Community Engagement, Chief Executive's Office  
Mrs D Bowater, Community Engagement Officer, Chief Executive's Office  
Sergeant D Sherrington – Seconded Police Officer, Chief Executive's Office

#### **SECRETARIAT**

Mr I Dickinson - Committee Administrator, Chief Executive's Office.

#### **APOLOGIES FOR ABSENCE**

Apologies for absence were presented on behalf of Councillor G Bell, County Councillor's C Grunshaw and N Penney, and Mr S Sarwar.

#### **DISCLOSURE OF MEMBERS INTERESTS**

County Councillor Whipp declared a personal and non-prejudicial interest in Item 11 as Chair of Pendle CDRP.

#### **MINUTES OF THE MEETING HELD ON THE 18 JUNE 2008**

08/08 RESOLVED:- That the Minutes of the meeting held on the 18 June 2008 be confirmed and signed by the Chairman.

## **MINUTES OF THE PARTNERSHIPS FORUMS HELD ON THE 16 JULY 2008**

The unconfirmed minutes of the Partnerships Forum held on the 16 July 2008 were presented for information.

The Committee noted the concerns raised by the Partnerships Forum and the difficulties facing the Constabulary in managing all SpIDs in Lancashire and agreed that this matter should be taken up by the Lancashire Road Safety Partnership.

The Committee noted that there was a substantive item elsewhere on the Agenda on the future mechanisms for community engagement.

09/08 RESOLVED:- That the unconfirmed Minutes of the Partnerships Forum held on the 16 June 2008 be noted.

## **DISPARITY OF SATISFACTION BETWEEN WHITE AND MINORITY ETHNIC SERVICE USERS**

The Committee received a report on the disparity between white and minority ethnic users with respect to overall service provision.

The Deputy Chief Constable advised the Committee that the Green Paper marked a 'step change' with regards to local accountability and engagement and considered that the External Relations Committee needed to play a more strategic role in this regard.

It was further recognised that there was a need for greater convergence on survey work between the Authority and Constabulary and consideration should be given to renaming the Committee to reflect the changes outlined in the Green Paper.

10/08 RESOLVED:- That the disparity between white and minority ethnic users with respect to overall service provided be kept under scrutiny and a more substantial report be presented to the next meeting in January 2009.

## **FACTORS INFLUENCING PUBLIC CONFIDENCE AND SATISFACTION – AUGUST 2008**

The Committee received a report detailing the factors influencing confidence and satisfaction in the Constabulary.

(A copy of the report is set out in the Minute Book.)

Chief Superintendent Williams informed the Committee that the Constabulary were engaging nationally to provide an insight into the issues around confidence and that a single indicator was being developed around confidence.

It was suggested that it would be prudent to look to the future and to see how the national picture evolved with a view to developing a local survey.

11/08 RESOLVED:- That the report be noted.

## **QUARTERLY PERFORMANCE BULLETIN REPORT**

The Committee considered the Performance Indicator Bulletin covering the period April to June 2008.

With regards to SPI 4.1 and SPI 4.2 it was noted that this was a challenge as the Most Similar Forces were performing better than Lancashire at present.

In respect of SPI 1.2(a) and SPI 1.2(b), the Committee was pleased to note that Lancashire was performing well above that of the Most Similar Forces despite the disparity between the two groups.

With regards to SPI 1.4, it was unclear to the Committee how the figures in relation to overall satisfaction of victims and witnesses were collated. Chief Superintendent Williams advised the Committee that the information in relation to SPI 1.4 was gathered through an internal survey. The Committee agreed that there would be merit in adding a further column to the Performance Bulletin stating where the information had come from which would also provide clarity against a number of other indicators, particularly in relation to the new indicators SPI 10.1, SPI 11.1, SPI 11.12 and SPI 11.3.

12/08 RESOLVED:-

1. That the report be noted.
2. That a further column be added to the Bulletin stating the source and type of information.

## **NEIGHBOURHOOD POLICING RESEARCH – TELEPHONE SURVEY – MAY 2008**

The Committee received a report on the detailed findings of the telephone survey carried out in May 2008, into Neighbourhood Policing.

(A copy of the report is set out in the Minute Book.)

The Committee wished to place on record its thanks and appreciation to all staff in light of the recent HMIC report on Lancashire Constabulary's excellent performance in relation to Neighbourhood Policing.

The Committee, whilst appreciating that the survey was a random dial survey, was pleased to note that the telephone survey provided quality re-assurance in that comparing the survey with Opinion, there were no glaring differences.

The Committee also welcomed the different approaches made by the Constabulary to engage with the diverse communities through PACT, particularly in relation to the Deaf and LGBT communities as well as undertaking door knocks, street briefings and supermarket surveys to engage with the community.

The Committee welcomed the information provided by the survey and appreciated the views of the Deputy Chief Constable that more work was required to draw together the

various strands around the survey work in order to seek a greater co-ordinated approach with that of the Constabulary's processes.

13/08 RESOLVED:- That the report be noted.

## **OPINION - WAVE 18**

The Committee received a report on the initial findings of Opinion – Wave 18 carried out in July 2008.

With regards to feelings of safety at night, the Committee was advised that the County Council had recently ceased its lighting scheme. However, with the availability of Home Office funding there was a suggestion that the Authority may wish to recommend that this scheme be re-instated.

14/08 RESOLVED:-

1. That the initial findings of Opinion – Wave 18 be noted.
2. That the Authority be recommended to ask the County Council to consider re-instating the lighting programme in light of the availability of resources from the Home Office.

## **REVIEW OF POLICE AUTHORITY COMMUNITY MEETINGS**

The Committee received an update with regards to the current challenges to delivering community engagement and consultation.

The Committee noted that there was a significant difference in the approaches by the CDRPs in relation to the 'Face the People' meetings. It was appreciated that the duty was on the CDRPs but as a responsible partner the Police Authority was keen to become involved, particularly in relation to ensuring accountability at a local level.

The Committee noted that Sergeant Dave Sherrington was to speak to all 14 CDRPs to ascertain what information they had received and how they were to use that information.

The Committee also agreed that the Working Group established to look at Community Engagement be asked to explore a collaborative approach with the CDRPs and take forward any suggestions agreed at the Authority Seminar.

15/08 RESOLVED:- That the report be noted.

## **FOCUS GROUP CONSULTATION OUTCOMES REPORT**

The Committee received a report on the findings relating to the Opinion Survey questions and the Authority's awareness, engagement and information used to shape the recently agreed new Community Engagement Strategy.

The Committee considered the information contained in the report very valuable in assisting the Authority when preparing its budgetary and priorities research later in the year.

16/08 RESOLVED:- That the report be noted.

## **SPEED INDICATOR DEVICES**

The Committee received a report on the review of the Constabulary's involvement in the movement of Speed Indicator Devices (SpIDs).

The Committee noted that the current arrangements appeared to be working well and were pleased with the Constabulary's record in this area.

The Committee recognised there were still tensions in certain areas and considered it important to monitor progress. However, it was agreed that the main authority in relation to SpIDs must be the local highway authority and agreed that the Lancashire Road Safety Partnership should be asked to take ownership of the movement of SpIDs.

17/08 RESOLVED:-

1. That the report be noted.
2. That the Police Authority be recommended to request that the Lancashire Road Safety Partnership take ownership of the movement and maintenance of SpIDs.

## **DATE OF NEXT MEETING**

18/08 RESOLVED:- That the next meeting of the Committee be held at 10.00am on Wednesday 14 January 2009, at County Hall, Preston.

**Miranda Carruthers-Watt**  
**Chief Executive**



## **RESOURCES COMMITTEE**

ITEM 17

**TUESDAY 23 SEPTEMBER 2008 AT 10.00 AM  
IN CABINET ROOM D AT COUNTY HALL, PRESTON**

## **MINUTES**

### Present:-

County Councillor G Roper - Chair  
Councillor G Bell  
County Councillor G Davies  
Mr D Edmundson  
County Councillor A P Jones  
County Councillor Mrs J Stuart  
County Councillor D M Whipp  
Mr D Winthrop, JP

### In Attendance:-

Mr D Brindle - Director of Resources, Lancashire Constabulary  
ACC A Cooke - Assistant Chief Constable  
Mr I Cosh - Treasurer, Lancashire Police Authority  
Mr D Ainscough - Deputy Chief Financial Officer, Lancashire Police Authority  
Mr S Hodgkinson - Head of Estates, Lancashire Constabulary  
Ms L Taylor - Finance Manager, Lancashire Constabulary  
Mr I Dickinson - Committee Administrator, Lancashire Police Authority

## **APOLOGIES FOR ABSENCE**

Apologies for absence were presented on behalf of Councillor M Doherty.

## **APPOINTMENT OF CHAIR**

15/08 RESOLVED:- That it be noted that, at its meeting on the 15<sup>th</sup> June 2008, the Police Authority appointed County Councillor G W Roper as Chair of the Committee for the ensuing year.

## **APPOINTMENT OF VICE-CHAIR**

16/08 RESOLVED - That it be noted that, at its meeting on the 15<sup>th</sup> June 2008, the Police Authority appointed County Councillor C Grunshaw as Vice-Chair of the Committee for the ensuing year.

## **MEMBERSHIP OF THE COMMITTEE**

17/08 RESOLVED:- That the Committee's Membership for 2008/09 be noted.

## **MINUTES OF THE MEETING HELD ON 30<sup>TH</sup> JUNE 2008**

18/08 RESOLVED - That the Minutes of the meeting held on 30<sup>th</sup> June 2008 be confirmed and signed by the Chair.

## **MATTERS ARISING**

In relation to the provision of indemnity for Members and Officers, the Authority's Treasurer reported that he was still awaiting responses from Blackpool Borough Council and Lancashire County Council regarding insurance cover for the provision of an indemnity. He undertook to follow this up as a matter of urgency and once he had ascertained the position would write out separately to Members.

In relation to a question by Mr Edmundson in relation to the £2.246m in interest earned on balances invested in the County Council's General County Fund and the figure of £2.209m shown in the out-turn for financing charges for 2007/08 the Treasurer explained that the figure in the accounts (the lower figure) was net of interest payable on certain deposits held by the Authority pending decisions of the Courts. In contrast, the higher figure represented purely the interest earned by the Authority on its external investments.

## **BLUEPRINT UNDERSPEND**

The Committee considered a report identifying the following unfunded cost pressures and growth items proposed to be met from the estimated underspend in 2008/09 on Blueprint funding.

- **National Ballistic Intelligence System** - the Committee recognised that the Constabulary was already committed to the programme and that funding for the system could be met from the underspend on Blueprint funding.
- **Motorway collaboration** - Whilst appreciating that the Constabulary was again committed to the collaborative initiative for motorway policing the Committee expressed concern regarding the level of future expenditure and sought further information on the governance arrangements and the predicted benefits of the initiative at a future meeting.
- **Victim Support** - The Committee was aware that in previous years the £20K contribution to victim support had been funded from Proceeds of Crime Act (POCA) monies and agreed that this contribution should be funded from the POCA Equalisation Reserve.

- **Contribution to NW Shared Services** – The Committee agreed that the contribution of £25K for the North West Shared Services should be funded from within existing Constabulary budgets.
- **Corporate Development Staff Officer** - The Committee was informed that following the appointment of the third Assistant Chief Constable, the Constabulary had considered the appointment of a staff officer, but had initially decided to try and manage within the existing staff structure. However, this had not proven possible and the Constabulary had appointed a staff officer and requested the use of the Blueprint underspend to meet this cost.
- **Strategic Roads Policing** - ACC Cooke informed the Committee that following his appointment he was asked to look at the existing Roads Policing Strategy. He considered the Strategic Roads Policing Programme was an operational priority and time critical. The Committee also noted that the Planning & Performance Review Committee fully supported the revised approach to strategic Road Policing. The Committee agreed in principle to the revised approach to Strategic Road Policing Strategy but was concerned that this was a significant growth bid and felt that this needed to be viewed in the context of the overall budget strategy and other demands on the budget.

The Committee agreed that whilst ‘one off’ contributions could be contained within the existing budgets, the Committee expressed caution over proposals which had on-going financial consequences in future years and sought assurances that any additional expenditure could be contained within a projected 5% Council Tax increase. Mr Brindle assured the Committee that any future financial commitments could be contained within a projected 5% Council Tax increase. However, given the significance of the proposals the Committee agreed that the Authority should consider the proposals at its meeting on 8 October.

19/08 RESOLVED:-

1. That the Committee note the proposals as set out above and recommend the following approach:
  - (i) That the £20,000 contribution to victim support for 2008/09 be funded from the POCA Equalisation Fund.
  - (ii) That the “one off” £25,000 contribution for the NW shared services for 2008/09 be funded from existing Constabulary budgets.
2. That the proposals relating to the National Ballistic Intelligence System, Corporate Development Staff Officer and Motorway Collaboration amounting to £326,000 in 2008/09 and £242,000 in 2009/10 to be funded from the estimated underspend in 2008/09 on Blueprint funding be considered by the Authority at its meeting on 8 October
3. That the Committee supports the revised approach to strategic Road Policing for Lancashire, but that the funding of the costs (£37.500) in 2008/09 and £244,000 in 2009/10 be considered by the Authority at its meeting on 8 October.

## **REQUEST FOR GROWTH FUNDING - A NEW APPROACH TO STRATEGIC ROADS POLICING**

The Committee considered a report for growth funding for Roads Policing.

As discussed in the previous item, the Committee agreed in principle to the revised approach for Strategic Roads Policing but that further consideration of this be given by the Authority in the context of the overall budget position.

20/08 RESOLVED:- That the Committee agreed in principle to the revised to strategic Road Policing subject to further consideration of the funding proposals at the next meeting of the full Authority.

## **CAPITAL PROGRAMME 2008/09 – TRANSFER OF FUNDING TO FINANCE SHORTFALL ON CCTV PROGRAMME**

The Committee considered a report to transfer £77,000 of capital funding to meet the shortfall on the provision for CCTV in Custody areas to ensure that there were no 'blind spots' within the specification.

21/08 RESOLVED:- That the Authority be recommended to approve the transfer of £77,000 from the provision for system replacement in 20078/09 Capital Programmes to the CCTV Programme Scheme.

## **CAPITAL MONITORING REPORT 2008/09**

The Committee received a report setting out the Capital Monitoring position at the end of August 2008.

The Committee were informed that progress had been made in relation to a front counter for Central Division. Discussions were underway with the City Council to utilise the Council's public access point at the Town Hall. However, issues around the security of staff, opening hours and security of IT systems remained.

In relation to the monitoring position Mr Edmundson requested that future reports reflect profiled capital spend. Mr Brindle agreed to take this forward.

22/08 RESOLVED:- That the Capital Monitoring position as at the end of August 2008 be noted.

## **REVENUE BUDGET MONITORING 2008/09**

A report was presented setting out the latest Revenue Budget Monitoring position as at the end of July 2008.

Concern was raised regarding the higher than expected costs for forensic science due to the revised charging regime and requested a further report on the costs at the next meeting.

23/08 RESOLVED:-

1. That the Revenue Budget Monitoring position as at the end of July 2008 be noted.

2. That a further report be presented on the higher than expected costs for Forensic Science at the next meeting.

## **FIVE YEAR FINANCIAL FORECAST**

The Committee considered the latest Five Year Financial Forecast 2009/10 to 2013/2014.

The Treasurer advised the Committee that there were a number of issues which were putting pressure on the budget, particularly, increasing general inflation and energy prices and reducing growth assumptions on the Council Tax base.

In support of the concerns around energy prices, Mr Brindle informed the Committee that the Constabulary was anticipating an 80% increase in energy costs when the current contracts expire in October 2009 and that the forecast reflected this increase.

24/08 RESOLVED:- That the Five Year Financial Forecast be noted.

## **HMIC FINANCE AND RESOURCES ANALYSIS 2008/09**

The Committee received a report on the Finance and Resources Analysis for 2008/09 published by the HMIC.

The Committee welcomed the improvement in the heads of population per full-time Police Officer which demonstrated an increase in Police Officers over the last 3 years.

25/08 RESOLVED:- That the report be noted.

## **TRANSACTION OF URGENT BUSINESS**

A report containing two items which had been approved under the Urgent Business Procedure since the last meeting was presented to the Committee.

26/08 RESOLVED:- That the report be noted.

## **URGENT BUSINESS**

An item of Urgent Business was tabled at the meeting regarding the Proceeds of Crime Act (POCA) – Incentivisation Funding

It was noted that the funds were utilised to meet a recurring budget of £0.604m. However, for 2008/09 the Home Office had recently announced POCA funding of £0.585m, creating a shortfall of £0.019m.

In order to meet the shortfall, the Committee was requested to agree to the transfer of £0.019m from the Equalisation Reserve in 2008/09.

The Committee also noted the proposal to utilise in 2008/09 £0.020m of the Equalisation reserve to meet the costs of Victim Support.

27/08 RESOLVED:- That the transfer of £0.019m from the Equalisation Reserve to meet the shortfall in the recurring budget.

## **DATE OF NEXT MEETING**

28/08 RESOLVED:- That the next meeting of the Committee be held at 10.00am on Tuesday, 2<sup>nd</sup> December 2008 at County Hall, Preston.

## **EXCLUSION OF PRESS AND PUBLIC**

29/08 RESOLVED:- That the press and public 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 under the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972, as indicated against the heading to each item and that the public interest not to disclose the information outweighed the public interest in disclosing it.

## **PART II PRIVATE AND CONFIDENTIAL**

### **A REVIEW OF ACCOMMODATION AT LANCASHIRE CONSTABULARY HQ**

(NOTE: Reason for exclusion of the press and public – Exempt information as defined in paragraph 3)

The Committee received a report on the accommodation proposals for the Constabulary HQ at Hutton.

In support of the report, Mr Hodgkinson presented a site plan highlighting proposed four phases of strategy.

29/08 RESOLVED:-

1. The Authority be recommended to approve the accommodation proposals for Phases 1 and 2 contained in the report and the revision of the 2008/09 Capital Programme Scheme relating to the Force HQ Accommodation Strategy to £6.610m (net £6.210m) and the adjustment of the capital expenditure profile be approved.
2. That, subject to a further report, the outline proposals for Phase 3 be noted.
3. That, subject to a further report, the proposal to retain the site for Phase 4 be noted.

### **LANCASHIRE CONSTABULARY ESTATE MANAGEMENT**

(NOTE: Reason for exclusion of the press and public – Exempt information as defined in paragraph 3)

The Committee received an update on a selection of Capital Projects and other Estate Management issues.

As a general note, the Committee raised concerns around the apparent changes to Capital Projects following changes to senior officer posts and sought assurances that a deeper underlying strategy to capital projects should prevail.

30/08 RESOLVED:-

1. That the disposal of the existing Preston Police Station by auction be approved.
2. That the position regarding the new Blackpool Police Station be noted.
3. That the revised view of the Eastern Divisional Commander be noted and that the Authority be recommended to approve the deferment of expenditure of £1m for Hyndburn Operating Centre until 2009/10, which will be subject to a further report.
4. The Authority be recommended to approve the deferment of the £220,000 allocation for the lift in Headquarters until 2009/10.

5. That the position relating to the disposal of small parcels of land and residential properties be noted.

Finally, as this was the last meeting for Mr Winthrop, the Committee wished to place on record their thanks for his hard work and commitment over the last 10 years.

**Miranda Carruthers-Watt**  
**Chief Executive**



**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER 2008**

**PART I**

**MINUTES OF THE HUMAN RESOURCES COMMITTEE FROM ITS  
MEETING HELD ON WEDNESDAY 24 SEPTEMBER 2008**

The unconfirmed Minutes of the Human Resources Committee from its meeting held on the 24 September 2008 are set out below.

The Authority is asked to note the proceedings and consider the following recommendation:

- (a) **DIVERSITY UPDATE**  
Resolution 23/08 (2)

**Background Papers**

Part I Agenda and papers for the Human Resources Committee Meeting – 24 September 2008.

**Report Author**

Name: Lizzie Heath  
Organisation: Chief Executive's Office  
 01772 533589



## **HUMAN RESOURCES COMMITTEE**

**MEETING HELD ON WEDNESDAY 24 SEPTEMBER 2008 AT 10.00 AM, AT  
COUNTY HALL, PRESTON**

### **MINUTES**

#### **PRESENT:**

Mr I Master – Chair

Councillor M Doherty

County Councillor A Jones

Ms P McGirr

County Councillor G Roper

County Councillor J Stuart

#### **IN ATTENDANCE**

ACC W Walker	Lancashire Constabulary
Supt R Eastwood	Head of Diversity, Lancashire Constabulary
Mr A Judd	Head of Human Resources, Lancashire Constabulary
Mr V Robinson	Head of Learning and Development, Lancashire Constabulary
Mrs C Durber	Deputy Chief Executive, Lancashire Police Authority
Miss L Heath	Administrative Officer, Lancashire Police Authority
Sgt D Sherrington	Seconded Police Officer, Lancashire Police Authority

#### **APOLOGIES FOR ABSENCE**

Apologies for absence were presented on behalf of County Councillor Penney and Ms Sumner JP.

### **PART I (OPEN TO PRESS AND PUBLIC)**

#### **APPOINTMENT OF CHAIR AND VICE CHAIR**

19/08 **RESOLVED:** - The Committee noted that, through the urgent business procedure, the Police Authority had appointed Mr I Master and County Councillor A P Jones as Chair and Vice-Chair of the Committee respectively for 2008/09.

## **MEMBERSHIP AND TERMS OF REFERENCE OF COMMITTEE**

The Committee received a report on its membership for 2008/09.

The Committee noted that Ms Sumner's term of office on the Authority would end on 30 September 2008.

20/08 RESOLVED:-

1. That the Committee's membership for 2008/09 be noted.
2. That the Committee place on record its appreciation of the valuable contribution made by Ms Sumner, JP, to the work of the Committee during the last two years and extend its very best wishes to Ms Sumner for the future.

## **MINUTES OF THE MEETING HELD ON 9 JULY 2008**

In respect of Resolution 07/08 (3) on page 5 of the Minutes, it was noted that the wording should be amended to read Leadership Development Framework.

21/08 RESOLVED: - That, with the amendment to Resolution 07/08 (3) now reported, the Minutes of the meeting held on 9 July 2008 be confirmed as a correct record and signed by the Chair.

## **ITEMS FOR DECISION**

### **SPECIAL PRIORITY PAYMENTS**

The Committee received a report on Lancashire Constabulary's Special Priority Payment (SPP) Scheme.

(A copy of the report is set out in the Minute Book.)

22/08 RESOLVED: -

1. That it be agreed that the roles which are included in the SPP Scheme in 2008 be the same as those included in the SPP scheme for 2007;
2. That, as in previous years, the annual flat rate SPP payment be made to all eligible officers in 2008, with the exception of Negotiators who shall receive 50% of the annual flat rate.

## **ITEMS FOR INFORMATION**

### **DIVERSITY UPDATE**

Members received an update on current Constabulary diversity issues.

(A copy of the report is set out in the Minute Book.)

Supt Eastwood reported to the Committee on a number of key pieces of work.

The Older Persons' Strategy had now been approved by the Strategic Tasking and Co-ordinating Group (STCG) and Officers in Sothern Division were working on an action plan. Lancashire was currently the only police force in the country to have an older persons' strategy. Members congratulated the Constabulary on the work they had undertaken in respect of Age, and were pleased at the positive internal organisational picture. Supt Eastwood thanked the Members for their comments and explained that work surrounding older people also crossed across the other strands of diversity.

In respect of Race, the Gypsy and Traveller Policy had also recently approved by STCG. A lot of work was ongoing with this community to help the Constabulary understand the community and deal with the specific policing needs which arose from their way of life. Members welcomed the Policy and congratulated the Constabulary on the balanced approach and the positive messages it sent out. They asked how this was being communicated to the community. Supt Eastwood reported that he had met with some members of the community and that it had been very interesting to talk about some of the issues that they faced.

In relation to the PREVENT strand of the National Counter Terrorism Strategy (Other items, pages 2 and 3), the Chair suggested that it would be helpful for all Members of the Authority to be updated about this area of work at a future Police Authority Seminar.

23/08 RESOLVED:-

1. That the report be noted.
2. That the Authority be recommended to agree that a presentation be given to the Constabulary's work with partners under the PREVENT strand of the National Counter Terrorism Strategy at a future Police Authority Seminar.

## **LANCASHIRE POLICE AUTHORITY EQUALITIES UPDATE**

A report on equality issues relating to the Authority was presented for the Committee's consideration.

Mrs Durber presented an update on the 2007/08 Race Equality Action Plan. Particular progress had been made in areas such as the research into the recruitment, retention and progression of minority staff in the Constabulary and diversity training for Volunteers.

Mrs Durber introduced Sgt Sherrington to the Committee and explained that he would be working with the Authority on the development of the Authority's new Equality Scheme and community engagement projects. The completed Scheme would be brought to the Committee's meeting in March 2009 for approval, with an implementation date of 1 April 2009.

24/08 RESOLVED:- That the report be noted.

## **TRAINING CENTRE UPDATE**

The Committee received an update on current training matters.

Mr Robinson updated Members on the current mentoring processes ongoing within the Constabulary. Mentoring was a key leadership and development tool and a recent internal survey had shown that most mentoring arrangements within the Constabulary were on an informal basis. Whilst the Constabulary was pleased that the mentoring was taking place there was a desire to see this quality assured. A mentoring event was scheduled to be held and this would be used as a discussion point to develop training open to mentors and mentees. A Member welcomed the

training as she felt that, whilst mentoring could be an excellent tool, it needed the consistency that the training would bring. ACC Walker reported that she mentored a number of staff and she asked all her mentees to mentor others in the Constabulary.

Another area of work the Training Centre was involved with was quality assurance of learning, to ensure effective learning. In support of this, a number of pieces of work were being undertaken including: minimum standards for trainers, an observation protocol for trainers and a training material standard operating procedure. This would ensure that all training staff would reach certain standards and that those standards would be maintained. The work was being welcomed by the training staff. A member congratulated the Constabulary on the work as she felt it really professionalised the role. ACC Walker thanked the Committee for their comments and recorded her thanks to Ms McGirr whose expertise and help had enabled the work to be undertaken at such a swift pace.

In respect of the Training Facilities Plan 2008/2010, it was reported that considerable work had been undertaken between the Training Centre and Steve Hodgkinson, the Property Services Manager, to estimate future training demand and identify the facilities needed to meet this demand; and a plan had been put together in this respect. The Chair of the Resources Committee said he had visited the Headquarters Training Centre and wholeheartedly supported the plan to improve the facilities to a level which would allow external organisations to use them. The other Members were in agreement. ACC Walker thanked Members for their support.

25/08 RESOLVED:- That the report be noted.

## **HUMAN RESOURCES UPDATE**

The Committee received an update on current Human Resources issues.

Mr Judd reported that the position around recruitment was very positive. Nine Black and Minority Ethnic (BME) applicants had been recruited to date compared to 11 applicants in the previous full year. In the most recent recruitment window 1,500 packs had been issued with over 250 being sent out to BME applicants. Members congratulated the Constabulary on the recruitment achieved, specifically that of female officers.

In the last quarter 11 PCSOs had resigned the majority of whom had become regular police officers either in Lancashire or in neighbouring forces. The Constabulary were now looking at appointing a more diverse representation of PCSOs through work such as the neighbourhood policing initiative.

In relation to the UCLAN course, a Member suggested that careful consideration needed to be given to the future career aspirations of students on the course, as not all would be able to meet the standards required to be a police officer. Mr Judd explained that consideration was already being given to this, looking at a range of roles within the wider police family. Ms McGirr suggested that the Constabulary should continue to work with UCLAN on this and she offered her personal support.

26/08 RESOLVED:- That the report be noted.

## **OCCUPATIONAL HEALTH, SAFETY AND WELFARE 'HEALTHY POLICE SERVICE' PLAN 2008/09**

Members received a report on the Constabulary's Occupational Health, Safety and Welfare 'Healthy Police Service' Plan for 2008/09.

It was reported that police officer sickness figures were excellent, with all time lows occurring month on month. These results had been well publicised since the last meeting. The 12 month rolling figure was extremely low, with 7.3 days per officer being lost per year. An additional 50 police officers were on duty every day compared to 2003, and the latest figures would mean a further 16 officers could be added to this figure. The Constabulary was well on track to meet the 8.5 day target.

Although police staff figures had stabilised, the Constabulary might struggle to meet the target of 8.5 days. They recognised that they needed to put more emphasis on police staff sickness as the current management intervention was largely aimed at police officers; critical to this would be case conferences as they were a powerful tool in sickness management.

Members congratulated the Constabulary on the excellent police officer sickness figures and encouraged them to maintain the focus on keeping the figures low. One Member commented that the picture sometimes presented nationally was that there was low morale among police officers, but these figures counteracted this view. Members had noticed that the Constabulary's position as number one force in the country had positively affected staff morale, and there was a certain pride in helping towards that number one status. Mr Judd agreed that the Constabulary was performing at its peak and that officers and staff were motivated to come to work.

County Councillor Roper requested more detailed information about the AIRWAVE accident statistics. Mr Judd undertook to provide this outside of the meeting.

27/08 RESOLVED:- That the report be noted.

#### **QUARTERLY PERFORMANCE BULLETIN**

The Committee considered a monitoring report on the progress made against the local and statutory performance indicators, which related to human resource matters, for the period April to June 2008.

28/08 RESOLVED:- That the report be noted.

#### **DATE OF NEXT MEETING**

29/08 RESOLVED:- That it be noted that the next meeting of the Committee is scheduled to be held at 10.00am on Wednesday 3 December 2008 at County Hall, Preston.

**Miranda Carruthers-Watt**  
**CHIEF EXECUTIVE**

**LANCASHIRE POLICE AUTHORITY**  
**8 OCTOBER 2008**

**PART I**

**CHIEF EXECUTIVE'S UPDATE**

**Issue for Consideration**

To update Members on the work that the Authority has been involved in since the last Police Authority meeting.

**Information**

**Police Authority**

The Authority is continuing to work through the objectives in the Business Plan and good progress is being made against the objectives.

Sgt Dave Sherrington has joined us on secondment from the constabulary and has begun work on the arrangements for public consultation and engagement following on from the Police and Community Meetings which are concluding after this cycle. Arrangements for joint Face the Public Consultation events with all CDRP partners are being discussed across Lancashire and dates have been fixed for the events to take place in Blackpool and Preston. The Chief Executive has met with Louise Casey from the Home Office, author of the recent report "Engaging Communities in Fighting Crime," and has invited her to visit Lancashire to look at one of these events. Ms Casey has confirmed that she will come up to Lancashire and we are agreeing dates at the moment. Members and Officers of the Authority have been actively engaged in the consultation in respect of the Government.

**Appointments**

Independent Members

The Independent Member process has been concluded and the Authority has three new Members to replace those Members whose terms of office expired this year. The Authority has expressed it's thanks to Mr Winthrop JP, Mrs Stanley MBE JP DL, and Ms Sumner JP for all of their hard work and the considerable contribution that they have made to the success of the Authority during their terms of office.

The Authority is now pleased to welcome Ms Frances Hendrix JP, Ms Amanda Webster, and Mr Bruce Jassi to be the new Independent Members. Their terms of office commenced on 1 October and they have begun their induction process.

## Independent Custody Visitors

13 new Independent Custody Visitors (ICVs) have been appointed in June & September 2008. The vetting and shadowing process is underway and all will be able to begin their duties by Christmas.

All Divisions have been allocated at least 1 new ICV. Recruitment has been very difficult in Northern Division over the last 12 months particularly. A number of innovative methods of recruitment have been tried and the Police Authority is working with Eastern Division on a pilot recruitment area using the Council for Voluntary Services to assist in the identification of potential recruits.

## **Partnership Activities**

Members and Officers continue to be active in the APA and other organisations to ensure that Lancashire's views are heard, and we continue to participate in a range of consultation activities. There have continued to be a number of meetings in respect of the Green Paper and the Authority has been represented at meetings of the APA, North West Police Authorities and Police Authority Chief Executives.

The Police Special Interest Group within the Society of Local Authority Chief Executives (Solace) continues and the links between police authorities and their local authority colleagues continue to develop. The Chief Executive participated in a Study Tour looking at the impact of People Trafficking for the Public Sector services in the UK and met with colleagues from the Council of Europe and the Congress of Local and Regional Authorities in Strasbourg.

The spend analysis on behalf of the five North West police forces is nearing completion and an update report will be prepared in the first instance for consideration by the North West Chiefs and Chairs Meeting.

The Chief Executive facilitated a number of workshops at the Excellence in Policing Conference at NPIA Ryton.

## **Community Engagement**

The Community Engagement Roadshows have re-started with over 400 people visiting the Rawtenstall Roadshow and looking at the opportunities for Investing in Policing.

This year, Lancashire school children will be designing the Authorities Christmas card and the competition closes on 6 October.

## **Decision Required**

The Authority is asked to note the report.

## **Background Papers**

None

## **Report Author**

Name: Miranda Carruthers-Watt  
Organisation: Police Authority  01772 533699

## Operation QUEST National Event Manchester 23/7/2008

### Introduction







Sir Ronnie Flanagan's review of policing has challenged the police service to manage its resources effectively. Work has already started in many areas, from creating a better workforce mix, creating shared services in HR and finance, a more efficient procurement practice, business process re-engineering and demand management. An example is:




### Operation Quest

Operation Quest follows on from successful projects that ran in 2006 in Merseyside, Suffolk and the Metropolitan Police Service. These projects were focused on improving operational processes like call handling and incident management, and helped forces improve their performance and save money.

The Home Office part funded a second phase in four more forces (Avon and Somerset, Cheshire, Lancashire and Thames Valley) and is currently part funding Wave 3 across Wiltshire, Sussex and Norfolk.




### What is it?

-  Operation QUEST aims to support forces in getting right the nuts and bolts of operational process to enable forces and their staff to provide excellent public service.
-  It was inspired by a range of examples, from the most successful organisations in the UK and overseas, in which those bodies had set out to achieve a programme of continuous improvement based on systematic reform of nuts and bolts processes.
-  A characteristic of success was deliberate adoption of a management style and culture in which working level staff were expected constantly to identify new ideas for improvement, and in which managers were expected to seek out those ideas and act upon them.
-  This strong focus on internal cooperation, with its implied reversal of traditional hierarchy and unremitting focus on quantified analysis and implementation of what works, is fairly uncharacteristic in large UK organisations generally, including in the public sector and in the Police Service.
-  Like parallel examples in manufacturing, financial services and defence, QUEST has shown in policing the substantial benefits that this kind of approach can bring.
-  Where it has been rolled out QUEST has successfully delivered:
  - o Increased customer satisfaction by improving the processes and interfaces between the service and the public;

- Increased detection rates by making it easier for officers to follow prescribed operational processes (in Avon and Somerset contact with victims of ASB reduced from 11 days to 1);
  - Capacity within response functions that can be deployed to priority activities by reducing operational bureaucracy on officers and improving tasking processes;
  - Reduced unit costs because reformed processes can be carried out with less resource.
-  QUEST has been run in 11 police forces and currently costs £800k per force. This buys external resource plus significant input into training and capability building.
-  Forces must then invest a team of approximately 6 people (including a Super, Chief Inspector, Inspector, PC and staff analyst) at a cost of £100k for 6 months.
- At a total cost of £900k and based on current roll out of 4 forces this would mean £3.6m cost to run QUEST over a 6 month period.
-  Where it has been rolled out, QUEST has shown a return on investment is 5:1 over a 6 month period, which is equivalent to £4.5m per force, with the benefits realisation beginning at week 16 of the programme.









The Operation QUEST Home Office sponsor, Dr Robert Arnott, stated how struck he was by the service's ability to use the knowledge and expertise of officers and police staff to examine the end to end policing processes. He stressed the importance of continuing with the programme and urged current uses to spread the benefits of QUEST into other forces.

Some examples were given as to the impact of rolling out the existing programme nationwide:-

-  In order to achieve national awareness of QUEST they estimated that it would need to be run in 30 police forces. This would build enough capacity across the forces to enable QUEST practices to be disseminated naturally.
- 11 forces have already taken part in QUEST which means that 19 more forces need to be engaged.
-  Running it in 24 forces from September 2008 will cost £3.6m in 2008/09, and £7.2m pa for each of the subsequent 3 years.
-  Assuming the existing return on investment is maintained as the programme is extended, the cost/benefit ratio for the programme shows that the net financial benefit of running QUEST in a further 28 forces from September 2008 will be £14.4m in 2008/09 and £28.8m in each of the subsequent 3 years.

## Lancashire

Lancashire Constabulary QUEST team lead by CS Andy Rhodes effectively presented the successes in Lancashire and the journey they took. e.g.

-  Officer/ communication staff time savings up to £2.2M annually have been realised within the force.
-  The number of open incident logs fell by, on average, 49% since the project went live.
-  Response times to urgent incidents improved by up to 40%
-  A shift in the way incidents are graded (Grade 5 (telephone resolved) have increased by at least 40% and Grade 3 (8 hour response) have more than halved.
-  Call Handling performance has been maintained: 99% of 999 calls and 98% of national calls are answered within target times , well above the target level of 90%
-  Repeat calls received by the control room have fallen by 52%
-  99% of customers were satisfied with the service received via scheduled deployments and surgeries and 59% felt the service was better than expected.
-  Since the start the proportion of incidents to which an officer is radio dispatched has decreased from 66% to 48%. Telephone resolution has increased from 34% to 40% and 12% of incidents are now dealt with via scheduled deployments and surgeries.

Maria C Sumner JP

23/7/2008



Maria C Sumner JP

**NPIA Joining up Workshop 2 National and Local Responsibilities  
Tuesday 22/7/2008  
Ryton**

**“ Delivery of the PND is a priority for ACPO; politically, strategically and operationally it is vital that we ‘seize the opportunity.’”**

David Stevens ACPO Senior User

The objectives for Joining Up Workshop 2 were:

- To explore and develop delegates’ understanding of what the PND capability will mean for operational policing;
- To establish what we need to be doing at national and local level if we are to ‘seize the opportunity’;
- To inform and facilitate forces’ local costs and benefits and implementation planning;
- To share information and lessons learned around the approach to planning and assisted implementation; and
- To provide forces with the necessary levels of confidence and reassurance around data quality and information management to enable information sharing.

The three break-out sessions focused on PND specifically, identifying the national and local responsibilities and attempted an in depth exploration into what forces will have to do in preparation for delivery of the PND. Although discussion in the main was positive and productive there appeared considerable

The combination of collaborative discussions and syndicate work identified real concern around delegates perception of PND’s ability to handle Victim and Witness data, lack of a common Code of Practice and a “vanilla” solution for forces to develop to fit their “own” local theatre of operation.

Delegates left with a better understanding of what was meant by ‘force readiness’ having identified and debated what actions would need to be undertaken within their forces in the coming months in preparation for the delivery of the PND.

Finally

***“This is of huge strategic importance to the police service; as an ACPO officer I am critically aware of that. We need to invest now to save. Police Authorities, police services across the country need to recognise that it is critically important that we don’t just pay lip service to this, that we reach out and we engage. We should be pulling it forward. There should be no need for the NPIA to push the IMPACT Programme. We as senior police officers with a responsibility to deliver safer communities need to embrace IMPACT. We need to invest to save.”***

DCC Jim Gamble, Chief Executive of the Child Exploitation and Online Protection (CEOP) Centre

Maria C Sumner JP

23/07/2008



GBLB/LPA/09/08

10<sup>th</sup> Sep 08

HQ LPA

## **Police Collaboration Seminar 5th September 2008** **Briefing Note**

### **Background**

1. The Police Collaboration Seminar was a one-day event, which was held at the Albert Conference Center, Nottingham on the 5th September 2008.
2. The aim of the event was to provide a forum in which delegates from police forces, police authorities and other stakeholder organisations to meet to learn more about the work being undertaken around the country to develop collaborative working arrangements between forces, particularly to further the improvement of capability and capacity in Protective Services.
3. The programme for the day is detailed below:
  - a. 10.00 - 10.30 Arrival & Coffee
  - b. 10.30 – 10.40 Welcome and Introduction  
The Policing Green Paper Context - Stephen Kershaw, Director Police Performance and Resources, Home Office.
  - c. 10.40 - 10.50 Association of Chief Police Officers - Keynote Address  
Martin Baker, Chief Constable Dorset Police.
  - d. 10.50 - 11.00 Association of Police Authorities - Keynote Address  
Bob Jones, Chairman of the APA.
  - e. 11.00 - 11.10 National Police Improvement Agency - Keynote Address  
Peter Neyroud, Chief Executive of the NPIA.
  - f. 11.10 – 11.30 Q&A – All delegates.
  - g. 11.30 – 11.45 Refreshment Break.
  - h. 11.45 - 12.00 The East Midlands Experience  
Mick Creedon, Chief Constable Derbyshire Constabulary.
  - i. 12.00 - 13.15 Collaboration Workshops.
  - j. 13.15 - 14.15 Lunch.
  - k. 14.15 - 15.30 Collaboration Workshops.
  - l. 15.30 - 15.45 Final Summing Up & Closing Remarks - Stephen Kershaw.
  - m. 15.45 - 16.00 Refreshments.

## Speakers Presentations

4. Stephen Kershaw. Mr Kershaw used his presentation to "set the scene" for the seminar. During his presentation he spoke of the importance of identifying and addressing local issues and that key to this was the need to create an environment whereby communities engaged with the police to identify and address these issues. The challenges to be faced and overcome in order to achieve this were he acknowledged many. However, the pressure to succeed was high and effective leadership was key to such success. He acknowledged that, whilst effective leadership was essential there would also be a need for collaboration and consultation. Along with a genuine desire to learn from others and where appropriate adopt best practice, even if at times this may be uncomfortable.

5. Martin Baker. During his Keynote address Mr Baker spoke about Section 3 of the Green Paper and of the possible challenges to be addressed in order to achieve effective collaboration. He reiterated the need to be firmly focused on the end goal, that of increasing public confidence. He then went on to highlight what had already been achieved and of the need to "raise the bar" sighting the forthcoming 2012 Olympics as a prime example of where the need for collaboration and interoperability would be crucial to the success of any policing operation. He then used this example to reinforce his point that some challenges simply cannot be dealt with in isolation. However, it was also important to note that collaboration does not always result in reduced costs and that investment can be required. Mr Baker concluded his address by stating that any change process must only be undertaken to achieve an improvement and not just for the sake of change. He had no doubt that ACPO would have a key role to play in the strategic direction of the process of collaboration and ensuring that it moved forward in a positive and effective way.

6. Bob Jones. Mr Jones also used his Keynote address to focus on collaboration and commenced by pointing out that the concept of collaboration was not new. However, what we were now looking at was a step change in the approach and scale of collaboration. The Police were now under much greater scrutiny, the degree of which was likely to increase in the future. If we were to rise to the challenges that were facing us e.g. to tackle crime more effectively and also to achieve, wherever possible savings then collaboration would be essential. This was particularly important in the current economic climate. However, for collaboration to be effective it was essential that the need was accepted and in order for it to be truly successful we must ensure that it is fully embedded in our working practices and that we build upon our successes so that the benefits of collaboration are visible and acknowledged. Mr Jones concluded his address by highlighting a number of points that he believed would be key to success, principally the need for a long-term strategic perspective on achieving savings and not just looking for short-term gains as enticing as they may be.

7. Mr Peter Neyroud. Mr Neyroud themed his presentation on how the NPIA could assist in the process of collaboration, in order to ensure that it was fit for the future and did not merely reinvent itself. He went on to discuss the differences he now saw in

collaboration. He believed that the way forward for the Protective Services Programme must be based on evidence and he saw the role of the NPIA as providing that evidence and also feedback from lessons learnt. Mr Neyroud then went on to list some areas where he thought collaboration would be particularly effective, examples being: IT Improvement Systems, rationalisation of resources (currently there are some 86 data centers supporting 43 Forces) and the manner in which Software applications are sourced and purchased. He then went on to site an example of how collaboration can be effective, the example he gave being that of the recently completed Forensic Procurement Framework, which had resulted in achieving high standards and real cost savings. He concluded his presentation by emphasizing the importance of not falling into the trap of trying to reinvent the wheel.

8. Chief Constable Mick Creedon. Mr Creedon's presentation was entitled 'The East Midlands Experience' and was concerning the establishment of the East Midlands Special Operations Unit. This is a collaborative venture between the five East Midlands police forces and is aimed at tackling serious and organized crime in the region. Mr Creedon spoke of the difficulties and challenges that had been faced and overcome in order to reach the current level of success enjoyed by the unit. The initial capability and capacity of the unit being of particular note. He pointed out the need to focus on operational success and to identify those risks that could affect this success. Of particular note, certainly in the early stages were the risks posed by the degree and frequency of the change that needed to be undertaken. He believed that the key to the overall success of the venture was the collaborative drive emanating from the centre, which ensured that operations were intelligence led and thus more likely to be successful. Mr Creedon concluded his presentation by reinforcing the point that the establishment of the EMSOU had been "a long hard slog" and that it had taken many years for it to achieve its current level of effectiveness. However, key to this had been the commitment of the various partners and the realisation that collaboration was the only realistic way of achieving the desired end result. The benefits of which were now there for all to see.

### Afternoon Workshops

9. Following the morning's presentations a number of Workshops were held in the afternoon. The timings allowed each delegate to attend two and I attended the following:

- a. East Midlands Experience: Collaborating to Tackle Serious Crime.

The aim of the Workshop was to provide an overview of:

- a. The structure of the regional investigative response within EMSOU, and the issues, which arose, and the solutions found when establishing the unit.
- b. The key aspects of setting up a collaboration from a Human Resources point of view, expanding on the areas which have proved to be particularly important when building a successful team of police officers and staff from 5 diverse force areas.

- c. How regional tasking is used within the East Midlands to enable effective management of the risks that organized crime groups pose to the region.
- d. How the unit is funded, where the money is spent and some of the financial problems, which need to be considered prior to establishing collaborative, working.

b. Kent & Essex: Developing a Co-ordinated Strategic Command Unit.

This Workshop aimed to identify the major barriers that had been encountered by the Kent and Essex Constabularies as they collaborated to develop and implement a Co-ordinated Strategic Command Unit and how they utilised the lessons learnt to share best practice. The Workshop also sought to provide an overview of the work that these two Forces and their respective Police Authorities have committed too over a two-year period. Examples being the extensive review programme and Operation Forefront, which focuses on Protective Services risk reduction and resilience.

10. Final Summing Up & Closing Remarks.

Regrettably, due to the timings of trains for my return journey I was unable to attend the final summing up and closing remarks.

Summary

11. The seminar provided an ideal opportunity to gain a more detailed understanding of the work being undertaken nationally to develop collaborative working arrangements between forces, particularly to further the improvement of capability and capacity within Protective Services. In addition the seminar also provided an ideal environment to meet and network with colleagues from other police forces and authorities from around the country.

*Gary Bell*

G B L Bell  
LPA Member

**LANCASHIRE POLICE AUTHORITY**

**8 OCTOBER 2008**

**PART I**

**REPORT ON THE TRANSACTION OF URGENT BUSINESS AND THE  
EXCERSICE OF DELEGATED POWERS**

**Issue for Consideration**

Details of the matters dealt with by way of Urgent Business since the last meeting.

**Information**

**Transaction of Urgent Business**

It is reported for the information of the Authority that the following matters, which could not await this meeting, have been approved by the Chief Executive following consultation with the Chair and Vice Chair of the Authority:

- (i) Appointment of Treasurer to Lancashire Police Authority,
- (ii) Independent Member Appointments 2008 - Delegation of authority to make the appointments to the final interview panel.

**Exercise of Delegated Power**

It is reported for information of the Authority that the following matters, which could not await this meeting, have been dealt with under the exercise of delegated power by the Chief Constable in consultation with the Chair of the Authority:

- (i) Mobile Data – Purchase of integrated forms and electronic pocket book application systems.

**Background Papers**

Relevant Urgent Business Reports ((ii) only)

**Decision Required**

The Authority is asked to note the report

## Report Author

Name: Miss L Heath  
Organisation: Lancashire Police Authority  01772 533589