
PLANNING AND PERFORMANCE REVIEW COMMITTEE

**TUESDAY 1 DECEMBER 2009 AT 10.00 AM
IN CABINET ROOM D, COUNTY HALL, PRESTON**

NB If you have any queries regarding the Agenda papers or require any further information, please contact Beverly Wood on 01772 533486.

AGENDA

PART I (OPEN TO PRESS AND PUBLIC)

1 APOLOGIES FOR ABSENCE

2 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.

3 MINUTES OF THE MEETING HELD ON THE 8 SEPTEMBER 2009

Copy enclosed for confirmation at item 3.

4 MATTERS ARISING

To provide Members with an opportunity to discuss any matters arising from the minutes which are not listed elsewhere on the agenda.

ITEMS FOR INFORMATION

5 EFFICIENCY PLAN MONITORING

A report is presented at item 5.

6 LANCASHIRE CONSTABULARY'S VISIBILITY WITH PURPOSE STRATEGY

A report on the Constabulary's Visibility with Purpose Strategy is presented at item 6. Please note that a copy of the Visibility Strategy will be available at the meeting.

7 PASS GRADE 1, 2 AND 3 ACTIVITY

A report on the Constabulary's Pass Grade 1, 2 and 3 activity is presented at item 7.

8 BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

A report on the attendance by Members at the BCU quarterly review meetings is presented at item 8. (Report to follow).

9 QUARTERLY PERFORMANCE INDICATOR BULLETIN

A report is presented at item 9.

Members are asked to bring their copy of the bulletin, previously circulated under separate cover, to the meeting.

10 SCRUTINY PLAN SCHEDULE – POSITION STATEMENTS REFERRED FROM THE IMPROVEMENT AND SCRUTINY GROUP

The Improvement and Scrutiny Group (24 November 2009) will be considering position statements identified in the Police Authority's Scrutiny Plan Schedule for 2009 / 2010. Where appropriate, some of these may be referred to the Planning & Performance Review Committee.

11 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.

12 DATE OF NEXT MEETING

Tuesday 9 March 2010

**Miranda Carruthers-Watt
CHIEF EXECUTIVE**



PLANNING & PERFORMANCE REVIEW COMMITTEE

**MEETING HELD ON TUESDAY 8 SEPTEMBER 2009 AT COUNTY HALL,
PRESTON**

MINUTES

PRESENT

Mr D Edmundson - Chair

Mrs F Hendrix JP

Mr B Jassi

County Councillor G Roper

Mr S Sarwar

Mrs A Webster

County Councillor G Wilkins

IN ATTENDANCE

ACC C Weigh

Supt J Gomery

Supt R Eastwood

Mrs L Taylor

Mr L Weir

} Lancashire Constabulary

Ms M Carruthers-Watt

Mrs B Wood

} Lancashire Police Authority

Inspector J O'Reilly

} Police Federation

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of County Councillor Cropper, Councillor Doherty and County Councillor Jones.

APPOINTMENT OF CHAIR AND VICE CHAIR

The Committee noted that the Authority, at its meeting on the 17 July 2009, had appointed Mr D Edmundson and Mr S Sarwar as Chair and Vice-Chair of the Committee respectively for the year 2009 / 10.

MEMBERSHIP AND TERMS OF REFERENCE

The Committee noted its Membership and Terms of Reference for 2009 / 10.

01 / 09 RESOLVED:- That the Membership for 2009/10 be noted and the Terms of Reference be agreed.

MINUTES OF THE MEETING HELD ON 2 JUNE 2009

02 / 09 RESOLVED: - That the Minutes of the meeting held on 2 June 2009 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

Restorative Justice Interventions (page 4 of the minutes refers)

Mrs Hendrix provided an update on a recent Magistrates' Association Training Day which had been held to discuss out of court disposals and restorative approaches. This had been very successful and provided an excellent opportunity for partnership engagement and helping to raise confidence.

Visibility Strategy (page 5 of the minutes refers)

ACC Weigh advised Members that the final Strategy would be considered at Strategic Tasking and Co-ordinating at the end of the week. He advised that the "Visibility with Purpose Strategy" would have the aim of consistently getting the right people, with the right skills, in the right place, doing the right thing, at the right time. He commented that visibility was recognised as a significant influencing factor in promoting confidence in communities and is aligned with the Policing Pledge.

There was a discussion about ensuring there was adequate coverage of patrol vehicles at any given time and that any system used had dynamic capability. One Member queried whether there would be any resource implications in respect of the Strategy. ACC Weigh replied that he was not aware of any additional resource requirements.

ACC Weigh advised that the Visibility Strategy would be presented to the Committee's next meeting.

ITEMS FOR DECISION

POLICE AUTHORITY ANNUAL REPORT 2008 / 2009

The Police Authority has a statutory obligation to publish an annual report concerning the policing of the Authority's area over the previous financial year. An annual report had been

developed in liaison with Members of the Planning Working Group. A copy of the annual report was presented for the Committee's approval.

03 / 09 RESOLVED: That the Committee approve the Police Authority's Annual Report for 2008 / 2009 and the arrangements for publication.

FRONTLINE POLICING MEASURE

Members considered a report which outlined the development of the Frontline Policing Measure. At the last meeting of the Planning and Performance Review Committee, it had been agreed that a more sophisticated set of proposals for measuring frontline activity was required and it had been agreed that Mrs Hendrix and Mr Sarwar would work alongside the Constabulary to draft up proposals for consideration at this meeting. That meeting had taken place on 24 July 2009. A draft proposal had been developed which took into account other relevant considerations and strategies, for example, visibility with purpose, public confidence, efficiency plans and the interests of the public and wider stakeholders.

It was proposed that the description of the measure be amended to "the percentage of police resources spent on frontline policing" and that it be kept under review over the next twelve months.

A view of the data using the proposed calculation of the frontline policing measure was also presented for Members' consideration although it was acknowledged that the figures presented were did not represent an accurate reflection of activity and budgetary perspectives and were for illustrative purposes only.

In response to a number of queries about the accuracy of the data collection, Mr Weir reassured Members that accuracy in recording data was high on the agenda in all divisions.

Members also suggested that it would be useful to know what activity had been collated under the "other" classification and to include any other relevant data relating to G and H Divisions / Headquarters, for example around the work including the dogs / horses and helicopter.

It was agreed that the proposal set an important milestone in accessing information in a reliable way.

04 / 09 RESOLVED:- That the proposal be agreed and further development be undertaken as required.

ITEMS FOR INFORMATION

QUARTER ONE EFFICIENCY PLAN 2009 / 2010 UPDATE REPORT

The Chair provided Members with an update on recent developments in relation to the 2009 / 2010 efficiency plan. Efficiency planning was no longer seen as a purely financial exercise and the Plan was now owned by the Constabulary's Corporate Development Department, supported by the Finance Department. Other changes included a greater focus on accountability by Divisional Commanders and Heads of Departments. Discussions had also taken place in relation to future presentation requirements of the Plan. An interim schedule had been presented to the Committee; however, Members were

informed that further developments over the next few months would also include savings in areas such as QUEST and OSRs.

Members commented that the results in respect of QUEST II were disappointing and pointed out that there was nothing in the schedule relating to QUEST 1 to demonstrate savings. Mrs Taylor pointed that Quest 1 savings had already been reported in previous years.

One Member commented that it would have been helpful to have had additional information in respect of explaining the projected lack of savings through ERP and digital recording in the CJS portfolio. Mrs Taylor responded that this activity referred to a pilot scheme and major savings were not expected until after the legislation could be changed.

05 / 09 RESOLVED:- That the current position statement be noted.

QUARTERLY PERFORMANCE INDICATOR BULLETIN

The Committee considered the Performance Bulletin for the period covering April 2009 to June 2009, covering the areas of particular relevance to the Committee.

Overall, the results were very good, although Members sought clarification in respect of a number of areas.

LI 35 - Percentage of Opinion respondents who feel safe

Members passed on their congratulations to the Constabulary for the work undertaken in respect of increasing the public's feeling of safety. In response to a query about the increase in high profile serious road accidents in certain areas of the county, ACC Weigh commented that there was no specific contributory factor. The focus needed to be around engineering work and education.

SPI 2.1 AND 2.2 - Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime in their areas and are dealing with those that matter in their area.

ACC Weigh commented on specific interventions that had taken place in Longridge and Clitheroe resulting in positive outcomes in those localities.

SPI 5.3 - number of assaults with less serious injury

ACC Weigh commented that inter-agency work on alcohol related violence was having a positive impact.

SPI 8.1 - value of cash forfeiture orders and confiscation orders per 1,000 population

Members were keen to ensure that the Constabulary continued with its policy in these areas as it would have a direct impact on the public level of confidence in the Police.

LI 34 - percentage of non-999 calls answered within 40 seconds response time

Members commented that the figures presented were slightly below the target and whilst acknowledging that things were now back on track, they would expect to see further improvements following the communications OSR. ACC Weigh informed Members that there was an issue with networking and overspill of calls in some divisions but this was currently being investigated.

LI 51 and LI 52 - percentage of non-emergency incidents attended within one hour and 48 hours

Members raised concern at the relatively low percentage of non emergency incidents responded to within these timescales, specifically within 48 hours which was only 73.4%. ACC Weigh responded that the August figures indicated improvements had been achieved (78%). However, Members were concerned about the potential impact the communications OSR may have on performance levels.

The Chair reminded Members that the 15 minute target had been dropped at the beginning of the year with the proviso that other PASS Grade responses would be scrutinised. Mr Weir commented that there were a number of technical and operational issues which needed to be addressed in respect of collection of data. County Councillor Roper queried whether the incidents could be recorded automatically rather than manually.

In response to the queries raised, ACC Weigh advised that he would present a full report on PASS Grade 1, 2 and 3 activity to the next meeting and also to the Professional Standards and Citizen Focus Committee.

SPI 5.1 - Violent Crime

Members were concerned that the presentation of information did not easily demonstrate the scales of reduction in violent crime. Whilst performance in this area was improving, it was agreed that the presentation of the data would be reconsidered.

Force Overview Report - Lancashire and BCU Crime information

Members noted the increased direction of travel of domestic burglary in Southern Division. One Member advised that there was a real issue with cross border criminality and a need to share intelligence with relevant partners. ACC Weigh assured Members that significant scrutiny was being given to this matter and improvements were being made.

Restorative Justice Interventions

Members commented on the extreme disparity of RJ interventions between divisions. ACC Weigh reported that he scrutinised RJ activity through the Restorative Justice Board. He also informed Members that each division had its own RJ Champion at Chief Inspector level.

06 / 09 RESOLVED:-

- 1 That the matters discussed be noted.
- 2 That ACC Weigh present a report on PASS Grade activity to the next meeting (and to the next Professional Standards and Citizen Focus Committee).

LANCASHIRE CONSTABULARY'S CONFIDENCE AND EQUALITY MONITORING REPORT 2008 / 2009

Superintendent Eastwood presented a report which provided details on the Constabulary's position in terms of satisfaction and service delivery to Lancashire's minority ethnic communities when compared to white communities. It also presented information on employment monitoring information relating to gender and specialist roles for members of staff within the Constabulary.

The data used in the report was taken from the 2001 census although the Constabulary was considering other methods of measurement. It was noted that there had been a significant change to the ethnicity of the population and this may have affected the accuracy of the data, particularly in areas of apparent disproportionality.

Members commented that more up to date information was available; for example the electoral registers used by local authorities, MORI and street population. In response Superintendent Eastwood advised that the MORI survey information was very expensive and was not a viable option.

The satisfaction level with the Constabulary's service delivery remained high, with the overall level for all groups who were satisfied at 82.5%.

A number of areas continued to be the focus of scrutiny:

- The use of stop and search
- The issue of HORT 10s
- The conducting of breath tests
- The issue of endorsable fixed penalty notices.

It was commented that one of the outcomes of the stop and search activity was the number of arrests made. The quarterly bulletin data indicated that there was no disparity between minority ethnic and white population arrests (LI 46 a and b refer) despite the report indicating there was a slight disparity.

ACC Weigh advised that there was a need to have a clearer understanding of the stop and search activity and why there was a disparity.

The Chief Executive commented that Miss Afzal had undertaken some work in relation to stop and search activity and this would be considered further by the Authority.

Members welcomed the report.

07 / 09 RESOLVED:- That the report be noted.

BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

Members considered a report which highlighted a number of areas that had been raised at BCU meetings throughout July and August 2009, including excellent work on honour based violence and forced marriages in Eastern Division, strong partnership activity, successful acquisition of sponsorship funding.

08 / 09 RESOLVED: - That the report be noted.

DATE OF NEXT MEETING

09 / 09 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 1 December 2009.

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 1 DECEMBER 2009

PART I

QUARTER TWO EFFICIENCY PLAN 2009 / 10 UPDATE REPORT

(Appendix A refers)

Issue for Consideration

Acknowledgement of the Committee is required for the Quarter Two position statement on the Efficiency Savings.

Information

Overall the position shows that currently 39% of our planned savings have been achieved, as opposed to the anticipated 50%. If this trend is to continue, it is now looking likely that we will miss our target of 3% and only achieve 2.4% savings.

There are two main reasons for the shortfall. Firstly, divisions are generally overspending and cannot therefore be said to be living within their reduced budgets. This is particularly problematic for divisions which are still over their strength in numbers.

The second reason is that there has had to be a scaling back of the savings previously claimed around procurement. In claiming previous procurement savings, the process has relied upon the annual report on procurement that is presented to Police Authority. This figure was then reported in the Efficiency Plan Quarter One. However, it has now been established that the annual procurement report covers savings arising from tendering exercises over a number of years. The efficiency planning rules only allow new savings to be claimed as efficiency gains. Therefore, this report has been adjusted by extracting from the annual report to Police Authority just the new gains in the year. This has resulted in a reduction of over £1 million in the gains previously reported.

As the procurement adjustment is a one off change, the focus remains upon the divisions. In line with the established process, ongoing work will support those departments and divisions currently falling short of their quarter two milestone. It is anticipated that the resourcing issues currently impacting within the divisions may even out during November 2009, and some progression against the target may then begin to be shown in the final quarter.

Increased activity has occurred this quarter within the Sustaining Excellence Programme to maximise the opportunities for capturing and tracking savings through the implementation of the

OSRs. A new template has now been created by the Finance Department to assist the OSR Governance Board in tracking the actual savings falling from the implementation of the OSRs.

Finally, in contrast to the divisions, most departments have improved their performance since the last quarter, and are in the main reaching their milestones. Of particular note is the Human Resources Department. They have exceeded their target for the year, assisted in the main by their OSR savings being achieved without redundancy payments.

However, the overall picture is that, despite the savings made by departments, these cannot overcome the shortfall within the divisions. If this continues, the year-end target will be missed.

Regular discussions and meetings with Police Authority members are now taking place and this has provided clarity regarding the expectations of the Authority. Whilst it is important for us internally to monitor and report on our Efficiency Plan in a way that reflects our ownership and responsibilities of individual managers; the Police Authority is keen to monitor the Plan by looking at themes, such as OSR reviews, and to get a high level picture of the expected timing of gains.

The attached spreadsheet now reflects this new approach on reporting these savings.

Decision Required

Acknowledgement of the current position statement.

Background Papers

None

Report Author

Name: Supt J Gomery
Organisation: Corporate Development  01772 412452

Lancashire Constabulary Reporting to PA - Efficiency Plan 2009/10

	Total Planned Savings 2009-10	Expected Savings as at Qtr 2	Savings achieved as at Qtr 2	Variance against expected savings Qtr 2	Forecast savings for year	Savings in Future Years	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	
Planned New Gains							
Pro rata Budget Reductions	1,131	566	156	410	564		Overstrength position is impacting on some division's ability to fully implement their plan
Additional Budget Reductions	650	325	238	88	475		Current overspending is impacting on ability to deliver budget cuts
Other Divisional Efficiency Savings	2,630	1,315	962	354	1,998	150	Main shortfalls on Northern catering review and planned review of public enquiry desks which have been delayed. Shortfalls on Western & Southern due to overstrength position
Re-Prioritisation in Protective Services	1,443	722	713	9	1,446		On track
Work Force Modernisation	299	150	149	1	299		On track
QUEST 2	1,000	500	625	-125	950	425	
<i>Cashable savings</i>	300	150	300	-150	300	425	Estimated redundancy costs of £220k have been met from additional savings achieved.
<i>Officer Time</i>	700	350	325	25	650	0	On track
CJS Initiatives	300	150	77	73	154	200	Digital Recording of Interviews £200k of savings delayed pending change in legislation.
Procurement Savings	1,500	1,250	475	775	725	225	NEW efficiency savings for procurement contracts awarded in 2008/9 amount to £225k, not £1.67m as previously reported which included cumulative savings from prior year contracts.
OSRs	300	300	246	54	246	1,147	
<i>Finance</i>	150	150	86	64	86	314	Part year savings of £235k achieved which will cover estimated redundancy costs of £149k. Full year savings £400k
<i>HR</i>	150	150	160	-10	160	270	Over achieved. Full year savings £430k.
<i>Fleet</i>	0	0	0	0	0	250	
<i>Estates</i>	0	0	0	0	0	75	
<i>Contact Managemnet</i>	0	0	0	0	0	200	
<i>CSIs</i>	0	0	0	0	0	38	
<i>CJS</i>	0	0	0	0	0	?	Tbc
Force Totals	9,253	5,277	3,640	1,637	6,857	2,147	

Lancashire Constabulary - Efficiency Plan for 2009/10

		Total Planned Savings		Expected Savings	Actuals										Cumulative Savings achieved at Qtr 2		Variance against expected savings Qtr 2	Forecast savings for year	Comments
Division / Department	Responsible Officer	£'000	%		Qtr 2	Pro rata Budget Reductions	Additional Budget Reductions	Other Efficiency Savings	Re-Prioritisation in Protective Services	QUEST 2	CJS Initiatives	Procurement Savings	OSRs	Work Force Modernisation	£'000	% of target	£'000	£'000	
2009/10 Planned New Gains																			
ACC Terr Ops & Crim Justice																			
Western	Richard Debicki	1,331	0.5%	666			145	149					149	443	33.3%	-223	1,151	All divisions with the exception of Central are overspending and therefore have not yet delivered the budget cut. Digital Recording of Interviews £200k of savings delayed pending change in legislation. ERP savings expected later in the year. Inc in voluntary attendees less than expected.	
Northern	Tim Jacques	706	0.2%	353			158	70						228	32.3%	-125	485		
Southern	Stuart Williams	797	0.3%	399			206	36						242	30.4%	-157	484		
Central	Peter White	433	0.1%	217	50		70	70						190	43.9%	-27	380		
Eastern	Andy Rhodes	936	0.3%	468			177	216						393	42.0%	-75	786		
Pennine	Clive Tattum	585	0.2%	293			74	150						223	38.1%	-70	446		
Criminal Justice	Tim Ewen	342	0.1%	171	0	0				77				77	22.5%	-94	154		
Total ACC Terr Ops & Crim Just		5,130	1.8%	2,565	50	0	830	691	0	77	0	0	149	1,796	35.0%	-769	3,886		
ACC Specialist Operations																			
G Division	Graham Gardner	896	0.3%	448	42		132				250			424	47.3%	-24	848	On track Overspending. Budget cut not yet achieved.	
H Division	Tracey Launder	149	0.1%	75				22						22	14.8%	-53	99		
Total ACC Specialist Operations		1,045	0.4%	523	42	0	132	22	0	0	250	0	0	446	42.7%	-77	947		
ACC People																			
Learning & Development	Victor Robinson	24	0.0%	12	12									12	50.0%	0	24	On track On track On track. OSR savings over achieved.	
Diversity	Bob Eastwood	2	0.0%	1	1									1	50.0%	0	2		
Human Resources	Ashley Judd	161	0.1%	156	6							160		166	102.8%	10	171		
Total ACC People		187	0.1%	169	19	0	0	0	0	0	0	160	0	179	95.5%	10	197		
DCC																			
Corporate Development	Dawn Copley	721	0.2%	361	12				325					337	46.7%	-24	673	On track Overspending. Savings not yet achieved. On track Overspending. Savings not yet achieved.	
Professional Standards	Irene Curtis	12	0.0%	6	0									0	0.0%	-6	0		
Corporate Communications	Jane Astle	28	0.0%	14	2	13								14	50.0%	0	28		
Legal Services	Niamh Noone	2	0.0%	1	0									0	0.0%	-1	0		
Total DCC		763	0.3%	382	13	13	0	0	325	0	0	0	0	351	45.9%	-31	701		
Director of Resources																			
Administration	Ian Butterworth	1,372	0.5%	1,186	11	25			300		225			561	40.9%	-625	597	NEW efficiency savings for procurement amount to £225k, as per annual report. Part year savings of £235k achieved which will cover estimated redundancy costs of £149k. Full year savings £400k On track Overspending. Savings not yet achieved. On track	
Finance	Linda Taylor	155	0.1%	153	3							86		89	57.1%	-64	91		
ICT	Stuart Fillingham	432	0.1%	216	16	200								216	50.0%	0	432		
Property Services	Steve Hodgkinson	163	0.1%	82	0	0								0	0.0%	-82	0		
VMU - Maint. Services	Ian Butterworth	1	0.0%	1	1									1	50.0%	0	1		
Total Director of Resources		2,123	0.7%	1,637	30	225	0	0	300	0	225	86	0	866	40.8%	-771	1,121		
Police Authority																			
		5	0.0%	3	3									3	50.0%	0	5	On track	
Total Police Authority		5	0.0%	3	3	0	0	0	0	0	0	0	0	3	50.0%	0	5		
Total 2009/10		9,253	3.2%	5,277	156	238	962	713	625	77	475	246	149	3,640	39.3%	-1,637	6,857		

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 1 DECEMBER 2009

PART I

VISIBILITY WITH PURPOSE STRATEGY

(Appendix A attached - please note that the Visibility Strategy will be available at the meeting)

Issue for Consideration

The meeting is asked to note the implementation of the Visibility with Purpose Strategy and the associated processes:

- Training / briefing
- Confidence Assessments
- Visibility Calendars
- Response Policing Deployment Protocols
- AVLS / APLS (Automatic Vehicle / Person Location System)
- Analysis and Evaluation

Information

Business Objective

- The Home Office will monitor forces performance in the area of public confidence against the Single Top Down Target through the British Crime Survey.
- The Constabulary's baseline Confidence figure has been set at 51% which places the force in the top five forces nationally (national average is 46%) Lancashire needs to reach a target of 63% by March 2012.
- Visibility is repeatedly recognised as a significant influencing factor in promoting confidence.
- More significantly, the purpose of police presence and the type of engagement can determine the impact upon confidence.
- This strategy aims to deliver Visibility with Purpose by providing clear guidance and sensible systems that will enable us to make best use of our visible resources and maximise the impact on the communities we police.

Business Proposal

- **Delivering Visibility with Purpose.** The Constabulary have set up visibility calendars that identify areas, times and dates where patrol activity is necessary to enhance public confidence. This will be achieved through tasking Neighbourhood Teams, Response and Uniformed specialist support officers. The system will ensure that consistent processes are in place for tasking and monitoring visibility deployments at a Neighbourhood level.

This has resulted in Corporate Guidance being provided to each division as to how the calendars are used. The visibility calendars on *SharePoint* are linked into the Sleuth IT system. The calendars detail the timings and tactics to be used to improve confidence. Sleuth tasking processes will ensure our staff understand the deployments and that they have performed the tactic correctly, through the updates they provide.

Confidence Assessments are available for pre planned operations. The assessments ensure the Constabulary considers local perceptions during the planning of police operations.

- **Resource Management.** We will ensure that against the backdrop of changing demand, our resources are used efficiently and effectively to support the organisations priority areas. This will maximise opportunities for more visible patrol work.

The review duty rotas will support this work along with the introduction of AVLS/APLS. A more structured Response deployment processes will improve our overall effectiveness.

- **Effective use of the Media.** We will increase public confidence in Lancashire through the development and implementation of communications activity/products.

Visibility with purpose will provide a strong corporate brand that can be used proactively with the media. In addition bespoke media training and marketing campaigns will increase awareness of key areas that influence confidence.

Benefits

- This process will improve public confidence by providing a more structured and consistent approach to delivering Visibility with Purpose. Whilst the diaries allow for activity bespoke to local communities they are now coordinated in more common format.
- This approach will increase efficiency through effective resource management and maximise the opportunities for visibility with purpose. This will be achieved through ensuring resources are available during peak activity periods.
- The benefits will be measured through a variety of means:
 - **Quarterly Performance Review:** Data will be subject to scrutiny by Chief Officers
 - **Citizen Focus Board:** High level governance will be conducted through this board
 - **Force Confidence Survey:** Local Confidence data will indicate confidence progress, supported by other confidence indicators eg INSI
 - **AVLS / APLS:** GPS systems will provide management data regarding the amount of time spent conducting visible patrol in key locations. This system will further assist in identifying response times to incidents.

Risks

The strategy has required a change in working practices within divisions. This involved the prioritisation of resources against demand profiles. These are delivering efficiency savings e.g. improvements in deployment. This prioritisation will deliver additional visibility with enhanced operational capability. Further benefits are anticipated through implementing systems that improve back office processes around staff deployment.

Examples include:

- Abstraction costs in terms of staff training / briefing
- Effective implementation will require ongoing analytical effort by Divisional CFB's and Corporate Development to continuously improve our understanding of the influencers of confidence
- Visibility with purpose is planned to be enhanced during 2010 with the introduction an effective Automatic Vehicle Locating System (AVLS). Whilst this is an added benefit there is a risk in integrating the system within existing IT

Implementation

Training/Briefing

Operational uniformed staff have been briefed locally in divisions by nominated Inspectors and Sergeants. The strategy is incorporated into existing packages for all new recruits, Special Constables, PCSO's and Operational Responsibility Courses for supervisors.

Confidence Assessments

A one page assessment template is now in use to consider local perceptions during the preparation of Police Operations. This will ensure the impact on confidence is considered. Mitigation tactics are implemented and these tactics are used to shape police responses.

Visibility Calendars

The calendars involve a corporate Sleuth based tasking process that causes Neighbourhood Policing Team Leaders to task officers with visibility deployments. They are designed to increase levels of confidence and are bespoke to the needs of local communities and PACT priorities.

(see Appendix 1, Figure 3, 4 & 5).

Response Policing Deployment Protocols

Visibility with Purpose successfully introduces an efficient deployment protocol that ensures better alignment of uniformed resources with Neighbourhood staff. This reduces inefficiency and improves the ability for effective command and control. The protocol will be included in the Constabulary Communications restructure providing a consistent platform to support Visibility with Purpose deployments and improving local accountability amongst Response officers.

Development and Procurement of the AVLS / APLS System

The development of a live time GPS support system is currently being piloted in Eastern Division. This enhancement will support our ability for better command and control with a host

of operational, tasking and efficiency benefits. This technology allows managers to access deployment data improving our analysis of what works well in terms of visible patrol. At the conclusion of the pilot it will be considered who in divisions is best placed to receive this data. As the process develops the project team will seek agreement through the Citizen Focus Board.

Analysis and Evaluation

Our approach is to provide simple systems and processes that are designed to ensure our visibility is purposeful and improves confidence.

Measuring our effectiveness and analysing the impact of deployments will be undertaken at various levels of the organisation. Examples include:

Force

- Single Top Down Target
- Force Confidence Surveys
- Corporate Development Products

Division

- Quarterly Performance Review
- Citizen Focus Bureaux activity

Geographic Areas

- QPR
- Citizen Focus Board
- INSI Surveys
- PACT Meetings
- Response Times
- AVLS / APLS data

Decision Required

To note the Visibility with Purpose strategy being adopted across the Constabulary.

Background Papers

None

Report Sponsor: DCC Chris Weigh

Report Author

Name: CI Richard Morgan
Organisation: Lancashire Constabulary

Screen Shots from Sleuth re: Visibility with Purpose Calendars.

Fig 1 – This screen shows the **SLEUTH Neighbourhood Briefing page** ‘Problem Profiles’ that detail local priorities and tasking. From here the option ‘Visibility with Purpose’ is selected.

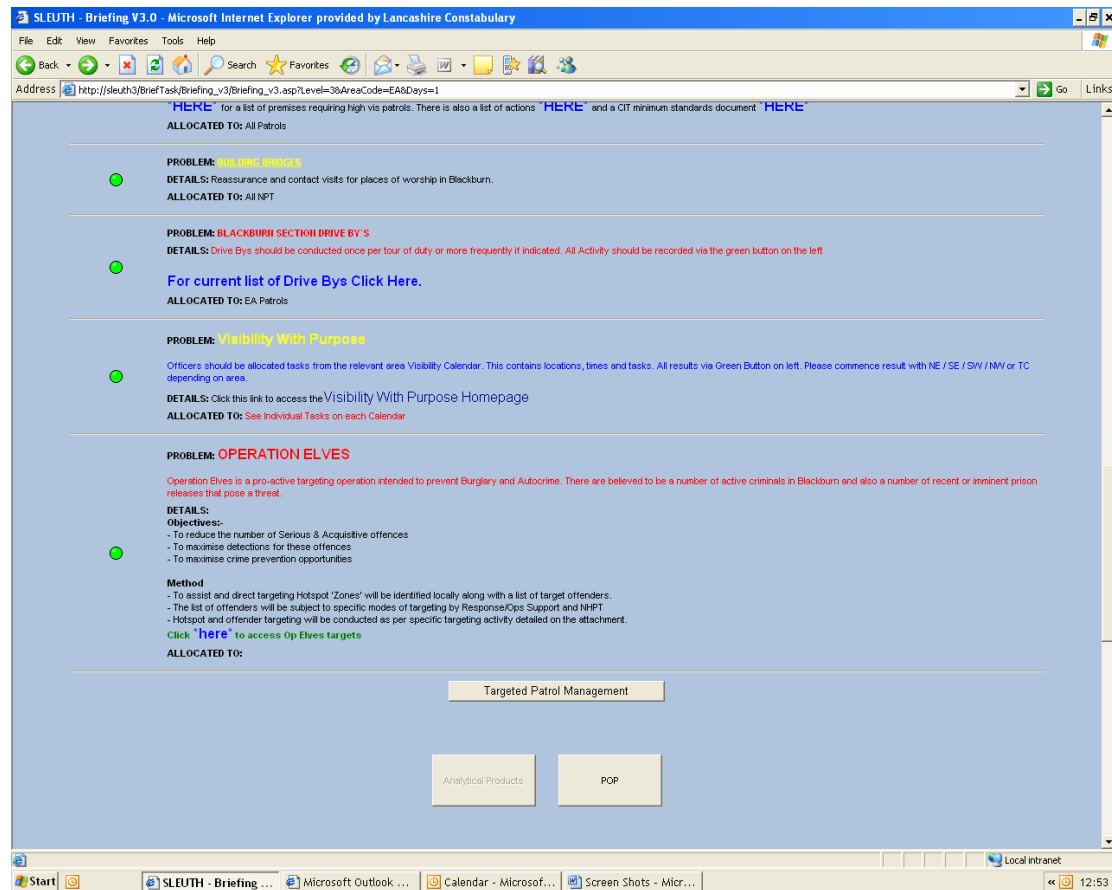


Fig 2 – This screen shows the **Homepage for Visibility with Purpose** and is a portal to specific 'Activity Calendars'. A calendar will be selected using the options on the left side of the page. The page also contains useful links to related documents.

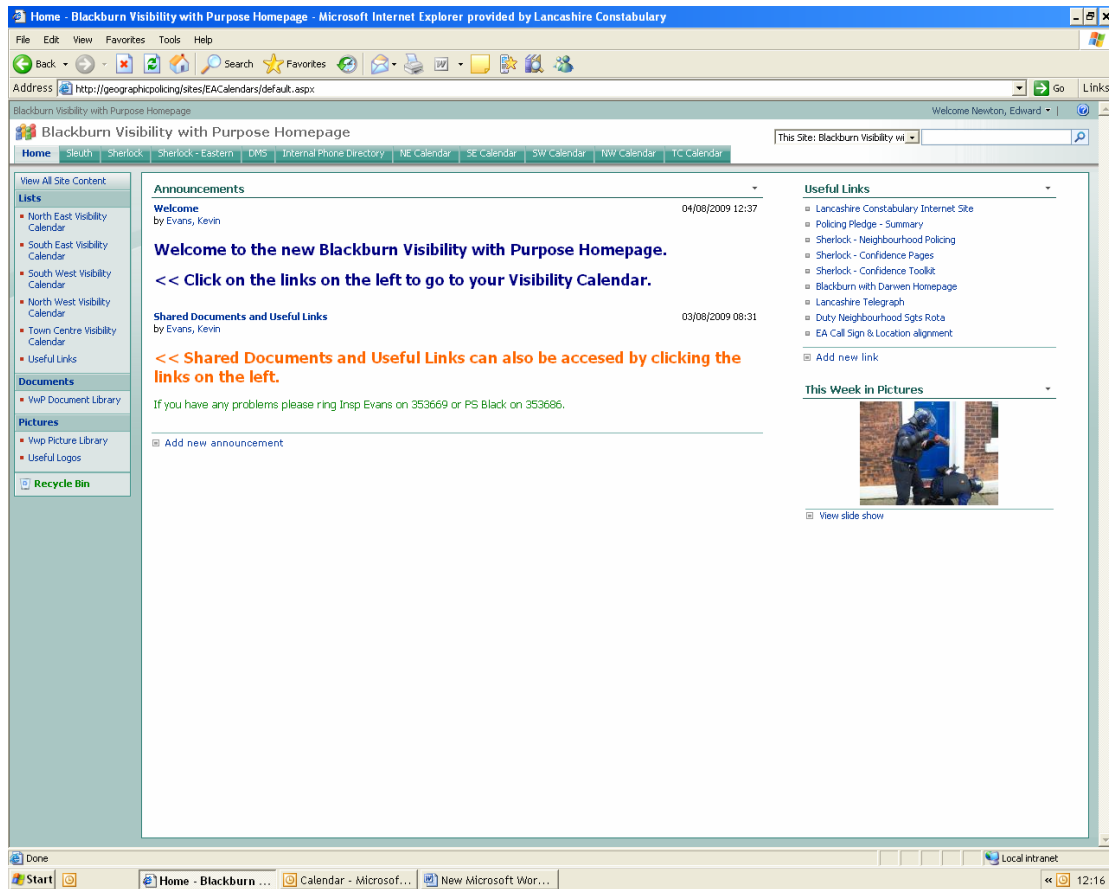


Fig 3 – This screen shows the specific 'North East Blackburn Visibility Calendar'. Having selected this page there is a facility to highlight and select a particular appointment.

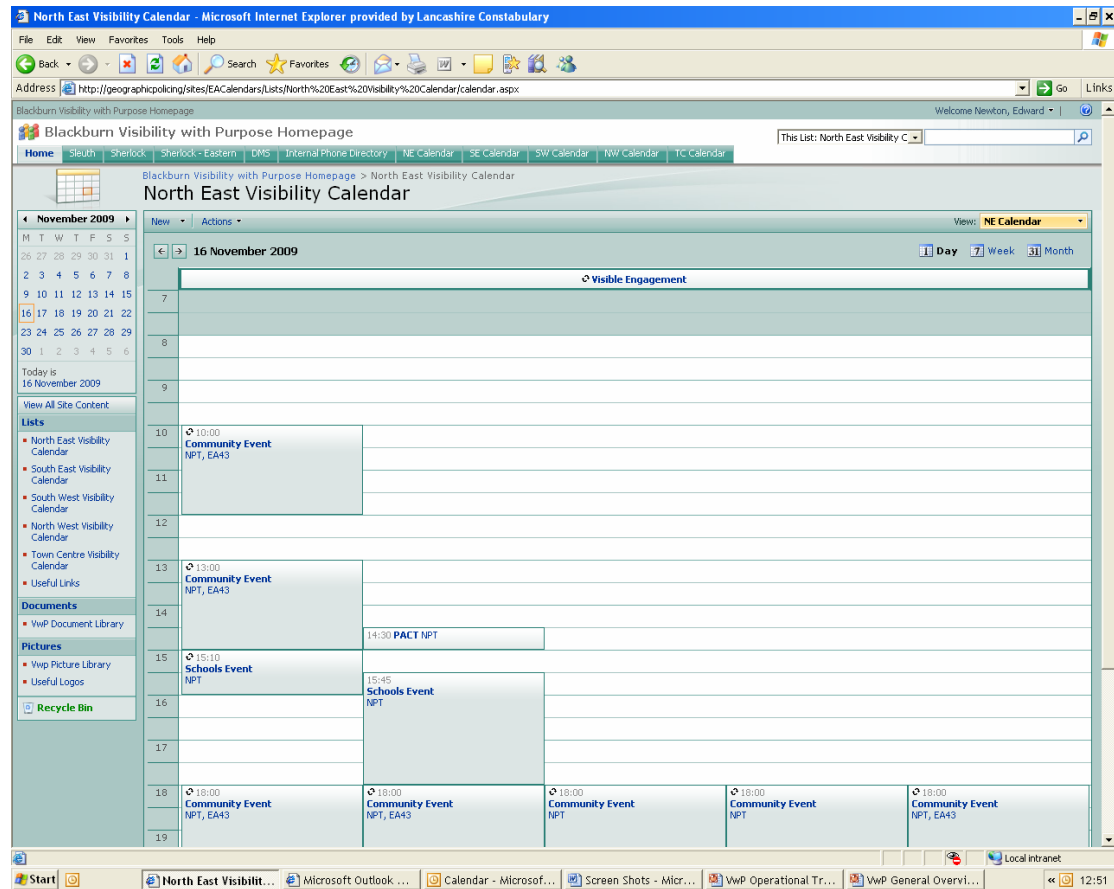


Fig 4 & 5 are examples of what can be seen if a **specific calendar appointment** is selected from the page shown at Fig 3.

The screenshot shows a Microsoft Internet Explorer browser window titled "North East Visibility Calendar - PACT Surgery - Microsoft Internet Explorer provided by Lancashire Constabulary". The address bar shows a URL for a calendar display. The page content includes a navigation menu with "Home", "Sluith", "Sherlock", "Sherlock - Eastern", "DMS", "Internal Phone Directory", "NE Calendar", "SE Calendar", "SW Calendar", "NW Calendar", and "TC Calendar". The main heading is "North East Visibility Calendar: PACT Surgery". Below the heading is a table with the following details:

Event Type	PACT
Location	St Michaels Court, Flat 1
NPT Area	Little Harwood & Daisyfield
Tasking Details	PACT Surgery
Start Time	16/11/2009 14:30
End Time	16/11/2009 15:00
All Day Event	
Allocated to	NPT
For more info Contact	PCSO 7795 Sarah Wilson
Recurrence	
Workspace	
Title	PACT Surgery

At the bottom of the appointment details, it states: "Created at 01/10/2009 09:30 by Wilson, Sarah" and "Last modified at 01/10/2009 09:30 by Wilson, Sarah".

The screenshot shows a Microsoft Internet Explorer browser window titled "North East Visibility Calendar - Microsoft Internet Explorer provided by Lancashire Constabulary". The address bar shows a URL for a calendar display. The page content includes a navigation menu with "Home", "Sluith", "Sherlock", "Sherlock - Eastern", "DMS", "Internal Phone Directory", "NE Calendar", "SE Calendar", "SW Calendar", "NW Calendar", and "TC Calendar". The main heading is "North East Visibility Calendar: (no title)". Below the heading is a table with the following details:

Event Type	Community Event
Location	Bangor Street Community Centre
NPT Area	Brookhouse & Bastwell
Tasking Details	Mothers and toddlers get together
Start Time	16/11/2009 13:00
End Time	16/11/2009 15:00
All Day Event	
Allocated to	NPT; EA43
For more info Contact	NHPT
Recurrence	Every 1 day(s)
Workspace	
Title	

At the bottom of the appointment details, it states: "Created at 30/09/2009 12:42 by Lamb, Rick" and "Last modified at 01/10/2009 15:26 by Evans, Kevin".

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 1 DECEMBER 2009

PART I

PUBLIC ASSISTANCE SERVICE STANDARDS

(Appendix A refers)

Issue for Consideration

Public Assistance Service Standards - update

Information

Background

The current Public Assistance Service Standards have been revised as a consequence of a number of local and national developments, which includes the Policing Pledge 2008. These standards ensure that the police make a proportional response to all requests for service that are made by members of the public and they are intended to assist staff who are tasked with grading an incident whether for deployment or not. The main purpose of PASS is to ensure that staff grade incidents appropriately and consistently across the Constabulary.

In light of the Policing Pledge, the Police Authority now receive data in relation to two new indicators for 2009/10 which relate to the ability of the Constabulary to arrive at priority (Grade 2) and routine incidents (Grade 3) as agreed with the caller and within the allocated timescale. The Authority has previously agreed that there would not be any performance target for Grade 1 attendance and similarly there is no performance target for the two new indicators (Grades 2 and 3).

Performance Issues

Following the last Planning and Performance Review Committee, significant focus has been placed on improving the ability of the Constabulary to keep the promises it makes with callers. A plan has been developed which addresses the issues that require improvement and they largely relate to technological fixes, training of staff in the correct processes and the correct grading of incidents. Initial focus was placed on improving grade 1 and 2 and more recently grade 3. The attached background papers identify the level of performance between April and October 2009.

Work is also ongoing to develop a performance framework which will ensure accountability for delivery in line with the requirements of the Policing Pledge.

In relation to providing a quality of service to callers, the Constabulary currently resolves 25% of incident related calls at the first point of contact (ie via telephone) – grade 4. This provides a service whereby the caller receives advice or support without the need to deploy officers or staff to the incident. This level of response is offered to callers for appropriate incidents which meets their needs. The intention is to, wherever possible, increase this level of resolution to more calls.

Overall, there have been improvements in performance (most notably in October) as a result of the ongoing focus in this area and this will continue to ensure compliance with the Policing Pledge. In essence, this provides that once officers have agreed a response, every effort will be made to attend the scene in the time period agreed with the caller. As can be seen in the attached document for October, the Constabulary is achieving 90% for Grade 1 and 2 incidents and is improving on Grade 3s. Given the relative newness of the two new indicators, the Constabulary recognises that activities to improve delivery in this area is very much ‘work in progress’ however focus will continue to be placed on assessing compliance with the Policing Pledge and ensuring that the Constabulary provides a high quality local policing service that meets the needs of communities. .


Decision Required

To note the report

Background Papers

PASS performance for year to date

Report Author

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Organisation: Lancashire Constabulary  01772 209963

Oct-09

Grade 1 - 15 minutes

Division	Total	Within Target	PI
1 - Western Division	801	746	93.1%
2 - Northern Division	729	654	89.7%
3 - Southern Division	553	502	90.8%
4 - Central Division	517	480	92.8%
5 - Eastern Division	997	889	89.2%
6 - Pennine Division	682	618	90.6%
Q HQ	0	0	0.0%
FORCE	4279	3889	90.9%

Grade 2 - 1 Hour

Division	Total	Within Target	PI
1 - Western Division	2265	2118	93.5%
2 - Northern Division	2106	1964	93.3%
3 - Southern Division	2120	1980	93.4%
4 - Central Division	1522	1372	90.1%
5 - Eastern Division	2558	2166	84.7%
6 - Pennine Division	2460	2136	86.8%
Q HQ	0	0	0.0%
FORCE	13031	11736	90.1%

Grade 3 - 48 Hours			
Division	Total	Within Target	PI
1 - Western Division	1990	1691	85.0%
2 - Northern Division	1426	1370	96.1%
3 - Southern Division	2421	2228	92.0%
4 - Central Division	1407	1189	84.5%
5 - Eastern Division	2616	2225	85.1%
6 - Pennine Division	2872	2299	80.0%
Q HQ	4	3	75.0%
FORCE	12736	11005	86.4%

April - October 2009

Grade 1 - 15 minutes				
Division		Total	Within Target	PI
1 - Western Division		6715	5724	85.2%
2 - Northern Division		5581	4708	84.4%
3 - Southern Division		4342	3718	85.6%
4 - Central Division		4189	3493	83.4%
5 - Eastern Division		7613	6290	82.6%
6 - Pennine Division		5304	4457	84.0%
Q HQ		0	0	0.0%
FORCE		33744	28390	84.1%

Grade 2 - 1 Hour				
Division		Total	Within Target	PI
1 - Western Division		21265	14999	70.5%
2 - Northern Division		18281	14230	77.8%
3 - Southern Division		16832	14024	83.3%
4 - Central Division		13201	9082	68.8%
5 - Eastern Division		24320	16367	67.3%
6 - Pennine Division		21460	15986	74.5%
Q HQ		7	1	14.3%
FORCE		115366	84689	73.4%

Grade 3 - 48 Hours				
Division		Total	Within Target	PI
1 - Western Division		13417	9731	72.5%
2 - Northern Division		10636	8261	77.7%
3 - Southern Division		15698	13588	86.6%
4 - Central Division		8286	6416	77.4%
5 - Eastern Division		14476	10775	74.4%
6 - Pennine Division		16483	12289	74.6%
Q HQ		26	15	57.7%
FORCE		79022	61075	77.3%