
PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 9 MARCH 2010 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 1 DECEMBER 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 DECISION

5 LOCAL POLICING PLAN 2010 / 2013 - ISSUED VERSION

A report on the final draft of the Local Policing Plan for 2010 / 2013 (issued version) is presented at item 5.

6 FRONTLINE POLICING MEASURE

A report on the development of a frontline policing measure is presented at item 6.

ITEMS FOR INFORMATION

7 EFFICIENCY PLAN MONITORING

A report 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 INDEPENDENT LAY MEMBER OBSERVATION OF POLICE AUTHORITY MEETINGS

A copy of a report presented to the Audit and Standards Committee by Mr Keith Williams (one of the Authority's Independent Lay Members), following his observations of the Planning and Performance Review Committee meeting which took place on 8 September 2009 is attached at item 11 for Members' consideration.

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 8 June 2010

**Miranda Carruthers-Watt
CHIEF EXECUTIVE**



PLANNING & PERFORMANCE REVIEW COMMITTEE

**MEETING HELD ON TUESDAY 1 DECEMBER 2009 AT COUNTY HALL,
PRESTON**

MINUTES

PRESENT

Mr S Sarwar – in the Chair for this meeting

County Councillor W Cropper

Councillor M T Doherty

Mrs F Hendrix JP

Mr B Jassi

County Councillor G Roper

Mrs A Webster

IN ATTENDANCE

Deputy Chief Constable C Weigh

Supt J Gomery

Det Chief Superintendent G Gardner

Superintendent W McMahon

Chief Inspector R Morgan

Mrs L Taylor

Mr L Weir

} Lancashire Constabulary

Ms M Carruthers-Watt

Mrs B Wood

} Lancashire Police Authority

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Mr D Edmundson and County Councillor G Wilkins.

MINUTES OF THE MEETING HELD ON 8 SEPTEMBER 2009

10 / 09 RESOLVED: - That the Minutes of the meeting held on 8 September 2009 be confirmed as a correct record and signed by the Chair.

QUARTER TWO EFFICIENCY PLAN 2009 / 2010 UPDATE REPORT

Mrs Taylor provided Members with an update on recent developments in relation to the 2009 / 2010 efficiency plan. Overall the predicted savings equated to around 2.4% rather than the 3% target. This was due to a number of reasons including overspend and over-establishment within divisions and annual procurement rules relating to eligibility of savings in year. These areas were being kept under scrutiny through a number of forums including a strategic resourcing group which had been set up to provide a co-ordinational role for the various departments and divisions concerned. In response to a query about membership of the group, the Chief Executive undertook to discuss the possibility of member involvement with the Deputy Chief Constable.

Mr Edmundson and officers at the Constabulary had met on a number of occasions to develop the presentational aspects of the efficiency plan into themes. Members welcomed the revised format and asked that their thanks be passed on to Mr Edmundson and the officers who had been involved.

One Member was concerned about the impact divisional overspends would have in respect of flexibility in budget planning for future years. In response, the Deputy Chief Constable reported that the recently announced funding settlement had been encouraging and the Constabulary would be working hard to get ahead through sustaining excellence, OSRs and mapping of efficiency savings. He advised that he was confident that the plan would be delivered by April 2011. It was reported that activity was already underway to try and reduce overtime costs within divisions and although the current situation was gloomy it was manageable.

The Deputy Chief Constable advised that divisions had been tasked to develop forecasting plans for the next financial year. These would be presented to the chief officer team in January for consideration.

The Chief Executive suggested that it would be useful to provide members of the Authority with an implementation report explaining how the Constabulary would bring the efficiency savings back on track so that any support or scrutiny of activity could be provided if required.

11/09 RESOLVED:- That the report be noted.

VISIBILITY WITH PURPOSE STRATEGY

At the last meeting the Deputy Chief Constable had promised that the Visibility with Purpose Strategy would be presented at this meeting. A hard copy of the document was tabled for Members' consideration.

It was reported that visibility of officers was recognised as a significant influencing factor in promoting confidence.

The Strategy would be consistently applied across the county but with a local dimension. It was being communicated to staff and links would be developed through the PACT process. An impact assessment had been undertaken and this had been based around the confidence agenda and maximising opportunities.

The Chair sought clarity in respect of the media activity highlighted in the Strategy and sought further clarity on whether the Strategy was an external or internal facing document. The Deputy Chief Constable responded that he was happy for the document to be in the public arena although it had been developed as an internal communication tool.

In respect of a query about the possibility of displacement of unwanted activity such as anti social behaviour due to visibility in a particular locality, it was suggested that this had not occurred or been observed throughout the pilot and a more scientific and effective approach had been adopted which had led to a higher level of reassurance.

Chief Inspector Morgan acknowledged the comments made in respect of media coverage and advised that staff training had been implemented in this aspect at a very local level.

Members were supportive of the Strategy and suggested that the Constabulary should consider a wider approach through the internet, press and local radio strategies.

Other comments raised by Members included:

- The need to consider roll out of "branding" across the county
- The need to ensure information was available to residents in relation to officer continuity / changes
- The importance of publicity documentation
- Opportunities should be taken to assess comparative studies
- There should be a strategic mapping of the Strategy with work around the workforce modernisation and shift review
- AVLS system – there was a need for a robust business case highlighting value for money outcomes

The Chief Executive commented on the need to consider development of measures to monitor the success of the Strategy, and suggested that the Professional Standards and Citizen Focus Committee consider this further. She also suggested that targets should be agreed with divisions and these should be considered at quarterly performance review meetings.

12/09 RESOLVED:- That:

- (1) The Strategy be noted; and
- (2) Professional Standards and Citizen Focus Committee be asked to consider measures to monitor the success of the implementation of the Strategy.

PUBLIC ASSISTANCE SERVICE STANDARDS (PASS)

A presentation was given on PASS following revisions that had taken place as a consequence of a number of local and national developments including the Policing Pledge.

The Standards relate to proportionate response to requests for service by the members of the public and to assist staff who are tasked with grading an incident.

Two new indicators had been agreed with the Police Authority in relation to Grade 2 and Grade 3 priorities. It had been agreed that targets would not be set for these, although it was noted that a performance framework was being developed by the Constabulary to ensure accountability for delivery in line with requirements with the Policing Pledge.

It was noted that overall there had been improvement in performance (notably in October) as a result of the ongoing focus.

It was reported that in the last couple of months, performance for response to 999 calls had been in excess of 94% within the timescales. Non-999 call performance was around 97%. The year to date response to non-999 calls was 92.1%.

One member commented that there was a potential difficulty in having too heavy a focus on call handling and there was a real need to keep the cost of activity proportionate.

Superintendent McMahon commented that the Communications OSR was focused and dedicated on improving service provision. He advised that 25% of calls were completely handled at the first point of contact, although work was ongoing in respect of QUEST activity and the continued training of communications staff and deployments.

The Chief Executive commented that the norm for resolution at first point of contact in public service was around the 80% rate. She commented that the additional use of QUEST activity suggested that the resolution rate was potentially higher than 25%.

13/09 RESOLVED: That the report be noted.

BASIC COMMAND UNIT (BCU) QUARTERLY PERFORMANCE REVIEW MEETINGS NOVEMBER / DECEMBER 2009

Member considered the reports to date from Members of the Authority in respect of meetings at BCU reviews

The Deputy Chief Constable commented that the performance across the force was good although it was noted, as indicated earlier, that the financial pressures across all division was problematic.

14/09 RESOLVED:- That the report be noted.

QUARTERLY PERFORMANCE INDICATOR BULLETIN

The Committee considered the Performance Bulletin for the period covering April 2009 to September 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 shown below.

SPI 4.1 Anti Social Behaviour

The Deputy Chief Constable advised that there was a lot of activity being undertaken through the citizen focus bureaux and neighbourhood policing teams to reduce anti-social behaviour.

Mr Weir commented that the data shown in the Bulletin related to the British Crime Survey data and was an indication of the "perception" of anti-social behaviour as a problem.

One member commented on the need to prioritise anti-social behaviour in respect of nuisance only versus dangerous activity. The Deputy Chief Constable advised that activity focused around repeats and vulnerable people, but in partnership and linked to risk and priority.

The Deputy Chief Constable commented that there was a balance to be sought in respect of protecting vulnerable people and handling the public perception of crime and anti-social behaviour. It was also important to consider the impact of other organisations and authorities not just the Police Authority and Constabulary in isolation.

SPI 1.3 Satisfaction of Victims of racist incidents

The Deputy Chief Constable confirmed that the satisfaction of victims of racist incidents had fallen throughout the last year and this needed to be considered further. It was agreed that further information would be brought back to the Committee in relation to this activity, to include follow up, perception, customer focus and professional standards.

One Member commented on the relevance of information that had been presented at a recent Professional Standards and Citizen Focus Committee in respect of incivility and Members agreed that there was a need to ensure quality of service was considered.

AGREED: A further report to be presented to a future meeting of the Committee in respect of satisfaction of victims of racist incidents.

LI 26 and LI 35 Percentage of Opinion respondents who have confidence in Lancashire Constabulary

It was agreed that a report would be presented to Professional Standards and Community Focus Committee explaining the reason for a decrease in the percentage of Opinion respondents who felt safe / had confidence in the Constabulary.

AGREED: A report to be presented to the Professional Standards and Citizen Focus Committee in relation to the decrease in confidence / feeling of safety of Opinion respondents.

Criminal Damage Reduction Target

Members considered that there was a significant variance in the number of criminal damage reductions across CDRP areas, with some only achieving a 4.4% reduction whilst others were achieving much more significant reductions. The Deputy Chief Constable reassured Members that an action plan was in place for the areas identified and further scrutiny would take place at divisional quarterly performance review meetings as required.

Young People and Restorative Justice (RJ) Interventions

The Deputy Chief Constable advised that there was a real championship approach being adopted by the two divisions who had been identified as performing exceptionally well in RJ interventions. It was intended to roll this approach out across all divisions to ensure a greater consistency across the force. It was also reported that more RJ interventions would be considered in respect of adults not just young people. It was agreed that an update on activity would be provided for the Committee in six months.

AGREED: A report on RJ activity to be presented to the Committee in six months.

Development of the Frontline Policing Measure

It was recognised that a number of Members of the Authority had been involved in the development of this measure and that had provided a good starting point to monitor activity / resources. However, the Constabulary had subsequently developed a further number of possible presentations of the data and definition for consideration. It was agreed that these would be worked through in consultation with the Authority in advance of the next meeting. The Frontline Policing Measure would help inform budgetary decisions in respect of protection of front line activity.

AGREED: That Members and Officers consider the further developments and report back to the Improvement and Scrutiny Group and Planning and Performance Committee in March 2010.

15/09 RESOLVED – that the matters discussed and actions agreed be noted.

DATE OF NEXT MEETING

16/09 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 9 March 2010.



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 9 MARCH 2010

PART I

LOCAL POLICING PLAN 2010 / 2013 – ISSUED VERSION

(Appendix 'A' refers)

Issue for Consideration

The final draft Issued version of the Local Policing Plan for 2010 – 2013.

Information

The draft Local Policing Plan has been developed and endorsed by the Authority / Constabulary Planning Working Group and complies with the current Home Office guidance.

The guidance requires police authorities to approve and 'issue' their local policing plans before 31 March each year and to 'publish' their local policing plans by 30 June. The Plan attached at Appendix 'A', will be 'issued' once agreed by the full Authority at its meeting on 24th March 2010. The issued version contains all the agreed performance indicators. In addition to the performance indicators, the 'published' version will also contain full 2009 / 2010 outturn data.

The Efficiency Plan and other financial information is still subject to ongoing development and this will be added to the issued version before submission to the Home Office on 31 March 2010.

Extensive consultation has taken place with people across Lancashire through the citizens' panel 'Opinion', Constabulary and Police Authority websites and other survey and consultation exercises. The consultation feedback has assisted in the development of the draft Local Policing Plan and the operational objective and associated areas of emphasis for 2010 / 2011, as shown below.

Operational Objective for 2010-2011:

‘To reassure the public by dealing with the anti-social behaviour and crime that is of concern while particularly protecting those who are vulnerable’
by providing high quality, citizen focused policing services which focus on the following areas of emphasis:

Counter-terrorism
Anti-social behaviour
Violent crime
Serious and organised crime
Acquisitive crime
Substance misuse
Offending and re-offending
Public safety
Service delivery

so providing a high level of **CONFIDENCE**.

In order to maintain continuity throughout the Plan, the Indicators have been ordered under the relevant areas of emphasis. Members are asked to consider these indicators which are contained in the performance section of the Local Policing Plan.

Issue and Publication

Following approval by the Authority at its meeting on 24 March 2010, a copy of the Local Policing Plan will be sent to the Home Office by 31 March 2010.

Decision Required

The Committee is asked to consider and recommend to the Authority the Local Policing Plan 2010 / 2013

Background Papers

None

Report Originator

Mr Shaun Heffernan – Lancashire Constabulary. (01772 412610)

Appendix A

DRAFT Local Policing Plan

(Issued version)

2010-2013

Version 011

Version/Date	Details	Author
001/14 August 2009	Basic skeleton Plan created	SH
002/ 1 October 2009	Following PWG approval of Collection Plan work started on populating LPP	SH
003/10 November 2009	Various additional entries completed	SH
004/8 December 2009	Draft PWG copy created	SH
005/10 December 2009	Various corrections and amendments made and circulated with December 2009 PWG Papers	SH
006 /14 December 2009	Further amendments and additions made	SH
007/6 January 2010	Further amendments and additions made following suggestions by PWG members	SH
008/22 January 2010	Draft Issued Version for January 2010 PWG	SH
009/26 January 2010	Draft Issued Version with amendments following discussion at January 2010 PWG	SH
010/17 February 2010	Further amendments made and circulated with February 2010 PWG Papers	SH
011/25 February 2010	CC Foreword updated, PA Chair Foreword added and VFM Statement added. PPR Committee Copy created	SH

Local Policing Plan 2010-2013

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Chair of Police Authority Foreword

This year's Local Policing Plan illustrates the determination of both the Authority and the Constabulary to meet all the challenges that face us. We anticipate some hard financial decisions and are working with the Constabulary to sustain the quality of service while finding significant efficiency savings.

As an Authority we have a responsibility to ensure value for money for the taxpayer. Our challenge now is to protect frontline policing, and maintain the standard of performance, with fewer resources. The Constabulary's obvious commitment to achieving this is evident throughout this Plan.

Over recent years the focus has been on the provision of an excellent service and I'm proud that we have a legacy of achievement on which to build. Lancashire Constabulary is acknowledged as a top-performing force, one that keeps people safe, cuts crime, provides a quality citizen-focused service and delivers good value for money.

This has given us strong foundations on which we, and our partners, can move forward to tackle crime and disorder and keep our communities safe in the future.

Last year the Police Authority's own work was inspected by Her Majesty's Inspectorate of Constabulary and the Audit Commission, with highly reassuring results. The report stated that the Authority performs well and acknowledged the effective, robust and innovative approaches used to hold Lancashire Constabulary to account.

It was particularly pleasing to see the excellence of our community engagement recognised. Listening to what local people tell us they want to see from the police and then making sure that is taken into account when we set the policing priorities for the year is an important, and rewarding, part of our role. The Local Policing Plan reflects those views and we set stretching targets, in consultation with our local criminal justice partners, for the Constabulary to meet. To ensure that these targets are met, we scrutinise performance carefully on a regular basis.

Over the last few years crime levels have fallen significantly, particularly in key areas such as burglary, vehicle crime, robbery and criminal damage, illustrating how well the targets we set have helped to drive down crime. The investment in Protective Services continues to reap rewards, providing greater resilience to help protect vulnerable people and tackle those who seek to profit from serious criminality. Protective Services is a crucial, yet largely unsung, element of policing. To help us scrutinise its delivery more effectively the Authority has set up a dedicated Protective Services Panel. Having undergone specialist training and additional 'vetting' checks, members of this Panel are now introducing a set of performance indicators for this area, so that previous investment and value for money can be assessed and scrutinised.

Throughout this Plan, which I support wholeheartedly, the desire to see every penny wisely invested, every minute effectively utilised and every reasonable demand for service met is clear. The aim, as always, is to ensure that the Constabulary remains one of the best police forces in England and Wales, providing a quality service to those who visit, work or live in Lancashire.

Malcolm Doherty, Chair, Lancashire Police Authority

Chief Constable's Foreword

The development of the Local Policing Plan always provides an opportunity to look at what we have achieved and, consider what needs to be done, to sustain Lancashire Constabulary's position as a top performing force.

The recent HMIC Policing Pledge Inspection has shown that Lancashire, alongside Leicestershire Police, is the joint top performing force in the country in relation to the policing pledge. This achievement has been secured through the work, right across the Constabulary, to design services with the public in mind. The Citizen Focus approach will ensure we continue to deliver the best quality of service. In fact, we have a very good track record of service delivery in this area, something all our staff can be extremely proud of. The pledge sets out the contract that the Constabulary has with service users and what they can expect from us. The Inspection results demonstrate that we are well positioned in relation to preparing for, and implementing, the provisions of the pledge.

As we look forward, it is very clear that we face significant challenges in maintaining and improving our service delivery levels, in what are unprecedented economic times. It is vitally important that, as an organisation, we continue to maximise efficiencies through the new Sustaining Excellence programme and ongoing suite of Organisational Reviews. There are undoubtedly further challenging times ahead, but the Constabulary is well positioned to meet those challenges, delivering an operating model that is fit for purpose, cost effective, and best serves the communities of Lancashire.

Of great significance to police forces in England and Wales, is the single top down numerical target relating to public confidence. Lancashire's baseline figure was 51%, but the latest British Crime Survey (BCS) data has shown this has risen to over 56%, the second highest in the country. However, we should not be complacent with our position and it's important that we remain committed to keeping our communities safe from harm, by always delivering a high quality of service to improve satisfaction, which will, in turn, improve the public's confidence in us and our partners. In addition, as traditional policing measures continue to be integral to the issue of public confidence, the Constabulary will continue to focus attention on crime reduction and detection, together with the investigation of serious crime and targeting prolific and dangerous offenders. Partnership working is also central to the Constabulary's ethos and this will remain the case as this Plan unfolds.

Our Ambition: "To consistently be the best police force in the country" demands that we continually review our service provision, in the light of existing and emerging threats to public safety. The issue of Counter Terrorism remains a significant priority for us and we have made tangible investments in this area. In addition, as anti-social behaviour becomes one of our top operational priorities we are, again, well placed to tackle the challenges this poses. I am confident that during this demanding period, the Constabulary will remain "match fit" and able to deliver a top quality policing service for the people of Lancashire, in a truly citizen focused manner that makes best use of resources, and represents value for money for our communities.

Steve Finnigan
Chief Constable

Executive Summary

(To be completed when the draft Plan is approved)

About Lancashire and its Constabulary

The county of Lancashire covers an area of 2,903 square kilometres with 201 kilometres of coastline and 412 kilometres of motorway. There is a mixture of rural and urban economies, including four major conurbations: Blackburn with Darwen, Blackpool, Burnley and Preston. There are two university cities, Lancaster and Preston; with the latter being the seventh largest in the UK. There are 14 local authorities, two of which are unitary authorities (Blackpool and Blackburn with Darwen) with the remainder being districts of Lancashire County Council. The county has a significant transportation network, with five major motorway links, busy seaports at Heysham and Fleetwood, the main West Coast railway line and increasing air traffic using Blackpool Airport.

Lancashire's resident population is approximately 1.5 million, with an estimated 40,000 people travelling into Lancashire each day to work and around 1 million visitors per year. The county has a culturally rich population with 6.6% from a minority ethnic background. Asian heritages predominate which concentrate in the east of the county.

In general the economy of the county is reasonably strong however it's reliance on the manufacturing sector has meant that the local economy has been negatively affected by the worldwide economic downturn.

Lancashire Constabulary is a member of the Safer Lancashire Partnership and is committed to working in partnership with Lancashire County Council, the two unitary authorities (Blackburn with Darwen and Blackpool) and the 14 Crime and Disorder Reduction Partnerships (CDRP's) to contribute towards the Local Area Agreements (LAA) and the Comprehensive Area Assessment (CAA).

The constabulary values the diversity of Lancashire and works hard to ensure that high quality services are delivered to everyone. Dealing with 2,150 incidents per day, the Constabulary employs around 3,650 police officers and 2,500 police staff, including 420 Police Community Support Officers (PCSOs) and many others in front line roles such as Crime Scene Investigators, Public Enquiry Assistants and Custody Detention Officers. Invaluable support to regular staff is provided by 400 Special Constables and 500 Community Volunteers, all of whom play a crucial part in making Lancashire a safer place.'

Policing is a complex business. The safety, security and quality of life of the communities we serve are heavily dependant on our ability to simultaneously meet the challenges presented by serious and organised crime, persistent offenders and alcohol-related disorder, whilst working with people at neighbourhood level to tackle anti-social behaviour and local problems that undermine community confidence and feelings of safety. To support our work in

this area the constabulary is actively involved in 14 Crime and Disorder Partnerships (CDRP's) and three Local Area Agreements (LAA's).

While the constabulary has an excellent track record of delivering results and pioneering new ways of working in all of these areas there is no doubt that the world has undergone radical changes over the last 12 months. While it is important to understand the emerging threats posed by a constrained financial outlook it is equally important to acknowledge the opportunities presented by reform of the service. The economic situation does provide an opportunity to challenge and innovate around existing structures and services, and to develop a service for the future which meets the policing needs of the public of Lancashire. We will do this by continuing to pursue the *Ambition* that is shared by the Authority and the Constabulary, keeping a clear focus on our strategic priorities and valuing the positive qualities that our people consistently display.

Our Commitment to Delivery of the Policing Pledge

In December 2008, Lancashire Constabulary signed up to delivery of the national **Policing Pledge**. The Pledge sets out minimum service standards that the public of Lancashire can expect from their police force. The Pledge also provides a way in which local communities can hold the constabulary to account for the quality of service.

Our commitment to delivery of the **Policing Pledge** demonstrates our support for law-abiding citizens and our intent to pursue criminals relentlessly to keep neighbourhoods safe from crime and anti-social behaviour. We feel, by entering into this contract with our communities, that we are making it very clear what they can reasonably expect from their constabulary. While it's not about absolute guarantees, it is about what we can actually deliver to our customers. By providing this commitment we believe that it will help people to feel confident that they can access their police service and also influence the priorities that we set for their part of the county. To help achieve this we make the following commitment to all who live in or visit Lancashire:

We will:

1. **Always treat you fairly with dignity and respect** ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. **Provide you with information** so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. **Ensure your Neighbourhood Policing Team and other police patrols are visible** and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. **Respond to every message** directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. **Aim to answer 999 calls within 10 seconds**, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.

6. **Answer all non-emergency calls promptly.** If attendance is needed, send a patrol giving you an estimated time of arrival and:
 - If you are vulnerable or upset aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.
 - Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.

7. **Arrange regular public meetings** to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.

8. **Provide monthly updates on progress** on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those people brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how we are performing.

9. **If you have been a victim of crime,** agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.

10. **Acknowledge any dissatisfaction with the service** you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.

How we developed the Local Policing Plan

The Local Policing Plan is jointly owned by the Police Authority and the Constabulary.

It consists of:

- our long term strategy for the next three years
- a detailed Plan for 2010-2011
- performance indicators and targets for 2010 - 2011 (along with results for previous years)
- financial information

The Police Authority will monitor how well the Constabulary delivers against the Plan through the Planning and Performance Review Committee and the Improvement and Scrutiny Group.

The first step in developing the Plan was to identify our priorities and objectives.

Setting our priorities and objectives

In establishing our priorities we considered:

- policing issues that cause concern to the public of Lancashire
- policing issues that are of concern to the Police Authority and the Constabulary
(identified by our strategic assessment)
- national policing issues and legislation
- resources available
- economic factors
- environmental factors

We consider consultation with the people of Lancashire to be a crucial part of setting our priorities and objectives. Twice a year via our OPINION survey we consult our Citizens Panel for their views on their local crime and anti-social behaviour issues and where they feel we should focus our policing services.

The findings from these consultations are combined with the expert opinions of senior police officers and police authority members at regular meetings in order to develop this Plan prior to submission to the Home Office.

We also seek the views of readers of this Plan therefore a questionnaire is attached at the end of the document.

We also publish crime statistics (please see the Safer Lancashire website for details at www.saferlancashire.co.uk) so residents may be better informed about where they live. While also doing our utmost to increase visibility of

officers and staff we will also utilise the latest technology such as mobile data terminals in order to reduce bureaucracy and make better use of technology.

We work closely with our partners in Local Strategic Partnerships (LSPs) and CDRPs within Lancashire. An important part of the deciding of which objectives to include in the Local Policing Plan is the consideration of the priorities of the 14 CDRPs

Partnership working helps us to obtain a better appreciation of wider community safety needs. The Police Authority and Constabulary are represented on LSPs and CDRPs, sharing information and resources in order to ensure that local needs are better addressed. Community concerns are taken forward by Police Authority members on those bodies. This helps to ensure our priorities and performance targets are in line with those of our partners and that together we are able to contribute towards delivery of LAAs and CDRP priorities, therefore making Lancashire a safer place to live, work and travel within.

Throughout the year the constabulary uses the National Intelligence Model (NIM) to gather operational intelligence which feeds into the Planning process through a twice yearly Strategic Assessment. This ensures the most effective use of resources and the delivery of a quality, professional policing service.

Our Ambition is:

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

to achieve our Ambition we must:

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

while continuing to focus on our strategic priorities which are:

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

and concentrating on :

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

so developing Trust and Co-operation and therefore:

- **Improving Confidence and Customer Satisfaction.**

Our Ambition

Lancashire is one of the top performing police forces in the country and our aim is to keep it that way therefore our ambition remains:

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

We are proud of what we have achieved so far because excellent performance means that fewer people in Lancashire are becoming victims of crime. Neighbourhoods are safer and across the county residents and businesses can have confidence that their police force is providing effective services and value for money.

Last year, for the first time, we set out our strategic priorities and operational objective in a three year Policing Plan. The Plan also highlighted areas of emphasis that we would concentrate on in order to deliver the best possible service to the public of Lancashire. For 2010 - 2013 we have adopted a similar process and following an extensive review we have decided to retain the strategic priorities of Neighbourhood Policing, Quality, Diversity and Protecting People. The supporting 'areas of emphasis' have also been reviewed with some amendments to reflect changes in our operating environment.

These and other priorities contained in this Plan are in addition to the commitment we have made in our Policing Pledge. Together, they align with Plans produced by local and unitary authorities and other local bodies. In particular, the Plan aims to complement the CAA.

The Plan also describes in greater detail our policing objective for the financial year 2010 - 2011, the key actions we will be taking to move the Constabulary forward and full details of how our performance will be measured.

Achieving our Ambition

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

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

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

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

The four Citizen Focus Hallmarks are:

Understanding People

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

Understanding Services

- staff understanding the force vision and values and their contribution to achieving them
- understanding the quality of the service expected and delivered from the public perspective
- staff understanding what services are provided by the organisation and the standards expected of them in developing and delivering them
- leaders and staff understanding how their area of work impacts upon the overall experience that individuals have with the organisation

- clarifying responsibility and accountability with partners to align services and make them as effective as possible
- the public understanding what services the police deliver, how to access them and what standard of service they can expect

Designing Services

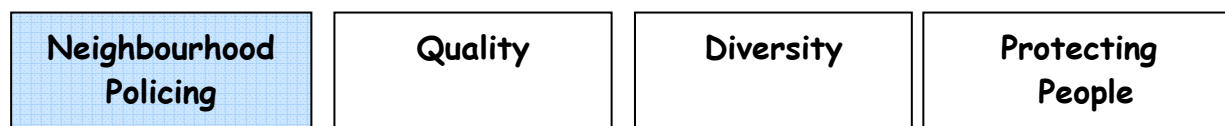
- considering the actual or potential impact of services on people as part of the service design and review process
- providing opportunities for staff, the public and partners to be involved in decision-making processes at appropriate levels
- giving staff, the public and partners access to relevant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

Delivering Services

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

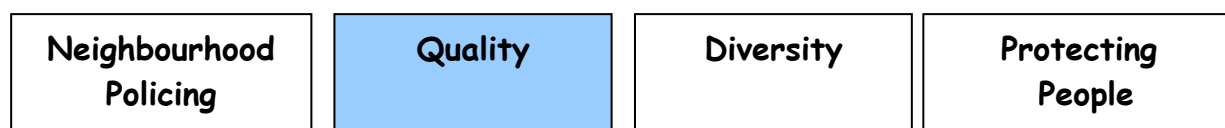
Our Strategic Priorities

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



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

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



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

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

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

Neighbourhood Policing	Quality	Diversity	Protecting People
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We aim to respond to the different needs of communities and to treat everyone with respect and dignity. We will achieve this by:

- ✓ improving our quality of service for all by developing our Single Equality Scheme which brings together the issues of Disability, Gender and Race whilst encouraging high standards across all areas of diversity
- ✓ recognising that everyone is unique and that by treating people, including our own staff, with respect and dignity, we will build trust and confidence
- ✓ continuing to increase the proportion of our staff from under-represented groups by actively recruiting from all communities to ensure that we have the best skills available to us
- ✓ encouraging an open and inclusive culture and celebrating the diversity of our workforce
- ✓ utilising the Police and Communities Together (PACT) process to map communities so their policing needs are clearly understood
- ✓ delivering policing services that are fair and equitable to all.

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

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

Concentrating on the 'enablers' that will improve our Performance

Supporting our strategic priorities are a range of 'enablers' that we know from our experience of using the EFQM Excellence Model¹ to be the 'nuts and bolts' of improved performance. By ensuring proper attention to all of these 'enablers' we can be confident that the actions we take towards our strategic priorities will be rewarded with improved **performance** that delivers safe, secure and confident communities.

Sustaining excellence involves constantly reviewing:

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



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

We will achieve this by:

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

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



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

We will achieve this by:

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



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

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

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

The Lancashire Partnership and Local Strategic Partnerships (LSPs)

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

Crime and Disorder Reduction Partnerships (CDRPs)

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

Local Area Agreements (LAAs)

Three Local Area agreements are in operation within the county, covering the period June 2008 to March 2011. Two of the agreements cover the unitary authority areas of Blackburn with Darwen and Blackpool, whilst the third takes in the remaining 12 district council areas within the Lancashire County Council boundary.

The agreements between central government and local government, together with key partners including the Constabulary and the Police Authority, seek to enhance service provision to Lancashire's communities through a more effective and cohesive themed approach. The community safety themes, including tackling crime, alcohol and drug misuse, anti-social behaviour and combating violent extremism, are consistent with the areas of concern expressed by members of the public that are therefore reflected in the policing objective described later in this Plan. This consistency between the Lancashire LAAs and the Policing Plan provides a basis for the Constabulary to work closely with other public agencies towards common goals and clearly defined community benefits.

Public Service Agreements (PSAs)

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

- PSA 23 '*make communities safer*' is consistent with government strategy to build on successes around crime reduction and tackle the most serious crime categories experienced by communities.
- PSA 25, '*reduce the harm caused by alcohol and drugs*' incorporates the negative impact substance misuse has on crime and disorder, as well as reflecting wider health and social consequences.

- PSA 24 'deliver a more effective, transparent and responsive Criminal Justice System for victims and the public' aims to provide a Criminal Justice System that puts victims at its heart and in which the public are confident and engaged.

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

Local Criminal Justice Board

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



Processes are the means by which we deliver our services. It is therefore vital that we keep those processes under regular review to ensure that they are citizen-focused and place the needs of service users above internal administrative requirements. Our *Sustaining Excellence* programme delivers this objective through various key projects.

Operation QUEST is a major programme of work, backed by the Home Office, aimed at building capability to deliver ongoing and sustainable operational process improvements with lasting effect to remove process waste. Our Organisational Support Review (OSR) programme is using QUEST methodology on a rolling programme of reviews to assess all the functions of the constabulary. This programme will ensure we are using our resources as effectively as possible while maintaining our position as a truly citizen focused organisation.



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

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

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

We will achieve effective communication by:

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

Performance

The Constabulary and Police Authority continue to operate a robust **performance** management regime to ensure that tangible results are achieved on behalf of the public.

While Government will monitor overall performance of police forces via the One Top Down Numerical Target there will still be an assessment of performance through a range of other indicators.

The Constabulary and Police Authority anticipate that Her Majesty's Inspectorate of Constabulary will take full account of these indicators, as well as considering a wide range of qualitative issues, in making future assessments of our performance.

Each year the Police Authority works with the Constabulary to decide the operational objective for the following 12 months and 'areas of emphasis' which are based on consultation with the public and also take account of the national strategic policing priorities.² Once these have been decided, a joint working group examines how well the agreed areas of emphasis are served by national Indicators to monitor issues which are of particular concern to the public of Lancashire. Where it is appropriate and useful to do so, local performance targets are agreed to maintain good performance or drive improvement.

² Please see page XX for a list of the National Strategic Policing Priorities for 2010 - 2011

Taken together, the indicators and targets provide the main framework for assessing the performance of the Constabulary. Details of all the performance indicators and targets that will apply during the financial year 2010 - 2011 can be found on page 41 of this Plan.

The Police Authority actively monitors the performance of the Constabulary on an ongoing basis on behalf of the public, holding the Chief Constable to account for the results that are achieved. This process is supported by:

- an annual scrutiny Plan, based on this Policing Plan which sets out the activity that the Police Authority will scrutinise and an associated performance bulletin based on the scrutiny report produced by the Constabulary
- Police Authority involvement in the quarterly performance review process.

This performance management process is replicated internally, with chief officers regularly monitoring the performance of divisions and departments and holding senior managers to account for service delivery, through quarterly performance review meetings and an individual Performance Development and Review (PDR) process.

This system cascades through the organisation so that every member of the Constabulary is accountable for his or her performance through our PDR process.

Alongside the national, local and internal performance management arrangements, the Constabulary is increasingly accountable for playing its part in delivering shared targets with partners. The Public Service Agreements and Local Area Agreements in operation across Lancashire have their own performance management arrangements and contain a number of performance indicators and targets which are to varying degrees dependant on police activity. This gives rise to additional external scrutiny to ensure that performance against these indicators and targets is being measured according to agreed standards.

Whilst monitoring and making assessments of performance are vital elements of the performance management process, little would be gained if this information was not used to continually Plan and re-focus our efforts and resources to achieve performance improvements. The Constabulary will continue to develop its use of performance information at all levels of the organisation to help determine both operational and organisational priorities through use of the National Intelligence Model.

Throughout 2010 - 2011 the Constabulary and Police Authority will maintain their drive for **continuous improvement**, having regard to a combination of effectiveness, efficiency and economy. This balancing of cost and quality will primarily be achieved through our *Sustaining Excellence* programme which

focuses on our four strategic priorities by reviewing the 'enablers'³ that help us to achieve improved performance. The programme brings together a number of key reviews aimed at improving the services we provide to the public and pursuing our aim to become a truly citizen-focused organisation.

The Police Authority actively participate in the Project Boards, Steering Groups and Committees that oversee these projects and activities as part of their ongoing duty to ensure continuous improvement in the delivery of policing services. Some examples of these improvement activities are:

Quest

The Constabulary's use of Quest represents a great step forward in supporting officers and staff to focus on the job in hand. The objectives are:

- to undertake operational process improvement work with lasting effect to remove process inefficiencies
- to deliver sustained benefits in the form of officer time savings, increased performance and improved customer satisfaction
- to build Constabulary-wide awareness of, and commitment to, the mindsets and underpinning personal and organisational capabilities that are required to support operational process improvement.

In 2010 - 2011 we will continue to use the Quest methodology to concentrate on key areas of work to deliver quality and financial improvements to the constabulary.

Our Quest 3 Project focuses on defendant management and following a successful pilot in Eastern Division will now be introduced throughout the force. The following benefits will be delivered:

- Allowing officers discretion with increased use of alternatives to arrest.
- An appointment system for CPS significantly reducing officer waiting time or pre-charge advice
- The introduction of more effective management for investigations
- Matching staff and demand in Custody Investigation Teams.

Organisational Review

The Constabulary has embarked upon a number of Organisational reviews under the Sustaining Excellence Programme. The reviews (in early 2010) will focus on a number of areas of the Constabulary's business and seek to identify savings of up to £8.5million which will prepare the Constabulary for the reductions in the Police Budget that are anticipated from the next Comprehensive Spending Review. While Quest and the Organisational Support Reviews have been running successfully for more than 12 months however the programme of reviews will build upon the previous success of the Quest and OSR methodology to ensure that opportunities for improving quality, efficiency and cost effectiveness are maximised.

³ Please see Pages 18 and 19 for further information on the Four Strategic Priorities

Blueprint

The Constabulary has a well established process (the Blueprint) to identify where emerging gaps are occurring within its service provision. The Blueprint process requires that the options for closing those gaps are then explored. These options can include: creating internal efficiencies, process re-engineering to free officers time for re-direction to the gap, redirection of existing resources, increasing our strategic partnerships, greater collaboration and exploring income generation to support frontline service delivery.

Once these options have been explored and where it is considered that any shortfall in resourcing remains, then the Constabulary and the Police Authority discuss if the provision of new and additional resources will be required or whether the risk associated with this emerging gap should be managed.

The Blueprint is therefore a tried and tested process which ensures that the Constabulary and Police Authority can make resourcing decisions based upon a full appreciation of the current risk to the communities and vulnerable people of Lancashire.

Operational Objective for 2010 - 2011

The following operational objective and areas for emphasis have been agreed between the Chief Constable and the Police Authority after consulting the public of Lancashire. Account has also been taken of the national policing priorities, the recent performance of the constabulary and a detailed assessment of current crime and disorder issues.⁴

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

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

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

so providing a high level of :

Confidence

⁴ The Areas of emphasis detailed above were derived after considering a wide range of sources including CDRP Priorities, National Community Safety Plan, Strategic Police Priorities, OPINION results, PAC (Police Authority Community) meetings, PACT meetings, LAAs, National Quality of Service Commitment, GONW: LAA Proposals, Force Control Strategy, Ambition Lancashire and the Policing and Crime Bill 2009.

Our Operational Objective for 2010 – 2011 is:

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

Overview of the Areas of Emphasis

The operational objective reflects the shared view of the Constabulary and Police Authority that policing should deal with the anti-social behaviour and crime issues that are of particular concern to the public. This involves rather more than just the identification and prosecution of offenders but demands that we look carefully at all aspects of the service that we deliver. The various 'areas of emphasis' set out below have been chosen because our public consultation processes tell us that they affect community and individual perceptions of safety while also addressing national policing priorities. Concentrating our efforts on these areas will therefore improve feelings of public confidence.

Counter-terrorism

As a result of additional investment in this area of policing the Constabulary is better trained and better equipped than ever before to combat the threat of international and domestic terrorism.

During 2010 – 2011 we will focus on the four strands of the Government's CONTEST⁵ strategy: *Prevent, Pursue, Protect and Prepare.*

Prevent: To stop people becoming or supporting terrorists or violent extremists we shall:

- undermine Extremist ideology
Together with partners we have secured the services of a Youth theatre company who will carry out performances of a play which addresses the ideology which promotes suicide bombing: Not In My Name. Over 60 performances will take place in 2010.
- support vulnerable institutions and disrupt those who promote violent extremism
A new training package is to be released in 2010 which will be delivered in the vulnerable institutions in order to address some of the illegal issues of the Internet in respect of terrorism

⁵ The Government has devised a long-term strategy to counter international terrorism in the UK under the title of CONTEST. The strategic goal of CONTEST is to reduce the risk from international terrorism by reducing both the threat and our vulnerability so that people can go about their business freely and with confidence.

- support individuals who are vulnerable to recruitment by violent extremists
Specific multi-agency case conference panels have now been established to support vulnerable individuals with a view to divert them from any criminal activity.
- increase the resilience of communities
A comprehensive training package has now been developed with the Education leads across the County for delivery by teachers in secondary schools in 2010.
- effectively address grievances
Guardian Groups have been established to work through any local grievances.

We will support these activities by:

- developing Prevent related intelligence, analysis and research
- improving strategic communications

Pursue: To actively identify, disrupt and arrest those people who may present a danger to the communities of Lancashire, the UK or any other Country, through their involvement in terrorist or violent extremist activities.

In order to bring offenders to justice we will:

- work with the North West Counter Terrorism Unit and the Security Service to investigate offences and prioritise work
- disrupt and frustrate terrorist activity at every level using all legal options.
- use an intelligence led approach to gather information from all possible sources enabling agencies and communities to better understand current and future threats and thus inform activity
- communicate and co-operate with communities, statutory and voluntary sectors and anyone who can help to reduce terrorism and its impact

Protect: To ensure that the communities, towns and cities of Lancashire and their interests, are as safe as possible from any form of attack we will:

- strengthen our border security to reduce the risks associated with terrorist movement and improve intelligence
- protect key utilities and critical infrastructures/premises/sites ensuring they are subject of Counter Terrorist Security Advice (CTSA) to reduce their vulnerability
- reduce the potential risks to our transport networks through improved security and technology
- safeguard the public going about their daily lives in crowded places

Prepare: To ensure that key agencies, partners and the community of Lancashire can respond promptly and efficiently in the event of an attack or terrorist related incident we shall:

- identify known and emerging threats to the communities of Lancashire from terrorism and assess the impact both at home and abroad
- create Plans with partners and communities to respond to those attacks and any terrorist related incidents
- build on the work of the Lancashire Resilience Forum
- continually evaluate and test those Plans and incorporate learning from exercises and real-life events
- ensure contingency Plans and key messages reflect the need to address community cohesion issues

In order to fully address the threat from terrorism we will not restrict our efforts to the dedicated support of the Counter Terrorism Branch but will also provide a response from all staff operating in our neighbourhoods in order to disrupt and monitor the activities of groups and individuals that threaten the quality of life of the law abiding public of Lancashire.

Anti-social behaviour

Anti-social behaviour is a term that is used to describe a very wide range of incidents that directly impact on people's quality of life and feelings of safety. While these behaviours do not always amount to criminal acts, they often have a profound impact. The type of incident varies from location to location and can include such issues as general rowdiness, under-age drinking, noisy or problem neighbours, irresponsible use of vehicles and fly tipping.

The Constabulary will provide greater emphasis to this area of policing in 2010 - 2011 with a focus on further improving the quality of life for our communities. Our geographically-based model of policing and commitment to Neighbourhood Policing means that all members of the 'Policing Family' are empowered, supported and encouraged to deal with anti-social behaviour problems at a local level. Through Police and Communities Together (PACT) meetings and various neighbourhood multi-agency tasking and co-ordinating processes, our neighbourhood policing teams are in regular contact with local people to ensure that local issues of anti-social behaviour are identified, understood and prioritised for action. Critical in this is our work with other public authorities and partner agencies such as registered social landlords.

In addition our 'Problem-Oriented Partnerships' (POP) approach is well established and will continue to tackle the root causes of community problems again in conjunction with other public agencies, voluntary groups and local people. A new POP Manager post has been established jointly funded by Lancashire County Council and Lancashire Police and this post will engender better joined up problem solving across Lancashire.

We are very aware that alcohol-related anti-social behaviour is a specific concern for many people and can affect residential areas and town centres alike. To this end during 2010 - 2011 we will continue to implement our Alcohol Harm

Reduction Strategy⁶ in line with the Government's 'Safe, Sensible and Social' approach. In relation to youth issues we will similarly build on our recently launched Youth Strategy to provide diversionary activities for youths and celebrate the good our young people can bring to our communities

In particular we will:

- develop a new Partnership based 'Anti-Social Behaviour Strategy'
- enhance our support to victims and witnesses of Anti-Social Behaviour
- encourage further partnership based 'Neighbourhood Management' Schemes
- conduct more alcohol related test purchase operations with Trading Standards Departments
- work closely with the Lancashire County Council Safer Travel Unit to reduce anti-social behaviour on bus networks
- collaborate with the Crown Prosecution Service and others to refine our use of Anti-Social Behaviour Orders now looking specifically at how we deal with suspected breaches of those orders.
- increase our early interventions through our Youth Referral Scheme,
- further develop our use of restorative justice and make best use of new legislation such as measures within the Violent Crime Reduction Act and the forthcoming Crime and Security Bill.

Violent crime

The term 'violent crime' refers to a wide spectrum of offences which range from minor public order incidents where no injury is inflicted, through to the most serious of crimes, including homicides. Over the period 2010 - 2011 we will focus on the protection of the most vulnerable members of society while also dealing with the offences that the public tell us they are most concerned about. For these reasons, emphasis will be placed on domestic and alcohol-related violence.

The Constabulary's drive to continually improve its performance in relation to domestic violence is having effect. Over the past 12 months the level of reporting has increased by 4% and the conviction rate has improved from 79% in 2008 to 83% in 2009.

The county now has nine specialist Domestic Violence Court Areas each of which is supported by Multi-Agency Risk Assessment Conferences (MARACs). These conferences deal with the victims who are perceived to be at the highest level of risk and enable statutory and voluntary agencies to agree the necessary actions to protect the victim from further harm and target the offender where it is appropriate to do so.

During 2010 - 2011 our actions to combat domestic violence will include:

⁶ The Alcohol Harm Reduction Strategy has the objective of reducing the impact of alcohol upon the communities of Lancashire by ensuring we target our resources at the issues generated by excessive alcohol consumption. The Strategy focuses on 5 areas: Enforcement, Education, Partnership Activity, Industry Accountability & Media and Communications.

- against a background of increasing child and vulnerable adult abuse referrals we will continue to work with other agencies, such as Health and Education, to improve our reporting and risk assessing processes for victims of domestic violence
- improving the way we collect and record risk assessment data including the implementation of the DASH model, which includes questions on Honour Based Violence (HBV), Stalking and Harassment as well as additional questions to identify children at risk , this will allow us to achieve greater compatibility with partner agencies.
- undertaking reviews of domestic homicide cases to identify the lessons that can be learned to improve policies and practice
- a force-wide training Plan for the new risk assessment process is being rolled out ahead of the database going live in February 2010. This will complement the 12 month training Plan for Protecting Vulnerable People intended for all front line staff
- utilise where appropriate the Specialist Operations Unit who will employ covert tactics to prevent, detect and disrupt violent crime

In addition to the above actions, we will be working with multi-agency partners to continue the development of a Strategic Group to improve service provision across Lancashire. Priorities for the Group will include raising awareness and examining ways of addressing the issues, providing training, collecting data to establish the scale of domestic violence in Lancashire, encouraging reporting, bringing offenders to justice and protecting and supporting victims and witnesses.

We will continue to address alcohol related violence issues by delivering the Alcohol Harm Reduction Strategy and through the ongoing Nightsafe initiative. These key priorities will enable a consistent and purposeful approach to be applied throughout Lancashire. There are five strands to the strategy which are Enforcement, Education, Partnership, Industry accountability and Media. An evaluation of the strategy was carried out in March 2009 which concluded that for the most part the strategy was appropriate and adhered to. Some areas for improvement were identified both in terms of the strategy content itself and its application. The strategy has been revised and delivery is co-ordinated by the quarterly Alcohol Harm Reduction meetings.⁷

Serious and organised crime

During 2010 - 2011 we will continue to investigate the most serious organised crime groups in Lancashire and prevent the harm caused to individuals and communities. Our Serious and Organised Crime Unit (SOCU) will continue to provide specialist support to our territorial divisions targeting the individuals

⁷ Meetings are chaired by the Chief Inspector Operation Support Service with the objectives of sharing best practice, updating new legislation and developing partnership working. The meetings are attended by Divisional Harm Reduction Champions (Chief Inspectors)

and groups whose activities pose the greatest threat. Special attention will be given to those who gain most from the illegal trafficking of drugs and the use of violence.

The SOCU will use the most sophisticated covert policing tactics available to break down organised crime groups and secure convictions of their members, whilst innovative disruption tactics will be increasingly deployed to create a hostile environment for this type of criminal.

During 2010 - 2011 we will:

- provide support in the form of professional governance to serious and organised crime investigations across Lancashire.
- support Neighbourhood Policing teams who are well placed to determine how and where organised crime is affecting local people.
- develop a consistent model which will enable NHP teams to assess the impact Organised Crime Group targeting is having on public confidence.
- maintain our leading position in the use of powers under the Proceeds of Crime Act, to prevent criminals profiting from their activities.
- ensure investigations keep pace with the ever changing use of digital technology.
- provide a centre of expertise and point of reference for all drug related issues.
- utilise the Stolen Vehicle Team to target and disrupt Organised Crime Groups causing greatest harm to communities within Lancashire.

Acquisitive crime

In order to make Lancashire a safer place and build public confidence, it is essential that the Constabulary and its partners continue to drive down the overall number of crimes committed. Our consultation processes show that acquisitive crimes, including burglaries, thefts of and from vehicles and robberies, continue to be of concern to the public and we are determined to ensure that the chance of becoming a victim of acquisitive crime in Lancashire is reduced to the absolute minimum.

Over recent years, we have achieved a great deal of success in reducing the number of burglaries in the county to unprecedented levels. Nevertheless, the Constabulary and Police Authority are well aware that when these offences occur they often have a devastating effect on victims. This area of acquisitive crime will therefore remain a high priority on our crime reduction agenda.

Similar success has also been achieved in relation to vehicle crimes, where local initiatives, including many to improve the security of car parking, have contributed to ongoing reductions.

The number of robberies in Lancashire is relatively low and the Constabulary aims to ensure that this continues. The vast majority of these offences are

'street crimes' committed against individuals rather than businesses and our territorial divisions will actively monitor when and where they occur so that appropriate steps can be taken to detect offenders and prevent trends from developing.

The current economic climate and relatively high unemployment presents a risk of more people committing acquisitive offences and the Constabulary is determined to maintain the downward pressure on this type of crime. During 2010 - 2011 we will continue to use a full range of approaches to ensure that we deal effectively with all types of acquisitive crime, including:

- using the National Intelligence Model to identify emerging crime trends and hotspots
- employing our problem-oriented partnerships approach to develop lasting solutions to local crime problems and to design out crime
- developing our use of Automatic Number Plate Recognition (ANPR) technology to deny criminals the use of Lancashire's roads
- making full and effective use of projects and initiatives described elsewhere in this Plan, including Integrated Offender Management, Prolific and Priority Offender schemes and The Tower Programme.
- utilising where appropriate the Specialist Operations Unit who will employ covert tactics to prevent, detect and disrupt acquisitive crime

Substance misuse

Substance misuse continues to be an issue of concern in Lancashire's communities and the Constabulary recognises that many crimes are fuelled by the abuse of alcohol or drugs.

Alcohol misuse

The Constabulary's commitment to combat problems associated with excessive alcohol consumption will continue to be guided by our established Alcohol Harm Reduction Strategy. During 2010 - 2010/1 we will:

- work with multi-agency teams to target licensed premises who flout the law
- apply a consistent approach throughout the county
- continue our 'Nightsafe' operation to deal with alcohol-related crime and disorder.
- continually reinforce key messages in media releases
- target the groups who are responsible for the highest incidence of alcohol-related crime and disorder
- support the delivery of education packages in schools and within the drinks industry.
- conduct enforcement Roads policing activity during Operation Pathway and routine patrols to identify offenders who drive whilst impaired through drink or drugs
- with our partners conduct educational activities to promote the impact of drink and drug misuse on our roads

The emerging issue of driving whilst impaired through drugs has been addressed over the last 12 months by training the majority of Roads Policing officers to conduct field impairment tests on motorists suspected of being impaired through drugs. In the absence of any type approved drug detection device, these tests provide officers with the evidence required to carry out arrests for impairment offences

Drugs misuse

For several years, the Constabulary has employed parallel approaches to tackle drugs problems by 'reducing supply' and 'reducing demand.' Working with partners, both within and outside the field of law enforcement, the force's intelligence-led approach promotes better understanding of drugs markets, supply chains and organised crime groups. This in turn informs a range of harm reduction activities including the targeting of suppliers, improving the environment and providing treatment or rehabilitation opportunities for those who commit crime to fund a drug habit.

During 2010-2011 we will:

- continue to support the highly acclaimed *Tower Programme*, which was pioneered by Lancashire Constabulary and is now administered through the Lancashire Drugs and Alcohol Action Team (DAAT).⁸
- through Operation Nimrod, close and disrupt drug markets, target dealers, safeguard children and vulnerable people who are at risk from the harm caused by illegal drugs
- signpost offenders and, where appropriate, their families and dependants into treatment through a Drugs Intervention Programme
- work with partners to prevent drugs markets being re-established in target areas
- deploy Police Community Support Officers (PCSOs) to support Operation Nimrod by making direct links with DAATs, working in communities to disrupt attempts to re-open drugs markets, reassuring communities and engaging with local addicts to fast track them into treatment.
- securing crack house closure and eviction orders in respect of problem premises.

In addition, we aim to broaden the focus of our efforts to combat the negative effects of substance misuse by developing a multi-agency approach to fund a strategy to engage with families affected by people that we prosecute or engage with during the course of Operation Nimrod.

⁸ The Tower Programme aims to reduce demand for illicit drugs by breaking the cycle of offending, drug taking and prison through a wide range of interventions and support delivered by partner agencies, reinforced by rigorous enforcement action aimed at those who refuse to take advantage of the opportunities offered to them.

Offending and re-offending

A large proportion of crime is committed by a small proportion of persistent offenders. This category of offender needs to be properly managed at all times to minimise the risk to the public. While prison sentences often follow for the most serious offenders, without proper management, monitoring and support they are likely to offend again. The Constabulary is committed to reducing adult and youth re-offending. Our established approach involves working in partnership with other agencies to tackle the root causes of offending. For those who do offend, we assist in finding ways to address the underlying issues which lead them to commit crime, and apply a proportionate, graduated response to prosecution.

The issue of Prolific and Priority Offenders is a Government priority and features in CDRP crime reduction strategies throughout the county. Furthermore targets have been set to reduce the number of offences committed by this cohort of offenders. The Constabulary supports a holistic approach to dealing with offenders who fall into these categories and has introduced and now leads nationally on Integrated Offender Management (IOM). The IOM pilot aims to improve crime reduction and detection by complementing existing schemes and interventions through the active participation of neighbourhood policing teams and community safety partners within the police stations. Intelligence-led case reviews identify appropriate and timely interventions by the police or partner agencies. The pilot site (Pennine division) has been rolled we now have an IOM unit in each area of Lancashire.

During 2010 - 2011 we will:

- play a leading role within Lancashire's criminal justice agencies by establishing the Lancashire Criminal Justice Board (LCJB) local delivery groups
- further develop the use of restorative justice
- use conditional cautions to deal with offences in ways that are consistent with the needs of victims
- apply a graduated response to youth offending, underpinned by a desire to avoid 'criminalising' young people unnecessarily. Officers will continue to have a range of options to deal with lower levels of offending behaviour, such as our Youth Referral Scheme which shows us that 85% of young people who have had a letter sent to their home do not come to police notice on a second occasion.

Our approach is designed to minimise the number of young people who commit a disproportionate amount of crime and therefore reduce the numbers that require intensive support to help prevent them from re-offending. For those who continue to offend we will ensure they are targeted and brought to justice

speedily and full use is made of the new 'Scaled Approach' to the sentencing of youths in the courts.

To achieve this we will:

- have consistent and effective processes in place across the county to enable us to deal quickly and effectively with children and young people who offend
- ensure policing responses are appropriate and graduated towards those young offenders who are at greatest risk of engaging in further crime and anti-social behaviour
- work with partners to prevent and deter young people in the criminal justice system from becoming persistent and prolific offenders
- target young people who, despite our efforts, become persistent and prolific offenders, using a combination of intelligence-led policing, multi-agency partnerships and neighbourhood action to ensure that they are brought to justice and their sentence is best crafted to reduce the likelihood of re-offending.

Public Safety

The Constabulary continually monitors crime and social trends to ensure that it is well placed to protect the public from known and emerging threats. Through this process we are aware of public concerns regarding the risks presented by registered sex offenders and known violent offenders

Sex Offenders and Violent Offenders

These risks are managed within our Public Protection Units (PPUs), where Constabulary personnel work alongside partners in the Multi-Agency Public Protection Arrangements (MAPPA). During 2010 - 2011 we will:

- develop partnership arrangements by including non-statutory organisations and working closer with Mental Health to identify vulnerable people and those that pose a risk at an earlier stage
- promote multi-agency risk assessment conferences to enable the sharing of domestic violence information and improve the co-ordination of victim protection and support
- engage more effectively with harder to reach communities through a more cohesive partnership approach
- improve information sharing with partner agencies and increase our understanding of high risk areas by enhancing our intelligence capability to identify potential offenders at an earlier stage
- continue to rollout the database of primary victim risk assessments with a particular focus on protecting those at risk from child sexual exploitation

Road safety

Our research also shows that communities remain concerned about road casualties and the constabulary will continue to play an active role in making

Lancashire's roads safer. To achieve this we will deliver our Roads Policing Strategy by focusing upon:

- Reducing road **casualties**
- Denying **criminals** the use of our roads and
- Increasing **confidence**

- **Reducing Casualties**

We will seek to reduce casualties by using a problem solving approach with our partners through engagement, education, enforcement, engineering and evaluation in relation to:

- Vulnerable road users
- The main causes of collision
- 'Hotspot' locations
- Collision Investigation

- **Denying Criminals use of the roads**

We will use an **intelligence-led** approach together with effective tasking to target those involved in criminal activity; this will include serious and organised crime; terrorism; the anti-social use of vehicles; and the pursuit of those irresponsible road users who jeopardise the safety of others.

We recognise that **Automated Number Plate Recognition (ANPR)** is effective in addressing these areas. We will use ANPR extensively by installing a number of additional fixed ANPR camera sites at key strategic points across the County in order to arrest offenders, investigate offences and gather intelligence.

- **Increasing Confidence**

In addition to ANPR, we will focus on:

- Criminals and Prolific and Priority Offenders (PPOs) who use the roads
- The anti-social use of vehicles

We seek to reassure the public and to change driver behaviour by promoting road safety issues in order to save lives and reduce road casualties. We also seek to increase the public's acceptance of roads policing.

We will give priority to:

- Understanding and addressing community concerns and expectations
- Ensuring policies, procedures and processes are citizen focused
- Effective marketing of roads policing initiatives, policies and key messages

Service delivery

Achieving our Ambition to consistently be the best police force in the country, demands that we consistently deliver high quality, citizen-focused services. The Constabulary's *'Sustaining Excellence' programme*, described on page xx drives continuous improvement in this area and ensures that the Constabulary's services are actively reviewed and developed in response to public needs and in ways that make best use of the skills and abilities of our staff.

During 2010 - 2011 the programme will focus on the Organisational Change Programme. There will be particular focus not only on the Implementation of the previous support reviews but also the fifteen Organisational Reviews that commenced in January of this year. The reviews, which cover a number of different areas of the Constabulary's business, will seek to identify savings of up to £8.5million that will prepare the Constabulary for the reduction in the Police Budget that is anticipated from the next Comprehensive Spending Review. The anticipated budget reductions will provide significant challenges for the Constabulary however the Programme will seek to ensure that we protect our front line policing services and continue to deliver a value for money service that both meets the needs of our local communities and keeps them safe from harm.

We will work closely with our Independent Advisory Groups⁹ (IAGs), making sure that they accurately reflect the communities we serve in order to continuously improve our service delivery. This work will be complimented by developing our links with emerging communities to help us provide quality services that are fair and respectful of the different cultures within the county. The further development of our Police and Communities Together (PACT) programme to engage more 'harder to reach' groups will help us to understand the policing requirements of all our communities and support our drive to become even more citizen focused.

During 2010 - 2011 the Constabulary will be involved in a range of initiatives to promote equitable service delivery, including:

- implementation of the National Equality, Diversity and Human Rights Strategy for the Police Service
- implementation of the National Equality Standard across all departments and divisions to assist in the identification of our strengths and weaknesses regarding areas of equality
- implementation of the county-wide hate crime protocol and the development of partnership hate crime training

⁹ IAGs are our 'critical friends' from a wide range of communities, including young, deaf, gay and a wide range of religious and faith groups, who can provide truly representative feedback about our service delivery and then work with us to improve quality and fairness in our everyday activities.

- the development of crime/incident reporting procedures to ensure there are appropriate opportunities for all communities to report through third party or on-line arrangements
- establishing arrangements for the involvement of Disability Support groups in advising on estates management and maintenance to ensure equitable access to buildings and services
- maintain and improve links with transient and emerging communities to ensure an accurate picture of crime and appropriate service delivery

Alongside the initiatives listed above, the Constabulary will be focusing on the needs of young people and the opportunities that exist for positively influencing the communities of the future. The Constabulary and Police Authority view young people as valuable members of society who, with energy and enthusiasm, can often provide solutions to community problems. During 2010 - 2011 we will:

- through the Lancashire Partnership Against Crime (LANPAC), support the annual good citizen awards to celebrate and promote the good works of young people
- work with the newly established Children's Trusts across Lancashire to realise greater benefits for children and young people around the Every Child Matters agenda
- implement the Constabulary's new Children and Young People Strategy which deals with three key themes: young people as citizens, young people as victims and witnesses and young people as offenders
- work with partners to develop a more consistent approach to (a) preventing young people entering the criminal justice system and (b) referring concerns regarding the vulnerability or safety of children or young persons
- implement the Safer Schools Partnership model, the three main principles being: aligning dedicated SSP officers and neighbourhood policing teams to local schools; reviewing the 'bank' of schools packages addressing issues such as causing damage, anti-social behaviour, the harmful effects of alcohol and emerging issues such as knife crime; and working with schools to support the delivery by teachers of appropriate packages.

Confidence

The publication of the Policing Green paper in 2008 signalled a dramatic shift in focus for the police service and a change in how performance is assessed. On 6 March 2009 the Home Secretary announced a single top down public confidence target for each police force in England and Wales, with the removal of all others set by Central Government. This one target is based on SPI 2.2 *'Percentage of people who agree that the police and local councils are dealing with the anti-social behaviour and crime issues that matter in their area'*. This target is supported by the Policing Pledge; the National Community Safety Plan; the Public Service Agreements (PSA's), and the National Strategic Policing Priorities.

The single national target for the police is to increase public confidence in policing nationally from 46% to 60% by 2012. Targets for individual police forces vary depending on current performance against this indicator. Lancashire Constabulary currently achieves over 56% rating for public confidence. Our target is to increase this to 63% by March 2012.

Performance Indicators and Targets 2010 - 11

The following section forms the basis of the performance management framework agreed between the Constabulary and Police Authority. Where it has been considered appropriate and useful to do so, targets have been set to help maintain high levels of performance or achieve further improvements. The Assessment of Policing and Community Safety Performance Indicators (APACS PIs) and Local Indicators (LIs) will form the basis of the performance management framework agreed between the Constabulary and Police Authority. Where it has been considered appropriate and useful to do so, targets have been set to help maintain high levels of performance or achieve further improvements.

NB In the absence of any consultation by the Home Office on the proposed Assessment of Policing and Community Safety Performance Indicators (APACS PIs) for 2010/2011 the indicators contained in the plan are the same APACS PIs used in 2009/2010 plus all of the Local Indicators agreed through the Planning Working Group process. When any guidance regarding APACS PIs is received from the Home Office it may be necessary to revise the current list of indicators in the draft plan.

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

Public Safety

APACS PI 9.1 (i) Number of people killed or seriously injured in road traffic collisions					
Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers. *The 2010/2011 target is currently expressed as a percentage reduction on 2009/2010 and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	986	890		N/a
	Desired Level		955	872	*- 5%
	MSF Average				
	National Average				
APACS PI 9.1 (ii) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled					
Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	7.9	7.1		N/a
	Desired Level		7.6	7.0	*- 5%
	MSF Average	6.3	5.5		N/a

*The 2010/2011 target is currently expressed as a percentage reduction on 2009/2010 and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.	National Average				
Local Indicator 4 Number of children killed seriously injured in road traffic collisions per 100 million vehicle kilometres travelled					
Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers. The number of child casualties is low and is subject to volatility which presents practical problems when attempting to set definitive desired levels.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	1.21	1.0		N/a
	Desired Level	1.28	None Set	None Set	None Set
	MSF Average				
	National Average				
APACS PI 7.1 Number of deliberate primary and secondary fires per 10,000 population					
This indicator was new for 2008/2009 and limited historical data are available. *The desired level is provisional and may be subject to change.		2007/2008	2008/2009	2009/2010	2010/2011
	Level		41.3	N/a	N/a
	Desired Level		52.8	49.3	*44.5
	MSF Average				
	National Average				

Anti-Social Behaviour

APACS PI 4.1 Percentage of people who perceive a high level of anti-social behaviour in their local area					
The data for this indicator are currently collected by the British Crime Survey. *The 2010/2011 desired level is to have no increase on the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	15%	14%		N/a
	Desired Level	18%	None Set	No increase	*No increase
	MSF Average	17%	16%		N/a
	National Average	16%	17%		N/a
APACS PI 4.2 Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area					
This indicator was new for 2008/2009. *The 2010/2011 desired level is to have no increase on the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	24%	27%		N/a
	Desired Level	None Set	None Set	No increase	*No increase
	MSF Average	26%	26%		N/a
	National Average	25%	26%		N/a
APACS PI 2.1 Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime in their area					
This indicator was new for 2008/2009 and no historical data are available. *The 2010/2011 desired level is to have no decrease on the 2009/2010 level.			2008/2009	2009/2010	2010/2011
	Level		49%		N/a
	Desired Level		None Set	No decrease	*No decrease
	MSF Average		45%		N/a
	National Average		45%		N/a
APACS PI 2.2 Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area					
This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		56%		N/a
	Desired Level		None Set	55%	59%
	MSF Average		50%		N/a
	National Average		49%		N/a

Local Indicator 28 Criminal Damage Offences per 1,000 population					
<p>This indicator was a Local Improvement Priority Indicator for 2008/2009 and as such had both "Desired level" and "Stretch" targets set. There is no longer a requirement to have Local Improvement Priority Indicators and therefore for 2010/2011 only a "Desired Level" has been set.</p> <p>*The 2010/2011 target is currently expressed as a percentage reduction on 2009/2010 and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	22.2	20.4		N/a
	Desired Level	None Set	21.7	< 2009/2010	*- 5%
	Stretch Target		20.2		
	MSF Average	20.9	18.1		N/a
	National Average	19.5	17.3		N/a

Local Indicator 59 Number of Anti-Social behaviour Incidents per 1,000 population					
<p>This indicator is new for 2010/2011 and limited historical data are available.</p> <p>*The 2010/2011 target is currently expressed as a percentage reduction on 2009/2010 and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.</p>			2008/2009	2009/2010	2010/2011
	Level		109.3		N/a
	Desired Level				*- 5%
	MSF Average				N/a
	National Average				N/a

Local Indicator 60 Percentage of ASB callers that are satisfied with the service provided by the police					
<p>This indicator is new for 2010/2011 and no historical data are available.</p>					2010/2011
	Level				N/a
	Desired Level				80%
	MSF Average				
	National Average				

Acquisitive Crime

APACS PI 5.2 Number of serious acquisitive crimes per 1,000 population					
<p>This indicator was new for 2008/2009. This indicator includes the following crime types; Domestic Burglary, Vehicle crimes and Robbery.</p> <p>*The 2010/2011 desired level is to have no increase on the 2009/2010 out-turn level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	12.2	11.6		N/a
	Desired Level		12.0	No increase	*No increase
	MSF Average		16.9		N/a
	National Average		16.7		N/a
Local Indicator 49 Percentage of serious acquisitive crimes resulting in a sanction detection.					
<p>This indicator was new for 2009/2010. This indicator includes the following crime types; Domestic Burglary, Vehicle crimes and Robbery.</p> <p>*The 2010/2011 desired level will be a specific percentage detection level which will be an increase 2009/2010 out-turn level and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	23%	25%		N/a
	Desired Level		None Set	> 2008/2009	*> 2009/2010
	MSF Average		17%		N/a
	National Average		N/a		N/a
APACS PI 6.2 Percentage of serious acquisitive offences brought to justice					
<p>This indicator was new for 2008/2009.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	23%	22%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	14%	15%		N/a
	National Average	12%	13%		N/a

Violent Crime

APACS PI 5.5 Number of gun crimes per 1, 000 population					
This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.18	0.10		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	N/a	N/a		N/a
	National Average				
APACS PI 5.1 Number of most serious violent crimes per 1,000 population					
This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.74	0.93		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		0.6		N/a
	National Average		0.8		N/a
Local Indicator 50 Percentage of most serious violent crimes resulting in a sanction detection.					
This indicator was new for 2009/2010. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire. *The 2010/2011 desired level will be a specific percentage detection level which will be an increase 2009/2010 out-turn level and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	52%	48%		N/a
	Desired Level		None Set	> 2008/2009	*> 2009/2010
	MSF Average		44%		N/a
	National Average		N/a		N/a

APACS PI 5.6 Number of serious violent knife crime offences per 1,000 population					
This indicator was new for 2008/2009 but limited historical data are available. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.51	0.58		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		0.5		N/a
	National Average		0.7		N/a
APACS PI 6.1 Percentage of most serious violent offences brought to justice					
This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	68%	30%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	52%	28%		N/a
	National Average		22%		N/a
APACS PI 6.4 Percentage of serious sexual offences brought to justice					
This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	63%	51%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	35%	34%		N/a
	National Average	32%	35%		N/a
APACS PI 5.4 Number of domestic homicides per 1,000 population					
This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.004	0.003		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a		N/a
	National Average		N/a		N/a

APACS PI 14.1 Repeat incidents of domestic violence reviewed at MARAC (Multi-Agency Risk Assessment Conference)				
This indicator was new for 2009/2010 and no historical data are available.			2009/2010	2010/2011
	Level			N/a
	Desired Level		None Set	None Set
	MSF Average			N/a
	National Average			N/a

Substance Misuse

APACS PI 5.3 Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences					
This indicator was new for 2008/2009 but limited historical data are available. Assault with less serious injury relates to recorded offences of Actual Bodily Harm and other less serious wounding offences and is seen by the Home Office as a proxy measure for "alcohol-fuelled" violence. *The 2010/2011 desired level is to have no increase on the 2009/2010 out-turn level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	8.4	7.4		N/a
	Desired Level		8.2	7.2	*No increase
	MSF Average		6.9		N/a
	National Average		6.9		N/a
APACS PI 4.3 Percentage of people who perceive drug use or drug dealing to be a problem in their local area					
This indicator is based upon information collected by the British Crime Survey. *The 2010/2011 desired level is to have no increase on the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	26%	28%		N/a
	Desired Level	< = 27%	None Set	No increase	*No increase
	MSF Average	27%	26%		N/a
	National Average	26%	28%		N/a

APACS PI 11.4 The volume of proven offending in a follow-up 12 month period by (Class A) drug misusers identified in the course of their contact with the criminal justice system

This indicator was new for 2009/2010 and no historical data are available.			2009/2010	2010/2011
	Level			N/a
	Desired Level		None Set	None Set
	MSF Average			N/a
	National Average			N/a

Offending and Re-Offending

APACS PI 10.1 The change in convictions for Prolific and other Priority Offenders (PPOs) over 12 month period

This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		- 1.47		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a		N/a
	National Average		+ 1.70		N/a

APACS PI 11.1 Rate of proven re-offending by adults under Probation supervision

This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		1.02		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a		N/a
	National Average		1.01		N/a

APACS PI 11.2 Rate of proven re-offending by young offenders aged 10-17

This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		0.72		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a		N/a
	National Average		1.03		N/a

APACS PI 11.3 Number of first-time entrants to the Youth Justice System aged 10-17

This indicator was new for 2008/2009 but limited historical data are available.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	2,741	1,608		N/a
The data for 2008/2009 are for the period April to December 2008	Desired Level		None Set	None Set	None Set
	MSF Average		N/a		N/a
	National Average		N/a		N/a

Serious and Organised Crime

APACS PI 8.1 Value of cash forfeiture orders and confiscation orders per 1,000 population

The value of the assets of those convicted at court has a marked effect upon this indicator and the level can vary considerably from year to year.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	£ 1,850	£ 4,648		N/a
	Desired Level	£ 1,296	£ 2,000	None Set	None Set
	MSF Average	£ 1,702	N/a		N/a
	National Average	£ 2,952	£ 2,775		N/a

Service Delivery

APACS PI 1.1 Percentage of users that are satisfied with the overall service provided by the police.

This indicator is an aggregation of the responses from those who were victims of domestic burglary, violent crime, vehicle crime and those involved in road traffic collisions.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	86%	84%		N/a
*The 2010/2011 desired level is to at least maintain the 2009/2010 level.	Desired Level	At least 85%	At least 07/08	At least 08/09	*At least 09/10
	MSF Average	79%	84%		N/a
	National Average	81%	83%		N/a

APACS PI 1.2 Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided the police.

<p>The users will be those who were victims of domestic burglary, violent crime, vehicle crime, racist incidents and those involved in road traffic collisions. This indicator will be used to monitor the equality of the service provided to the community of Lancashire.</p> <p>*The desired level for 2010/2011 is to have both a high level of satisfaction and no disparity.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	White Level	86%	83%		N/a
	BME Level	80%	77%		N/a
	Desired Level	No disparity	No disparity	No disparity	*No disparity
	White Nat. Ave.	81%	86%		N/a
	BME Nat. Ave.	76%	80%		N/a

APACS PI 1.3 Satisfaction of victims of racist incidents with the overall service provided by the police.

<p>This indicator will be an aggregation of the satisfaction of users with the whole experience of the service provided.</p> <p>*The 2010/2011 desired level is to have an increase on the 2009/2010 level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	81%	78%		N/a
	Desired Level	At least 73%	At least 07/08	At least 08/09	*> 2009/2010
	MSF Average	73%	80%		N/a
	National Average	76%	N/a		N/a

Local Indicator 45 Percentage of users who were very or completely satisfied with the way in which they were kept informed of progress

<p>This indicator is an aggregation of the responses from those who were victims of domestic burglary, violent crime, vehicle crime and those involved in road traffic collisions. This indicator was a Local Improvement Priority Indicator for 2008/2009 and as such had both "Desired level" and "Stretch" targets set. There is no longer a requirement to have Local Improvement Priority Indicators and therefore for 2010/2011 only a "Desired Level" has been set.</p> <p>*The 2010/2011 desired level is to have an increase on the 2009/2010 level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	51%	56%		
	Desired Level		54%	> 2008/2009	*> 2009/2010
	Stretch Target		57%		
	MSF Average				
	National Average				

APACS PI 2.3 Percentage of people who think the police in their area are doing a good job

<p>These data are collected by the Home Office.</p> <p>The percentage will represent those who when asked "Taking everything into account, how good a job do you think the police in this area are doing?", answered 'excellent' or 'good'.</p> <p>*The 2010/2011 desired level is to have no decrease on the 2009/2010 level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	55%	53%		N/a
	Desired Level	> = 53%	At least 07/08	No decrease	*No decrease
	MSF Average	47%	53%		N/a
	National Average	53%	53%		N/a

APACS PI 1.4 Overall satisfaction with the contact had with the criminal justice system by victims and witnesses of crime whose cases reach the point of an offender being charged

<p>This indicator was new for 2008/2009 and no historical data are available. The data for this indicator will be collected by "WAVES" (Witness and Victim Experience Survey).</p>			2008/2009	2009/2010	2010/2011
	Level		85%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a		N/a
	National Average		N/a		N/a

APACS PI 2.4 Percentage of the public who are confident that the Criminal Justice System as a whole is effective

<p>This indicator was new for 2008/2009 and no historical data are available. The data are to be provided by the British Crime Survey.</p>			2008/2009	2009/2010	2010/2011
	Level		32%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		36%		N/a
	National Average		38%		N/a

APACS PI 2.5 Percentage of the public who are confident that the Criminal Justice System as a whole is fair

<p>This indicator was new for 2008/2009 and no historical data are available. The data are to be provided by the British Crime Survey.</p>			2008/2009	2009/2010	2010/2011
	Level		53%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		57%		N/a
	National Average		59%		N/a

Local Indicator 46 Percentage of PACE searches which lead to arrest by ethnicity of the person searched.

The proper and sensitive use of stop/search is dependent upon the suspicion of criminal activity rather than achieving a particular level. A specific level would be detrimental operationally as it may dissuade or encourage the use of these powers in order to achieve that level rather than to exercise an effective policing tactic.		2007/2008	2008/2009	2009/2010	2010/2011
	White Level	14%	12%		N/a
	M E Level	13%	11%		N/a
	Desired Level	No disparity	No disparity	No disparity	No disparity
	MSF Average				
	National Average				

APACS PI 6.3 Sanction detection rate for racially and religiously aggravated crimes

This indicator covers a variety of different of crimes, including criminal damage and violence offences that were considered to be racially or religiously aggravated.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	67%	63%		N/a
	Desired Level	60%	None Set	60%	60%
	MSF Average		45%		N/a
	National Average		40%		N/a

Local Indicator 15 Percentage of 999 calls answered within a 10 seconds response time

The desired level is consistent with national call handling standards and the Policing Pledge.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	95%	93%		N/a
	Desired Level	> 90%	> 90%	> 90%	> 90%
	MSF Average				
	National Average				

Local Indicator 34 Percentage of non-999 calls answered within a 40 seconds response time

The desired level is consistent with national call handling standards and the Policing Pledge.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	94%	95%		N/a
	Desired Level	At least 90%	> 90%	> 90%	> 90%
	MSF Average				
	National Average				

Local Indicator 24 User satisfaction with the way in which their non-999 call was handled.

*The 2010/2011 desired level is to at least maintain the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	96%	98%	N/a	N/a
	Desired Level	At least 92%	At least 07/08	At least 08/09	*At least 09/10
	MSF Average				
	National Average				

Local Indicator 14 Percentage of responses to incidents requiring immediate response within a 15 minute response time

<p>This is, and will continue to be, an important indicator of response to calls for immediate assistance. However, there are important safety issues to be considered in respect of responding to these types of incidents.</p> <p>The safety of the public and police staff are extremely important and to remove the pressure upon Constabulary staff in attempting to reach specific levels of achievement, no desired level has been set for 2010/2011. Nevertheless, the Constabulary will still attempt to arrive at the scene of this type of incident as quickly and as safely as possible.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	86%	84%		N/a
	Desired Level	> 90%	None Set	None Set	None Set
	MSF Average				
	National Average				

Local Indicator 51 Percentage of non-emergency incidents attended within one hour

<p>This indicator was new for 2009/2010 and no historical data are available. This indicator will be used to monitor the level of response to those incidents where attendance was required within one hour in compliance with the Policing Pledge.</p>			2009/2010	2010/2011
	Level			N/a
	Desired Level		None Set	90%
	MSF Average			N/a
	National Average			

Local Indicator 52 Percentage of non-emergency incidents attended within 48 hours					
This indicator is new for 2009/2010 and no historical data are available. This indicator will be used to monitor the level of response to those incidents where attendance was required within 48 hours in compliance with the Policing Pledge.				2009/2010	2010/2011
	Level				N/a
	Desired Level			None Set	90%
	MSF Average				N/a
	National Average				N/a

Management

APACS PI 12.1 Delivery of net cashable, efficiency and productivity gains					
This indicator was new for 2008/2009.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	3%	3%		N/a
	Desired Level		3%	3%	4.1%
	MSF Average		N/a		N/a
	National Average		3%		N/a

APACS PI 13.1 Percentage of working hours lost due to sickness for police officers					
In common with most of the police forces in England and Wales, Lancashire Constabulary records sickness absence in days lost and not hours lost. A definitive method for converting from working days to working hours to computing the indicator is awaited from The Home Office.		2007/2008	2008/2009	2009/2010	2010/2011
	Level				
	Desired Level				
	MSF Average				
	National Average				
Working days lost per officer. Until a definitive method of calculation is received from the Home Office the indicator and Desired Level will be represented in measured in days lost per officer per annum.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	8.0	6.0		N/a
	Desired Level	8.5	Less than 8.5	Less than 7.5	Less than 7.5
	MSF Average	N/a	N/a		N/a
	National Average	N/a	N/a		N/a

APACS PI 13.2 Percentage of working hours lost due to sickness for police staff

In common with most of the police forces in England and Wales, Lancashire Constabulary records sickness absence in days lost and not hours lost. A definitive method for converting from working days to working hours to computing the indicator is awaited from The Home Office.		2007/2008	2008/2009	2009/2010	2010/2011
	Level				
	Desired Level				
	MSF Average				
	National Average				
Working days lost per member of police staff Until a definitive method of calculation is received from the Home Office the indicator and desired level will be represented in measured in days lost per member of staff per annum.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	9.0	8.7		N/a
	Desired Level	8.5	Less than 8.5	Less than 8.5	Less than 8
	MSF Average	N/a	N/a		N/a
	National Average	N/a	N/a		N/a

APACS PI 3.1 Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population

This indicator will be used by the Authority to monitor the management of the Constabulary's staff. Financial constraints mean that there will be very limited recruitment of police officers during 2010/2011. Due to the recruitment processes, the diversity of the only cohort of potential recruits that may be appointed during next year is already known. This means that for 2010/2011 the desired level of 4% is more realistic than the previous desired level of 6%.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	6%	7%		N/a
	Desired Level	6% (5%) ¹	6% (5%) ¹	6% (5%) ¹	4% (5%) ¹
	MSF Average		N/a		N/a
	National Average		N/a		N/a

¹The percentage in parentheses represents the proportion of people from minority ethnic groups in the economically active population (data provided by Home Office).

APACS PI 3.2 Percentage of female police officers compared to the overall force strength

<p>This indicator will be used by the Authority to monitor the management of the Constabulary's staff.</p> <p>*The 2010/2011 desired level is to have an increase on the 2009/2010 out-turn level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	25%	27%		N/a
	Desired Level	> 23%	> 25%	> 2008/2009	*> 2009/2010
	MSF Average	21%	25%		N/a
	National Average		25%		N/a

Local Indicator 53 Percentage of minority ethnic police officers compared to the overall force strength

<p>This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.</p>			2009/2010	2010/2011
	Level			N/a
	Desired Level		None Set	None Set
	MSF Average			N/a
	National Average			N/a

Local Indicator 22 Percentage of turnover in key posts which interface with the public

<p>This was a new indicator for 2008/2009 and no historical data are available.</p> <p>The indicator measures the percentage of officers moving out of the key posts (Divisional Commander, Geographic Inspector, Community Beat Manager) that have fewer than two years service in that post.</p>			2008/2009	2009/2010	2010/2011
	Level		23%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average				
	National Average				

Local Indicator 25 Proportion of female police officer recruits compared to the proportion of females in the economically active population.

This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

¹The percentage in parentheses represents the proportion of females in the economically active population (data taken from the 2001 Census)

	2007/2008	2008/2009	2009/2010	2010/2011
Level	50%	40%	N/a	N/a
Desired Level	> 36%(46%) ¹	At Least 36%	> 2009/2010	None Set
MSF Average				
National Average				

Local Indicator 48 The percentage of female police officers of Inspector rank and above compared to the percentage of male police officers of Inspector rank and above

This indicator was new for 2008/2009.

This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

	2007/2008	2008/2009	2009/2010	2010/2011
Female Level	5.0%	5%		N/a
Male Level	8.1%	9%		N/a
Desired Level		No disparity	None Set	None Set
MSF Average		N/a		N/a
National Average		N/a		N/a

Local Indicator 54 The percentage of minority ethnic police officers of Inspector rank and above compared to the percentage of all police officers of Inspector rank and above

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

	2009/2010	2010/2011
ME Level		N/a
All Level		N/a
Desired Level	None Set	None Set
MSF Average		N/a
National Average		N/a

Local Indicator 40 Proportion of minority ethnic applicants for the position of police constable

This indicator provides some insight into whether the constabulary is attracting applications from minority ethnic communities.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	9%	11%		N/a
	Desired Level	9%	None Set	None Set	None Set
	MSF Average				
	National Average				

Local Indicator 41 Proportion of female applicants for the position of police constable

This indicator provides some insight into whether the constabulary is attracting applications from women.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	34%	29%		N/a
	Desired Level	> 32%	None Set	None Set	None Set
	MSF Average				
	National Average				

Local Indicator 55 Percentage of minority ethnic police and community safety officer recruits

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff. The recruitment processes for Police and Community Safety Officers differ from those for police officers which means that the higher desired level of 6% is realistic and can be set for 2010/2011.			2009/2010	2010/2011
	Level			N/a
	Desired Level		None Set	6% ¹ (5%)
	MSF Average			N/a
	National Average			N/a

¹The percentage in parentheses represents the proportion of people from minority ethnic groups in the economically active population (data provided by Home Office).

Local Indicator 56 Percentage of female police and community support officer recruits

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

Level
Desired Level
MSF Average
National Average

2009/2010	2010/2011
	N/a
None Set	None Set
	N/a
	N/a

Local Indicator 57 Percentage of Minority Ethnic police and community support officers compared to the overall police and community support officer strength

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

Level
Desired Level
MSF Average
National Average

2009/2010	2010/2011
	N/a
None Set	None Set
	N/a
	N/a

Local Indicator 58 Percentage of female police and community support officers compared to the overall police and community support officer strength

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

Level
Desired Level
MSF Average
National Average

2009/2010	2010/2011
	N/a
None Set	None Set
	N/a
	N/a

Each year the suite of performance indicators is reviewed and rationalised to take account of changes to priorities and improvements in the measurements. This is balanced with the desire not to impose onerous data collection burdens. The following performance indicators have been discontinued for 2010-2011



Local Indicator 35 Percentage of Opinion respondents who feel safe					
Opinion is a citizens' panel managed by the Police Authority and Constabulary that is used to identifying the reasons why people feel safe or unsafe, at home, in their neighbourhood and in town centres rather than rating feelings of safety. The Opinion citizens' panel has been discontinued and the perceptions of the communities in Lancashire are being captured by other means.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	85%	84%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average				
	National Average				

Local Indicator 26 Percentage of Opinion respondents who have confidence in Lancashire Constabulary.					
Opinion is a citizens' panel managed by the Police Authority and Constabulary that is used to monitor public confidence in the constabulary and to identify the reasons why people express confidence or lack of confidence. The Opinion citizens' panel has been discontinued and the perceptions of the communities in Lancashire are being captured by other means.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	91%	92%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average				
	National Average				

Financial Information

This section of the Plan contains information about Value for Money, our Capital Programme and a summary of our budget for 2010 - 2011, in comparison to the previous financial year. Within the VFM Statement details have also been provided of the major collaboration projects which enable economies of scale to be achieved whilst continuing to develop the capacity and capability to deal with the increasing and broadening demands for policing services.

Value for Money Statement

A requirement of the Policing White Paper (*Protecting the Public: Supporting the Police to Succeed*) published on 2 December 2009 is that Police Authorities must include a 'Value for Money Statement' within their Local Policing Plan. However it should be recognised that Lancashire Police Authority and the Constabulary have had, for many years, an excellent track record in providing 'value for money' by generating efficiency and productivity savings. Our excellent record in this area has been recognised by both the Audit Commission and Her Majesty's Inspectorate of Constabulary. This long-term approach, does of course, bring its own challenges in maintaining the level of savings. However we remain committed to continuing the drive for further improvements in efficiency and productivity and intend to build upon our original target which we set in 2008 of delivering £30 million amount of savings by 2011.

The White Paper made it clear, that nationally the Police Service will be expected to deliver savings of at least £100 million in 2010/2011. Lancashire Constabulary's contribution to this challenging target is to aim to achieve a saving of £10 million within the period 2010 - 2011. The White Paper also clearly specified the content of the Value for Money Statement therefore this section of our policing plan is structured around those requirements:

'Planned improvements in efficiency and productivity of the Police Force during the plan period:'

A summary of our efficiency targets appears below *

	£'000	£'000	%
Gains carried forward from 2007-08		8,300	2.9
Estimated gains during 2008-09		9,500	3.3
2009-10 New Gains			
Budget reductions across all cost centres	1,129		
Budget reductions HQ Departments:			
- Forensic Science	500		
- CJS	35		

- ICT	400		
- Estates	140		
- Administration	50		
Quest 2 - staff savings	300		
Quest 2 - officer time savings	700		
Quest 3 - estimated gains in 2009-2010	tbc		
Procurement savings	1,000		
Digital recording of interviews	200		
CJ initiatives	300		
OSR - Finance - estimated saving 09-10	150		
OSR - HR - estimated saving 09-10	150		
Divisional productivity gains:			
Re-prioritisation into Protective Services	1,000		
Other restructuring/efficiency gains	2,500		
		8,554	2.9
		<u>26,354</u>	<u>9.1</u>
Further gains in 2010-11			
Anticipated budget reductions at HQ	1,000		
Anticipated procurement gains	1,000		
Quest 2 further savings	1,000		
Quest 3 further savings	tbc		
OSR - Finance	300		
OSR - HR	500		
		3,800	1.3
		<u>30,154</u>	<u>10.4</u>
Home Office target			<u>9.3</u>

(* Above table awaiting updating by Finance dept.)

'Improvements in the deployment of Police officers and staff'

The Constabulary is engaged in various initiatives aimed at improving the deployment of officers and staff:

- **Shift Review**

Following recognition that existing rotas did not match existing demand it was decided in September 2009 to carry out a shift review. The objective was to design a new shift rota that would improve deployment of officers and therefore service to the public. Following extensive consultation a new rota has been agreed which will be introduced in October 2010

- **QUEST**

Lancashire was one of the first police forces to use this Home Office sponsored programme in 2007 and since that time has used QUEST to examine Incident Management and Crime Recording. The latest project

launched in 2009 focuses on the field of defendant management specifically concentrating on the areas of alternatives to arrest, quality of handover packages, CPS charging and handover packages, officer waiting time at court and resource management in custody reception teams. Benefits identified to date include improved deployment of officers, reductions in officer waiting times and improved officer discretion with increased use of alternatives to arrest and improved matching of staff and demand in custody investigation teams.

- **Front Line Policing Measure**

A project is ongoing to monitor the 'Frontline' position within the Constabulary in order to measure and more clearly define Frontline Policing within Lancashire

Reductions in overtime spending

In the autumn of 2009 all Constabulary Divisions and Departments were asked to produce efficiency plans which reduced their overtime budgets by at least 5%. The proposals were considered and agreed by Chief Officers in January 2010 for implementation in April 2010.

Programmes of Process Improvement work

A programme of Organisational Reviews (OR's) commenced in 2008. The purpose of the programme was to assess all parts of the constabulary in order to decide if we could streamline processes less and so release resources that could be allocated to frontline policing. The first phase of reviews examined HR, Legal, Fleet, CSI, Estates, Finance and Admin., CJS, Corporate Development and Contact management. That phase is now complete and implementation plans are being actioned in order to gain the benefits of the findings.

Starting in January 2010 (over a 90 day period) a new round of OR's will examine the following: Intelligence, Scientific Support, Crime Management, Custody, FMIT, Roads policing, Training, Air Support, Community Cohesion and Diversity Dept., Corporate Communications, Covert Policing, ICT and the Professional Standards Dept. Each of the reviews is intended to aim for savings of 10% which if achieved will bring in around £6 million.

Reductions in bureaucracy

The Constabulary has embarked on a programme of initiatives to reduce bureaucracy and free up time for operational duties. For example:

- **ICT Mobile data** Lancashire has made a major investment in the provision of mobile data systems to frontline officers. Currently deployed are 3000 Personal Data Assistants (PDA's) which are issued to CBM's, PCSO's and response officers as well as 200 Mobile Data Terminals (MDT's) installed

in response vehicles. As well as providing access to a range of Constabulary systems (PNC, Intelligence system, Telephone Directory, Electoral Roll search and Missing from Homes) the systems allow the creation of 15 forms (with another seven in development). The system also includes access to a Patrol Guide containing guidance in officers daily duties e.g. Key messages, use of rigid handcuffs, scene preservation etc

- **TORA** (Team Outputs, Results and Analysis) TORA was developed several years ago in order to allow Managers to assess performance of their front line teams right down to individual officers. TORA 2 has now been introduced which removes the need for Team leaders and managers to input information into the system with all data now being automatically inputted therefore removing a level of bureaucracy.
- **CJS Improvements**
 - **Centralisation of CJS Services**

Following Organisational Review recommendations a pilot has been carried out to test the proposal to centralise CJS services. The initial finding of the pilot have shown that significant savings and reductions in bureaucracy are possible. A programme is being developed that will reduce CJS service sites from six to one over the next 2/3 years.
 - **Streamlined Process**

A streamline process system was introduced within the Constabulary in March 2009. The essence of the improved system is to reduce the amount of materials (e.g. statements) that are gathered for the prosecution file. There has been a significant reduction in the number of statements being produce and also the number of witnesses (including police officers) required to attend court.
- **Use of discretion by officers** A discretion framework has been developed and will be introduced within the Constabulary in April 2010. The purpose of the framework is to provide guidance so that front line officers may use their discretion to use Restorative Justice and alternative disposals to deal with certain cases as appropriate. Officers will be offered a suite of options when dealing with crime and can apply their professional judgement to decide which action to take as an alternative to arrest.
- **Centralisation of HR and Finance**

Following recommendations of Organisational Reviews it was decided to centralise both Human Resources and Finance departments for divisions to Headquarters. This took place in 2009 thereby reducing bureaucracy and freeing up resources for reallocation to front line policing.

Adoption of national frameworks for procurement

The Constabulary utilises national frameworks as well as working with other forces nationally in order to reinforce our commitment to procure goods and

services effectively and efficiently, without compromising on quality. Our procurement processes ensure that the Constabulary makes the most effective use of resources and that procurement is conducted within the legal framework, whilst at the same time ensuring compliance with national guidelines and recommendations.

Products and services purchased using national frameworks include Furniture, Personal computers, Software, Fuel cards, mobile telephones, computer consumables, Forensic analytical services, Stationery, Vehicles and spares. In addition the Constabulary is the Lead Force in national contracts for Vehicle Recovery services and Printing services.

Looking to the future over the next three years planned developments are:

By April 2011

A national contract for mobile phones and Blackberry's is being progressed by NPJA/MPS/OGC which is expected to be in place by December 2010.

A pilot has been completed in Lancashire for digital evidence and the results are being assessed. Once a contractor has been appointed it is intended that Lancashire will host the database and system for the region

A tender for a regional contracts for translators and interpreters has been accepted and will come into force later this year when GMP and Merseyside agree the terms.

By April 2012

The existing forensic collaboration between NW and SW police forces has now been extended to 2013. It is then envisaged that Lancashire will probably join the national framework. As far as E-forensics are concerned most work is done 'in-house' however the national framework will be used whenever this is not possible. The Constabulary is involved in a regional working group which is working alongside a national group to develop a national police uniform.

Achieving national convergence of Information Technology

National convergence of Information technology is primarily addressed via Lancashire's involvement with the national Information Systems Improvement Strategy (ISIS). ISIS represents a major opportunity to deliver significant savings and our force is assisting Deloitte Touch Ross (NPJA consultants) in the validation of the national business case. (In addition we are developing a regional business case to determine the impact of ISIS). The ISIS strategy is not only about ICT equipment but will also deliver significant improvement in business processes and will also facilitate broader collaboration. The aim is for forces to collaborate with partners to procure IT therefore achieving savings and improving resilience. Within ISIS our involvement in flagship projects such as Digital Voice Recording (DVR) and our contribution to the Police National Database (PND) and Identity and Access Management (IAM) are testament to Lancashire's national investment in this area. We are also involved in a pilot on Digital Evidence which is established as a national benchmark project.

Measures to reduce the proportion of officers and staff who carry out support services

In the autumn of 2009 all Constabulary Divisions and Departments were asked to produce plans which proposed new staffing structures to be implemented from April 2010. The proposals which were considered and agreed by Chief Officers in January 2010 resulted in various police officer posts being civilianised.

The Communications Organisational Review recommended that all police officer posts within Constabulary Communication Room be civilianised. This will be implemented on a rolling programme throughout 2010.

Workforce Modernisation

A pilot has been carried within the Constabulary testing two methods of providing support to frontline officers. The most effective method was identified however there are no plans at present to roll out the preferred system within the Constabulary.

Reductions in overhead expenses

The Divisional/Departmental Review process (in the autumn of 2009) included a proposal to reduce overhead expenses by 10%. Chief officers considered the responses in January 2010 agreeing them for implementation in April 2010.

Collaboration

Lancashire Constabulary has a long history of joint working which has resulted in various collaborative arrangements ranging from mutual aid agreements to formalised joint units and programmes of work designed to develop common approaches to the development of areas such as information technology. In line with our tradition of collaborative working we continue to develop significant initiatives aimed at improving productivity and efficiency, especially within the field of Protective Services. The following provides an overview of these activities and describes how they will contribute to the delivery of policing services in Lancashire in future years. Further opportunities for collaboration in the field of procurement are also being explored which we are confident will prove beneficial in the years ahead.

Counter Terrorism

The main areas of collaboration in the field of Counter Terrorism are through the Regional Counter Terrorism Unit and through participation in the North West Regional Prevent Education Group.

Scientific Support collaboration

Lancashire has taken an active part in a considerable forensic collaboration project led by Avon and Somerset Constabulary which brought together 14 North-West, South-West and Welsh police forces to collectively procure

forensic services from providers who were required to tender for the work. This programme of work has now come to fruition and the majority of forensic services are now on a contractual basis. This programme has been described as the largest, most complex procurement exercise ever undertaken by the police.

We are now more than halfway through the 3 year contract and significant financial savings have been achieved by all 14 forces.

In addition, Lancashire Constabulary forms part of the North West Region Forensic Group which includes North Wales, GMP, Cheshire, Merseyside and Cumbria Police Forces. Each of the participating forces takes on the role of business lead for a particular area of potential collaboration with our force leading on Crime Scene Investigation, DNA sample management, footwear and mass fatalities response.

ICT

A major factor in achieving collaboration amongst police forces is the Information Systems Improvement Strategy (ISIS). ISIS is intended to assist forces to adopt a more co-ordinated approach to the way ICT is delivered while moving towards the use of compatible standards of technology. In line with this initiative it is expected that the Police National Database (PND) will be live in 2010.

Lancashire Constabulary sits on the Regional Collaboration Board for ICT and has identified five strands of work that could be delivered regionally namely: Finance, Human Resources, Learning and Development, Information Management and Procurement. A NPIA funded post of Regional ICT Co-ordinator has been established. The Constabulary has recently entered into an enterprise agreement with the Microsoft Corporation with a view to explore the capability of exploiting Microsoft products and sharing the benefits regionally.

The Constabulary is also building on its strong links with Lancashire County Council (the Council provides a payroll service for the Constabulary) by working with BT to explore possible further areas for collaboration using shared resources. Further opportunities for regional collaboration currently being explored are within Airwave, Digital Evidence, Benchmarking, Technical Design, C3PO (with Cumbria Police), managed services and Mobile data.

Cross-border Crime

The Regional Task Force (RTF) is now fully established and resourced by staff from Police Forces across the Northwest. The Regional Intelligence Unit (RIU) supports three operational crime units whose operational activity is focused upon cross border crime affecting the North West region. The Regional Asset Recovery Team (RART) also forms part of this task force under the command of a Detective Chief Superintendent. The regional group presently chaired by ACC Specialist Operations Lancashire, and the Regional Intelligence Group (RIG)

meet bi monthly where regional threats, Organised Crime Group mapping issues, and thematic crime are tabled in line with the regional control strategy.

Protecting Vulnerable People

Lancashire Constabulary is part of the North West Public Protection Strategic Group which has been established to share best practice in relation to protecting vulnerable people in the areas of MAPPA, domestic abuse, child abuse, missing persons, forced marriages, honour based violence, sexual exploitation and rape. A Vulnerable Persons Database has been in partnership with Cumbria Constabulary and will go live in March 2010.

Surveillance

Both Lancashire and Cumbria constabularies are part of the Regional Technical Surveillance Collaboration Group. Informal collaboration agreements have been established with other North West Police Forces most notably with Cheshire, GMP and Merseyside.

Civil Contingencies and Critical Incidents

Lancashire Constabulary is part of the North West Regional Emergency and Operations Planning Group which also includes Merseyside, Cumbria and BTP. The Group meets on a quarterly basis to discuss issues such as the Police National Mobilisation Plan and civil contingencies.

Covert Witness Protection

Lancashire is lead force in a collaboration programme involving Cumbria, Cheshire and North Wales Police Forces. The increased size of the joint team, and its dedicated management is a model that is being copied elsewhere. Lancashire's ACC Specialist Operations is the ACPO national lead on Witness Protection, is collaborating on plans that could see the creation of an independent, national, witness protection agency.

Strategic Roads Policing

The Regional Collaboration initiative commenced in 2008 between Cheshire, Merseyside, Lancashire and the Highways Agency. The processes and working relationships have developed and are now embedded with joint command and control procedures in place with the Highways Agency. The three police forces and Highways Agency now regularly task together and instigate joint operations. These have been based on casualty reduction and confidence issues as well as specialist ANPR crime oriented and commercial vehicle enforcement. A review of the collaboration is ongoing to consider the merits of its impact both regionally and locally with Lancashire including the financial impact and whether value for money is being achieved.

BikeSafe

Lancashire works to proactively address motorcycle casualties with four other police forces (GMP, Cheshire, Cumbria and Merseyside)

Air Support

The Constabulary continues to play an active part in the North West Consortium which aims to maximise the provision of air support across the North West Region on a cross charging basis. A separate agreement exists with Cumbria Constabulary (which does not currently have an air support facility)

North West Underwater Search Unit

The Constabulary supports the Underwater Search Unit which is based in Cheshire providing a Underwater Search Facility across the North West.

Lancashire Partnership Against Crime (LANPAC)

The Lancashire Partnership Against Crime (LANPAC) is an association between Lancashire Constabulary and over 280 organisations from the Private, Public and Voluntary Sectors, working together to reduce levels of crime and disorder across the county.

In the year 2010-2011 LANPAC will:

- Continue to meet the diverse needs of the local communities by supporting countywide community safety projects submitted by members of Lancashire Constabulary; including the protection of the vulnerable elderly, reducing incidents of criminal damage and anti-social behaviour, tackling domestic burglary and drug abuse in addition to engaging with young people in an effort to provide them with constructive recreational opportunities to help them lead safe and productive lives.
- Support Neighbourhood Policing Teams by providing grants on a weekly basis for initiatives identified as PACT priorities in addition to the normal twice-yearly bidding rounds.
- Secure external funding from trusts and grant giving organisations in support of countywide community safety initiatives.

Learning and Development

Across the field of Learning and Development the constabulary works with other North West police Forces in areas such as IPDLP, Police Promotions Framework, Search Assessors, Firearms Training, Police Officer recruitment, Driver Training to share expertise, experience and resources.

Finance and Human Resources

A long standing ongoing initiative exists with Lancashire County Council which involves the provision of payroll services. Regular meetings also take place in order to share advice and best practice in the areas of attendance, child care, and recruitment.

Corporate Support and Information Services

The Constabulary has for several years collaborated with Cumbria Constabulary in the areas of Vehicle Recovery Services, Body Armour, Photocopying and Printing and Control Room and Call Handling Systems

Procurement

During 2008/9 the Constabulary achieved savings of over £1.67 million by utilising national, regional and local contracts. In addition, we assisted other police forces in the region and nationally to save £808,000 through the use of collaborative contracts, including photocopiers, paper, body armour, vehicles recovery services and vehicle hire.

During the 2009/10 financial year the following contracts have been awarded or are in the process of being awarded:

- Printing services
- Vehicle hire
- Custody services
- Building cleaning services
- Communications headsets
- Video conferencing
- ICT accreditation software
- Cycle to work scheme
- Video head cameras
- Digital interview recording system
- Mobile data software support contract
- PC monitoring system
- ANPR Northgate/Anite BOF maintenance contract
- ANPR Cleartone BOF system
- ANPR static camera installations

The North West Region Strategic Procurement Group is proposing to enhance current procurement performance and ensuring the best use of resources in the region by expanding the current programme of collaborative procurement, standardising terms and conditions of contract and standing orders.

Estates

The constabulary Estates Department is involved in a number of collaboration initiatives:

- A Service Level Agreement has been set up with Lancashire Fire and Rescue to provide certain estate services
- Energy usage assessment services are supplied to other forces such as GMP as required
- Working Groups have been set up with Blackburn and Darwen Unitary Authority, Lancashire County Council and Fylde Coast Asset Management to collaborate over areas of common interest
- Strategic high level advice has been provided to Merseyside Police on the restructuring of the forces Estates Department
- The Constabulary's Estates Department is a member of several national groups such as the National Group of Property Managers and the National Police Benchmarking Group with the aim of identifying and sharing best practice in police estate management.

Details of Specific Work-streams and related savings

Work streams	Project	Deadline	Savings	Benefits
'Improvements in deployment of Police officers and staff'	<u>Shift Review.</u> Amend shift patterns to ensure more police officers available at peak periods	October 2010	Awaiting information	Improved service and visibility. Higher confidence level due to improved service.
	<u>ICT Mobile data</u> Mobile data terminals supplied to front line staff	Project ongoing		Reduces amount of time officers need to spend in police stations thereby increasing amount of time on visible patrol.
	<u>Quest</u> Project focusing on defendant management	Ongoing		Improved efficiency.
	<u>Frontline Policing</u>	Ongoing		Protection of front

	<u>measure</u>			line services
Reductions in overtime spending	<u>Shift Review.</u> Amended shift patterns will reduce overtime expenditure. <u>Divisional Efficiency Plans</u> All Divisions required to reduce overtime expenditure by 5% in 2010/2011	October 2010 April 2010	Awaiting information	Improved service and visibility. Higher confidence level due to improved service Improved efficiency, reducing costs
Process Improvement	<u>Organisation Review Programme</u>	May 2010	Potentially £6 million	Improved efficiency, reducing costs, releasing resources for allocation to the front line
Reduction in Bureaucracy	<u>Quest Programme</u> <u>Mobile Data</u> <u>Use of discretion</u> <u>CJS/Comms centralisation</u>	Ongoing Project ongoing May 2010 April 2011	Awaiting information	Improved efficiency, reducing costs Police Officers issued with Mobile data handset therefore reducing the need for them to visit police stations Improved service, reducing criminalisation of young people Improved efficiency, reducing costs

National Framework for Procurement	Products and services purchased using national frameworks include Vehicles, Stationery, Furniture etc.	Ongoing to 2011	<u>2009/2010</u> £1.5 million <u>2010/2011</u> £1.25 million	Improved quality of products and services, reducing costs
National Convergence in IT	<u>Implementation of ISIS</u>	Ongoing	Awaiting information	Improved service and efficiency, reducing costs
Reduction of Support Services Staff	<u>HR/Finance centralisation</u> <u>Organisational Reviews</u> <u>Planning Review Process</u> <u>Workforce Modernisation</u>	Project completed May 2010 January 2010 No planned rollout date at present	Awaiting information	Improved efficiency, reducing costs, releasing resources for allocation to the front line As above As above
Reduction in overhead expenses	<u>Planning review process</u>	January 2010	Awaiting information	Improved efficiency, reducing costs, releasing resources for allocation to the front line
Collaboration	Lancashire Constabulary in engaged in a variety of collaborative working with neighbouring police forces and other criminal justice partners	Ongoing	Awaiting information	Improved efficiency and reduced costs. Sharing of best practice.

Capital Programme

Our capital programme continues to reflect the corporate strategies for IS/IT, accommodation and the ongoing vehicle replacement programme as agreed by Chief Officers and the Police Authority. The Capital Programme for 2009-2010 and ensuing years places a requirement on the force and the authority to ensure that programmes comply with the Prudential Code and are therefore affordable, prudent and sustainable. The Authority is mindful of the fact that the financial climate will become progressively tighter due to the economic climate both in this country and worldwide.

(Awaiting information)

Summary of Budget for 2010 - 2011

This section of the Plan contains information about the Constabulary's budget for 2010 - 2011, in comparison to the previous financial year.

(Awaiting information)

National Strategic Policing Priorities for 2010 - 2011

The Home Secretary's Strategic Policing Priorities for 2010 - 2011 were published on 2 December 2009. They are;

- Continuing to increase public confidence that police and councils are dealing with local crime and antisocial behaviour priorities
- Tackling youth crime and drug and alcohol related offending
- Joint working between police forces, law enforcement agencies and the community to tackle serious organised crime, terrorism and violent extremism
- Ensuring value for money

GLOSSARY OF TERMS & ABBREVIATIONS

ACPO	Association of Chief Police Officers
ACT Now	Community counter terrorism exercise designed to stimulate a lively and informative discussion by giving participants the chance to make critical decisions.
AHRS	Alcohol Harm Reduction Strategy
ANPR	Automatic Number Plate Recognition
APACS	Assessments of Policing and Community Safety
ASB	Anti-Social Behaviour
ASBO	Anti-Social Behaviour Order
B-ACE	Behaviour and Crime Education
Beacon	The Beacon Approach is a new way of managing the criminal justice reform programme nationally and of delivering sustainable improvements locally. The office for Criminal Justice Reform (OCJR) will work initially with 10 Local Criminal Justice Boards (LCJBs), including Lancashire, to develop the Beacon Approach
Blueprint	Blueprint assessments are produced by Lancashire Constabulary and Police Authority, continually reviewing our capacity and capability to meet current and future demands and realistically assessing the resources required.
BCS	British Crime Survey
BSL	British Sign Language
CBCT	Cross Border Crime Team
CBM	Community Beat Manager
CC	Chief Constable
CCTV	Closed Circuit Television
CDRP	Crime and Disorder Reduction Partnership
CEB	Confidence and Equality Board
CJSSS	Criminal Justice - Simple, Speedy, Summary
Connect	Constabulary programme which aims to provide an efficient and effective customer focused service in line with national requirements
CONTEST	Government counter-terrorism strategy which aims to reduce the risk from International Terrorism and reassure the public. The strategy contains four strands: <i>Prevent</i> - concerned with tackling the radicalisation of individuals, both in the UK and elsewhere, which sustains the international terrorist threat.

Pursue - concerned with disrupting terrorists and their operations

Protect - concerned with reducing vulnerability to a terrorist attack.

Prepare - concerning with ensuring readiness to deal with the consequences of a terrorist attack

CPS	Crown Prosecution Service
CSS	Community Safety Strategy
CTU	Counter Terrorism Unit
DCC	Deputy Chief Constable
DIP	Drug Intervention Programme
DSU	Drug Support Unit
DES	Disability Equality Scheme
DV	Domestic Violence
DWP	Department of Work and Pensions
FMIT	Force Major Investigation Team
Futures Group	The Futures Group was established in 2006 to examine what work should be taken forward from the halted collaboration with Cumbria, how we might work better with other forces in the North-West and how we should look to influence national developments
GES	Gender Equality Scheme
HARCC	Highways Agency Regional Control Centre
HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	Her Majesty's Revenue and Customs
HQ	Headquarters
IAG	Independent Advisory Group
ICT	Information Communications Technology
LAA	Local Area Agreement
LANPAC	Lancashire Partnership against Crime
LCJB	Lancashire Criminal Justice Board / Local Criminal Justice Board
LDAAT	Lancashire Drug and Alcohol Action Team
LGBT	Lesbian, Gay, Bi-sexual and Transsexual
LI	Local Indicator
LPfRS	Lancashire Police for Road Safety
LPP	Local Policing Plan
LSP	Local Strategic Partnership
MAPPA	Multi-Agency Public Protection Arrangements
MAPS	Multi-Agency Problem Solving
MARAC	Multi-Agency Risk Assessment Conference
MEL Report	Measurement Evaluation Learning Report
NCS	National Crime Strategy
NCSP	National Community Safety Plan

NCTT	National Community Tension Team
NDS	National Drug Strategy
NIM	National Intelligence Model
NQoSC	National Quality of Service Commitment
NIMROD	Well established Constabulary operation aimed at reducing the supply of controlled drugs by tackling the street level dealers who cause most harm throughout the country
Nightsafe	Operation Nightsafe is a countywide multi agency initiative, which targets alcohol related crime and disorder by creating an environment where violence isn't acceptable or tolerated. The campaign aims to improve the quality of life for residents and visitors alike whilst raising awareness of the problems created through underage and binge drinking.
NPT	Neighbourhood Policing Team
NWRIC	North-West Regional Intelligence Cell
OCG	Organised Crime Group
OPINION	Name of the combined Police Authority / Constabulary Citizens' Panel
OIC	Organised Immigration Crime
PA	Police Authority
PAC	Police Authority Consultation
PACT	Police and Communities Together
PCSO	Police Community Support Officer
PDA	Personal Digital Assistant
PDR	Personal Development Review
PDSI Services	Physical Disability and Sensory Impairment Services
PEA	Public Enquiry Assistant
PND	Penalty Notice for Disorder
POCA	Proceeds of Crime Act
Policing Objectives	Our annual Policing Objectives are agreed by Lancashire Constabulary and Police Authority after consulting the public of Lancashire
POP	Problem Orientated Partnerships
PPU	Public Protection Unit
Protective Services	Protective Services incorporates Major crime, Serious, Organised and Cross Border Crime, Counter Terrorism and Extremism, Critical Incidents, Public Order, Strategic Roads Policing and Protecting Vulnerable People.
PSA	Public Service Agreement

Quality Counts	Constabulary programme aimed at driving service delivery in key areas to ensure that we meet the requirements of the National Quality of Service Commitment
Quest	Operation aimed at building capability to deliver on-going and sustainable operational process improvement. Quest will focus on examining how the Constabulary operates and whether processes can be streamlined. Quest 1 concerned call handling and deployment. Quest 2 will look at how crime is recorded and managed and Quest 3 will look at Custody and CJS processes
RAS	Regional Air Support
RDA	Regional Development Agency
RES	Race Equality Scheme
RIC	Regional Intelligence Cell
RJ	Restorative Justice
SE	Sustaining Excellence
SCRB	Strategic Crime Reduction Board
SMS	Status Messaging Service
SOCA	Serious and Organised Crime Agency
SOCU	Serious and Organised Crime Unit
SPI	Statutory Performance Indicator
STCG	Strategic Tasking and Co-ordination Group
Stakeholder	Person or organisation with an interest in an issue being dealt with. May also be able to apply a sanction where appropriate.
Sustaining Excellence	Constabulary ACPO led programme which aims to co-ordinate our existing major projects and structures, provide clarity of purpose around the meaning of citizen focus and to align our ambition with the values and beliefs of our officers, staff and volunteers
SWOT	Strengths, Weaknesses, Opportunities and Threats
Tower Programme	Well established Constabulary initiative aimed at reducing the demand for illicit drugs by breaking the cycle of offending, drug taking and prison in which some of the most persistent offenders are trapped
UCLAN	University of Central Lancashire
Umbrella	Constabulary operation set up in support of the 'Communities defeat terrorism' concept.
WAVES	Witness and Victim Experience Survey
YO	Youth Offender
YOT	Youth Offending Team
YRS	Youth Referral Scheme

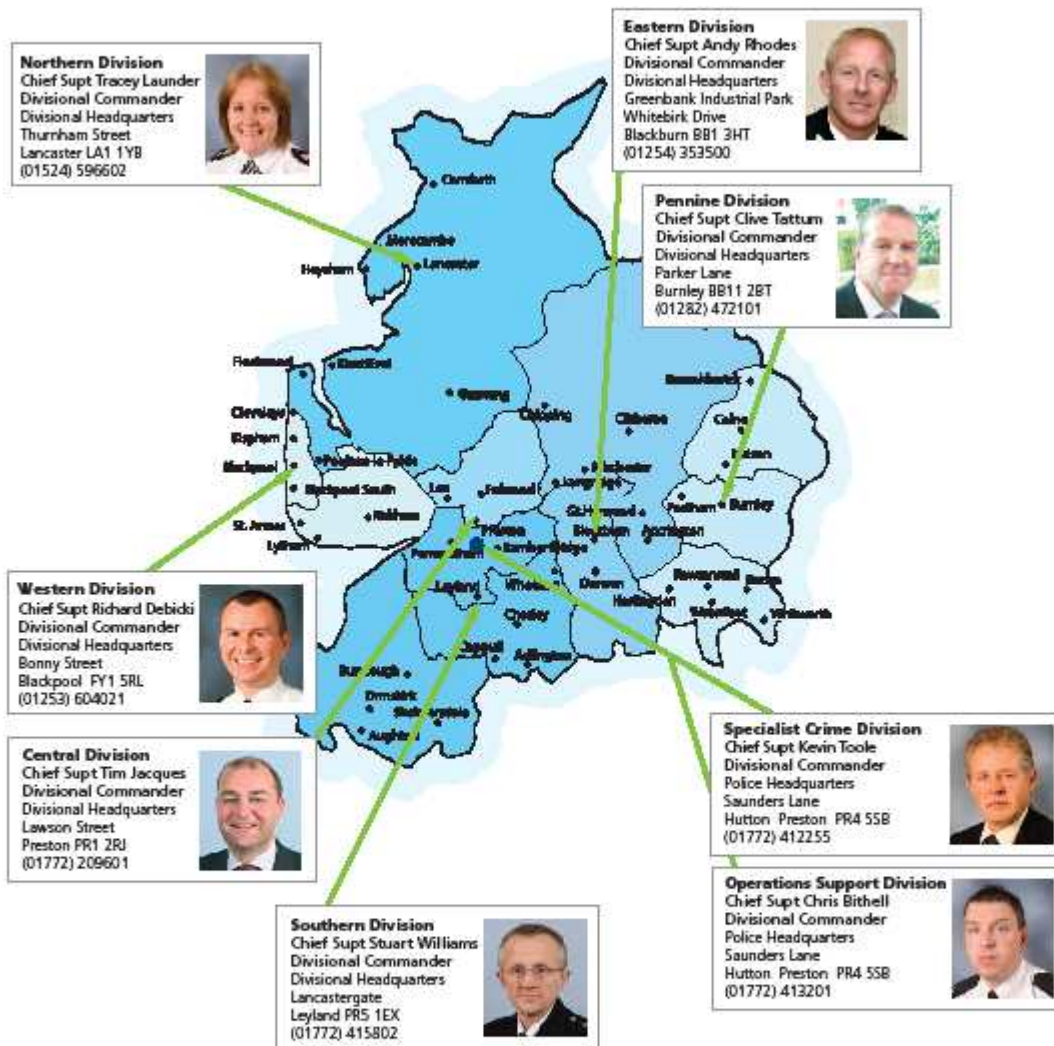
Protective Services Improvement Plans

In Autumn 2005 the Government put forward proposals to address a national gap in Protective Services, identified in the HMIC report "Closing the Gap". Lancashire Constabulary embraced the ethos of change and continues to address the collaborative issues raised by the HMIC report.

In late 2008 a review of the minimum standards was undertaken by National Policing Improvement Agency having been commissioned by the Association of Chief Police Officers. This review culminated in a new revised list of minimum standards for forces against Protecting Vulnerable People.

- i) Each Protective Service area will conduct a SWOT analysis against the new National Policing Improvement Agency minimum standards map these to identify Lancashire's position against those standards.
- ii) Having identified the position against the standards, (i.e. fails to meet the threshold, meets the threshold or exceeds the threshold), improvement plans will be created to address any identified gap.
- iii) The lead officer (all Detective Superintendent Level) for each protective service will own the improvement plans and will be responsible for allocating resources to deliver it, taking account of staffing levels and resilience within their department. Some of these plans may involve working with internal partners, whilst others focus on professionalising a department or updating a policy.
- iv) The improvement plans are a standing item at each Senior Management Team meeting and reviewed for progress, results and effectiveness in addressing the relevant position against the minimum standards.
- v) In developing their plans each lead officer is tasked with considering existing and possible Service Level Agreements with partners, including other police forces, the Counter Terrorism Unit, NW Regional Intelligence Cell and the planned Regional Cross-Border crime team.

NB Protective Services Improvement Plans for Lancashire Constabulary are currently being developed. It is anticipated they will be completed in April 2010 and will therefore appear in the published version of this Local Policing Plan.



Lancashire Constabulary Contact Details

There are only three numbers you need to know to contact the police in Lancashire:
 0845 1 25 35 45 is the number for all non-emergency numbers. Dial 999 only when there
 is a danger to life or a crime is in progress. 0800 555111 is for CRIMESTOPPERS

Lancashire Police Authority

Current Membership

Elected Members

Appendix E



Cllr Malcolm Doherty
Chair of the Authority



Cllr Geoff Roper
Vice-Chair of the Authority



Cllr Gary Bell



Cllr William Cropper



Cllr Clive Grunshaw
Chair of Resources Committee



Cllr Tony Jones



Cllr Niki Penney



Cllr Tony Pimblett



Cllr George Wilkins

If you wish to contact any of the Authority's members, please get in touch via the Police Authority's office in the first instance. Details are shown below:

**Lancashire Police
Authority**
PO Box 653
Preston PR2 2WB

Telephone: 01772 533587

Email:
LPA.Information@lancashire.gov.uk

Website: www.lancspa.gov.uk

Independent members



Saima Azfal



David Edmundson
Chair of Planning & Performance
Review Committee



**Frances Hendrix,
JP**



Bruce Jassi



Ibbby Master
Chair of Human Resources



Trish McGirr
Chair of Professional
Standards Committee



Shazad Sarwar



Amanda Webster

How members of the public may contribute

(Section in development and will be included in the Published version of this Local Policing Plan)

Questionnaire

(Section in development and will be included in the Published version of this Local Policing Plan)

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 9 MARCH 2010

PART 1

THE FRONTLINE POLICING MEASURE

(Appendix A refers)

Issue for Consideration

Definition and measurement for the Frontline Policing Measure

Information

Background/Context

Previously, Members of the Planning and Performance Review Committee have expressed concern regarding the accuracy and consistency of the figures provided for the Home Office Frontline Policing measure. This measure has now been discontinued; however the Police Authority has sought to develop a local alternative.

Several discussions have taken place over the months and initially it was proposed that the measure should be 'The percentage of police resources spent on neighbourhood policing and response policing'. The data source for this measure was going to be the Duty Management State (DMS) system which records the duties assigned to Constabulary staff. A significant amount of work was required in order to address a number of inconsistencies in the data gathering. However, this measure does not link to the Constabulary's divisional plans and budgeted posts and could still be misinterpreted on a divisional level, therefore impacting on consistency of the measure across the Force.

A number of outstanding issues with the measure had previously been raised, but these had not been resolved. This included establishing a clear definition of what roles and ranks were to be included in the 'Frontline'.

Issues

Since the initial request to establish the frontline measure, there has been significant change within the financial climate with a clear indication of reductions in public spending. The emphasis on value for money is increasing and police authorities and forces must prove their commitment to

enhancing productivity and ensuring the optimal level of resources is directed towards the frontline.

As a result of these impending spending cuts within the Force it has been necessary to put a hold on current recruitment. This in due course could have a significant impact on the 'frontline'. If vacancies occur in other parts of the organisation, which are subsequently filled by Frontline officers without any recruits coming in, there is a potential gap which if left unchecked could have a significant impact on confidence and performance.

It is therefore proposed to measure the vacancy position against budgeted posts in order to protect the frontline. As a result of the recent divisional planning rounds, the budgeted posts for April 2010 / 11 have been set. The measure would identify the number of budgeted posts that have been allocated to frontline duties and compare these to the number of staff currently posted to them in order to identify vacancies. The measure would also include costs for both budgeted posts and staff. In addition, the measure would show how many of the staff posted to frontline duties are currently abstracted due to long term sickness, recuperative duties and maternity leave.

There has been significant consultation across divisions and departments in relation to what roles and ranks should be included in the 'frontline'. The basic principles applied to the definition include;

- Contact with the general public whether in person or by phone
- Responding to calls for service from the public
- Those who provide a visible presence in our neighbourhoods.

It does not cover those roles that are not in neighbourhoods or the same place daily. This therefore excludes mounted, dogs and armed response units who are regularly deployed to different parts of the county.

After much discussion and agreement at the Constabulary's Strategic and Tasking Co-ordinating Group the following is proposed;

- Response
- Neighbourhood Policing, including PCSOs
- Reactive CID (territorially based)
- Public Protection Units (PPU) (territorially based)
- Communications staff
- Roads Policing Unit (RPU) (to include H division motorway)

to include PC, Sergeants and team leaders within the above roles.

It should be noted that the Constabulary currently measure the 'amount' of time spent on neighbourhood policing, as per the pledge, which is set at 80% and the amount of time spent on road policing is also set at 80%.

It is proposed to monitor the 'frontline' position on a monthly basis via STCG/TTTCG and also through the Planning and Performance Review Committee.

Attached are tables outlining the proposed criteria for measurement.


Decision Required

To agree the proposal for measurement and the roles and ranks that defines the Frontline Policing Measure.

Background Papers

None

Report Author

Name: Supt Sarah Oldham
Organisation: Lancashire Constabulary  (01772 410891)

Frontline Policing Measure

DD / MM / YYYY

FIGURES ENTERED ARE FOR ILLUSTRATIVE PURPOSES ONLY

Headline Measures

	Numbers (FTE)									Costs (£k)							
	A	B	C	D	E	F	H	Total		A	B	C	D	E	F	H	Total
Total budgeted posts allocated to frontline policing roles									Total cost of budgeted posts allocated to frontline policing roles (based on average rates)								
Total staff allocated to frontline policing roles*									Total cost of staff allocated to frontline policing roles (based on employees salary plus on costs)								
Vacancies (Budgeted posts minus staff allocated)									Difference (Budgeted cost minus cost of staff allocated)								

* Staff allocated include those temporarily transferred or temporarily promoted into a frontline role, and exclude those who are temporarily transferred out of frontline roles

Detailed Breakdown

	Numbers (FTE)									Costs (£k)							
	A	B	C	D	E	F	H	Total		A	B	C	D	E	F	H	Total
Budgeted posts allocated to frontline policing roles									Cost of budgeted posts allocated to frontline policing roles (based on average rates)								
Response									Response								
Neighbourhood Policing									Neighbourhood Policing								
Road Policing (incl Motorway)									Road Policing (incl Motorway)								
Reactive CID									Reactive CID								
Public Protection Unit									Public Protection Unit								
Communications									Communications								
Total									Total								
Staff allocated to frontline policing roles*									Cost of staff allocated to frontline policing roles (based on employees salary plus on costs)								
Response									Response								
Neighbourhood Policing									Neighbourhood Policing								
Road Policing (incl Motorway)									Road Policing (incl Motorway)								
Reactive CID									Reactive CID								
Public Protection Unit									Public Protection Unit								
Communications									Communications								
Total									Total								
Vacancies (Budgeted posts minus staff allocated)									Difference (Budgeted cost minus cost of staff allocated)								
Response	0	0	0	0	0	0	0	0	Response								
Neighbourhood Policing	0	0	0	0	0	0	0	0	Neighbourhood Policing								
Road Policing (incl Motorway)	0	0	0	0	0	0	0	0	Road Policing (incl Motorway)								
Reactive CID	0	0	0	0	0	0	0	0	Reactive CID								
Public Protection Unit	0	0	0	0	0	0	0	0	Public Protection Unit								
Communications	0	0	0	0	0	0	0	0	Communications								
Total	0	0	0	0	0	0	0	0	Total								

* Staff allocated include those temporarily transferred or temporarily promoted into a frontline role, and exclude those who are temporarily transferred out of frontline roles

	Numbers (FTE)							
	A	B	C	D	E	F	H	Total
Abstractions								
Long Term Sick (28 days or more)								
Maternity Leave								
Recuperative Duties								
Total								

% of budgeted posts as a % of resident population

	A	B	C	D	E	F	Total
Budgeted	458.2	371	432.7	299	491.5	440	2492.4
% of total	18.40%	14.90%	17.40%	12.00%	19.70%	17.70%	

	A	B	C	D	E	F	Total
Population	218.408	254.603	321.478	131.958	280.74	244.433	1451.62
% of popu	15.00%	17.50%	22.10%	9.10%	19.30%	16.80%	

Headline Measures

	Totals									Costs																	
	A	B	C	D	E	F	H	HQ	A	B	C	D	E	F	H	HQ											
Total budgeted posts allocated to front line policing roles.									0	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Total staff allocated to front line policing roles									0	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Vacancies (Budgeted - Number allocated)									0	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-

Detailed Breakdown

Budget	Paid From	Paid To										Costs														
			A	B	C	D	E	F	H	HQ	A	B	C	D	E	F	H	HQ								
Response Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Response Sergeants	SERGEANT	SERGEANT									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
NHP Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
NHP Sergeants	SERGEANT	SERGEANT									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
PCSOs	3	4									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
RPU Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
RPU Sergeants	SERGEANT	SERGEANT									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
RPU - Motorway Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
RPU - Motorway Sergeants	SERGEANT	SERGEANT									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Reactive CID Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Reactive CID Sergeants	SERGEANT	SERGEANT									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
PPU Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
PPU Sergeants	SERGEANT	SERGEANT									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Comms Operators Staff	3	6									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Comms Operators Constables	CONSTABLE	CONSTABLE									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Comms TL's	7	7									£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
Total											£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-

Allocated										Costs						
	A	B	C	D	E	F	H	HQ	A	B	C	D	E	F	H	HQ
Response Constables																
Response Sergeants																
NHP Constables																
NHP Sergeants																
PCSOs																
RPU Constables																
RPU Sergeants																
RPU - Motorway Constables																
RPU - Motorway Sergeants																
Reactive CID Constables																
Reactive CID Sergeants																
PPU Constables																
PPU Sergeants																
Comms Operators Staff																
Comms Operators Constables																
Comms TL's																
Total																

CHIEF SUPERINTENDENTS	£ 107,828.80
SUPERINTENDENTS	£ 92,582.54
CHIEF INSPECTOR	£ 73,616.89
INSPECTOR	£ 67,732.40
SERGEANT	£ 54,996.95
CONSTABLE	£ 45,072.85

15	73,404
14	65,630
13	58,656
12	52,420
11	46,584
10	41,996
9	37,583
8	33,546
7	29,305
6	25,840
5	22,665
4	20,468
3	18,599
2	16,506

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 9 MARCH 2010

PART I

QUARTER 3 EFFICIENCY PLAN 2009 / 2010 UPDATE REPORT

(Appendix A refers)

Issue for Consideration

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

Information

Overall the position shows that currently 58.2% of our planned savings have been achieved and the forecast shows that it is likely we will achieve a saving of 2.5% instead of the 3%.

The reasons for this include:

- The overspend in Divisions, in part due to being overstaffed during this quarter.
- Procurement - this report highlights new efficiency savings for procurement contracts awarded in 2008/9 and not cumulative savings from prior year contracts. This has resulted in a reduction of over £1 million in gains previously reported for procurement.
- The delay in efficiency gains from digital recording due to the delay in new legislation
- The variance in Quest 2 savings as a result of the amount of officer time saved being less than anticipated. However it should be noted that this is increasing quarter by quarter.

The following actions have been implemented to bring the efficiency plan back on track for 2010 - 11;

- All Divisions who are overspending have an action plan in place. This has already started to take effect and improvements can be seen in December
- Meetings between Finance and the Senior Management Teams have taken place to provide greater scrutiny and support

- Recruitment has been stopped to assist divisions to achieve their budgeted post position. A new Strategic Resourcing Group has been set up to provide a co-ordinating role for the Force.
- The Organisational Review (OR) Programme has commenced another fifteen reviews.
- Each Division and Department has submitted its plans for 2010 / 11 including budget cuts and efficiency savings.

Savings to be gained in 2010 / 11 include

Budget cuts
Current ORs
Proportion of new ORs
Divisional/Departmental efficiency plans

It is therefore anticipated that the Authority and Constabulary will achieve the 3 year target.

Monitoring of the Efficiency Plan takes place on a monthly basis through Strategic Tasking and Co-ordinating Group and quarterly through Planning and Performance Review Committee. This will enable any variation to be addressed.

Decision Required

Acknowledgement of the current position statement.

Background Papers

None

Report Author

Name: Supt S Oldham
Organisation: Corporate Development  01772 410891

Lancashire Constabulary - Efficiency Plan for 2009/10

	Total Planned Savings £'000	In Year					Savings in Future Years £'000	Total Forecast savings £'000	Variance against Total Planned Savings £'000	Comments
		Total Planned Savings in year £'000	Expected Savings as at Qtr3 £'000	Savings achieved as at Qtr3 £'000	Variance against expected savings Qtr3 £'000	Forecast savings for year £'000				
Planned New Gains										
Pro rata Budget Reductions	1,131	1,131	848	269	580	414	414	717	Overstrength position is impacting on some division's ability to fully implement their plan	
Additional Budget Reductions	650	650	488	474	14	632	632	18	Current overspending is impacting on ability to deliver budget cuts	
Other Divisional Efficiency Savings	2,780	2,630	1,976	1,450	526	2,013	150	2,163	617	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	1,443	1,076	1,105	-29	1,481		1,481	-38	On track
Work Force Modernisation	299	299	225	224	1	299		299	0	On track
QUEST 2										
<i>Cashable savings</i>	425	300	225	300	-75	300	125	425	0	Estimated redundancy costs of £220k have been met from additional savings achieved.
<i>Officer Time</i>	700	700	525	391	134	490	0	490	210	Savings in officer time less than anticipated due to a longer average input time per crime than originally estimated.
Sub Total QUEST	1,125	1,000	750	691	59	790	125	915	210	
CJS Initiatives	500	300	225	115	110	153	200	353	147	Digital Recording of Interviews £200k of savings delayed pending change in legislation.
Procurement Savings	1,725	1,500	1,375	725	650	892	225	1,117	608	<u>NEW</u> 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										
<i>Finance</i>	380 to 480	150	150	102	48	102	298	400	-20	Part year savings of £235k achieved which will cover estimated redundancy costs of £149k. Full year savings £400k
<i>HR</i>	589	150	150	160	-10	160	429	589	0	Over achieved. Full year savings £430k.
<i>Fleet</i>	750	0	0	0	0	0	750	750	0	
<i>Estates</i>	143	0	0	0	0	0	143	143	0	
<i>Contact Management</i>	930	0	0	53	-53	163	767	930	0	Part year savings achieved
<i>CSIs</i>	315	0	0	19	-19	27	288	315	0	Part year savings achieved
<i>CJS</i>	428	0	0	0	0	0	428	428	0	Tbc
Sub Total OSRs	3,155	300	300	334	-34	452	3,103	3,555	-400	
Force Totals	12,808	9,253	7,263	5,387	1,877	7,126	3,803	10,929	1,879	

Lancashire Constabulary - Efficiency Plan for 2009/10

		Total Planned Savings		Expected Savings	Actuals								Cumulative Savings achieved at Qtr 3		Variance against expected savings Qtr 3	Forecast savings for year	Comments
Division / Department	Responsible Officer	£'000	%	Qtr 3	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	
2009/10 Planned New Gains																	
ACC Terr Ops & Crim Justice																	
Western	Richard Debicki	1,331	0.5%	998			221	234					224	679	51.0%	-319	955
Northern	Tracey Lauder	706	0.2%	530			230	105						335	47.5%	-195	485
Southern	Stuart Williams	797	0.3%	598			309	54						363	45.5%	-235	484
Central	Tim Jacques	433	0.1%	325	75		104	114						293	67.7%	-32	391
Eastern	Bob Eastwood	936	0.3%	702			276	303						579	61.9%	-123	772
Pennine	Clive Tattum	585	0.2%	439			112	225						337	57.6%	-102	449
Criminal Justice	Tim Ewen	342	0.1%	257	5	26				115				146	42.7%	-111	195
Contact Management	Iain Hamilton	0		0								53		53		53	163
Total ACC Terr Ops & Crim Just		5,130	1.8%	3,848	80	26	1,252	1,035	0	115	0	53	224	2,785	54.3%	-1,063	3,894
ACC Specialist Operations																	
G Division	Graham Gardner	896	0.3%	672	64		198				500	19		781	87.2%	109	1,043
H Division	Chris Bithell	149	0.1%	112				70						70	47.0%	-42	149
Total ACC Specialist Operations		1,045	0.4%	784	64	0	198	70	0	0	500	19	0	851	81.4%	67	1,192
ACC People																	
Learning & Development	Victor Robinson	24	0.0%	18	18									18	75.0%	0	24
Diversity	Stuart Noble	2	0.0%	2	2									2	100.0%	1	2
Human Resources	Ashley Judd	161	0.1%	157	9							160		169	105.0%	12	172
Total ACC People		187	0.1%	177	29	0	0	0	0	0	0	160	0	189	101.1%	13	198
DCC																	
Corporate Development	Pete White	721	0.2%	541	16				391					407	56.5%	-134	511
Professional Standards	Irene Curtis	12	0.0%	9	9									9	75.0%	0	12
Corporate Communications	Jane Astle	28	0.0%	21	3	18								21	75.0%	0	28
Legal Services	Niamh Noone	2	0.0%	2	2									2	100.0%	1	2
Total DCC		763	0.3%	572	30	18	0	0	391	0	0	0	0	439	57.5%	-133	553
Director of Resources																	
Administration	Ian Butterworth	1,372	0.5%	1,279	17	25			300		225			567	41.3%	-712	581
Finance	Linda Taylor	155	0.1%	153	3							102		105	67.4%	-49	105
ICT	Stuart Fillingham	432	0.1%	324	24	300								324	75.0%	0	432
Property Services	Steve Hodgkinson	163	0.1%	122	17	105								122	74.8%	0	163
VMU - Maint. Services	Ian Butterworth	1	0.0%	1	1									1	100.0%	0	1
Total Director of Resources		2,123	0.7%	1,879	62	430	0	0	300	0	225	102	0	1,119	52.7%	-761	1,282
Police Authority																	
		5	0.0%	4	4									4	80.0%	0	5
Total Police Authority		5	0.0%	4	4	0	0	0	0	0	0	0	0	4	80.0%	0	5
Total 2009/10		9,253	3.2%	7,263	269	474	1,450	1,105	691	115	725	334	224	5,387	58.2%	-1,876	7,124

2.5%



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 9 MARCH 2010

PART I

BASIC COMMAND UNIT (BCU) QUARTERLY PERFORMANCE REVIEW MEETINGS – FEBRUARY / MARCH 2010

Issue for Consideration

Attendance by Members at the BCU quarterly review meetings.

Information

The quarterly round of divisional performance review meetings took place during February and March 2010. The following meetings were attended by the Authority representatives indicated:-

G Division	-	Councillor G Bell
Western Division	-	Councillor G Bell
Pennine Division	-	Mr S Sarwar
Eastern Division	-	Mrs A Webster
Northern Division	-	County Councillor C Grunshaw
Southern Division	-	Mr B Jassi
Central Division	-	Mrs F Hendrix and County Councillor G Wilkins

Some issues of note that have been identified by Members are as follows:-

- Financial pressures across all divisions
- Considerable activity around collaboration and partnership activity
- Excellent work being undertaken in respect of forced marriage and honour based violence
- Effective and robust co-ordination of resources and intelligence in the area of protecting vulnerable people


Decision Required

This report is presented for information.

Background Papers

None

Report Author

Name: Mrs Beverly A Wood
Organisation: Lancashire Police Authority
 (01772) 533486

REPORT TO PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 9 MARCH 2010

PART 1

INDEPENDENT LAY MEMBER OBSERVATION OF MEETINGS

**MEETING OBSERVED: PLANNING AND PERFORMANCE REVIEW
COMMITTEE: 8 SEPTEMBER 2009**

AGENDA

The Agenda was issued on 1 September; including the Minutes of the previous Meeting, Members received in total some one hundred and forty pages, mostly extremely detailed and complex. Debate during the meeting indicated that the papers had been adequately studied.

ATTENDANCE

Including the Chairman, seven Members were present and apologies had been received in advance from two Members. The Meeting was attended by six officers of the Authority / Constabulary and, three 'observers' consisting of two Inspectors from Her Majesty's Inspectorate of Constabulary/Audit Commission and myself.

BUSINESS OF MEETING

The Meeting started at the appointed time of 10.00, despite the late change of location from Cabinet Room D. The Meeting closed at 12.25.

The minutes of the Meeting of 2 June were agreed without amendment. However, under 'Matters Arising' (Item 6) there was almost twenty five minutes of discussion on an item ('visibility') not included on the Agenda for the day but referred to in the previous minutes.

There were two Agenda items for decision and four for information. Discussion on these ranged from two minutes to forty five minutes each.

One Agenda item was taken out of order to allow an officer of the Constabulary to minimise his attendance.

CONDUCT OF MEETING

The Chairman asked if any Members wished to declare a personal or prejudicial interest in any items on the Agenda; no interest was declared and there was nothing in the debate to suggest that any Members had any personal or prejudicial interest in any of the items on the Agenda.

Debate was at all times informed and orderly. Although some Members were more difficult to 'control' in debate than others, the Chairman did a good job of controlling the Meeting overall, and particularly in ensuring that all Members had the opportunity to ask questions and that they were satisfied with the answers given by officers of the Authority or the Constabulary.

It could be that the lengthy debate about 'visibility', as above, could have been cut short, given that it was announced at the outset that a report would be presented at the next Meeting; however, the debate was interesting and useful in a wider context.

Report Author

Name: Keith Williams

Independent Lay Member, Audit Committee

27 September 2009