
PLANNING & PERFORMANCE REVIEW COMMITTEE

**TUESDAY 3 JUNE 2008 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 APPOINTMENT OF CHAIR AND VICE-CHAIR

The Authority deferred the decision about appointments of Chairs and Vice-Chairs of Committees / Membership until its next meeting in July, subject to the outcome of the Authority's Member Development meetings.

In the interim period the existing Chair and Vice-Chair, Mr D Edmundson and Mr D Winthrop, respectively, will retain their current positions.

2 MEMBERSHIP AND TERMS OF REFERENCE

The Membership of the Committee is deferred until the next meeting in July. In the interim period, existing appointment will continue.

The Terms of Reference of the Committee for 2008/09 are presented at Item 2.

3 APOLOGIES FOR ABSENCE

4 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. If the personal interest is a prejudicial interest, then the individual members should not participate in a discussion on the matter and must withdraw from the meeting room.

5 MINUTES OF THE MEETING HELD ON THE 11 MARCH 2008

Copy enclosed for confirmation at item 5.

6 MATTERS ARISING

At the previous meeting, under matters arising, the Constabulary had agreed to present the Road Policing Strategy to the Committee, following its consideration at Strategic Tasking and Co-ordinating Group (STCG) in May 2008. As the Strategy has not been fully considered by STCG, ACC Weigh will provide an oral progress report at the meeting.

All other matters arising are covered elsewhere on the agenda.

ITEMS FOR DECISION

7 LOCAL POLICING PLAN (PUBLISHED VERSION) 2008/2009.

Report and Local Policing Plan presented at Item 7. Report to follow.

ITEMS FOR INFORMATION

8 EFFICIENCY PLAN MONITORING

A report is presented at item 8.

9 QUARTERLY PERFORMANCE INDICATOR BULLETIN

A report is presented at item 9.

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

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

The Improvement Scrutiny Group (27 May 2008) will be considering a number of position statements identified in the Police Authority's Scrutiny Plan Schedule for 2008 / 2009. Where appropriate, some of these may be referred to the Planning & Performance Review Committee and these will be dispatched in due course.

11 BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

A report on the attendance by Members at the BCU quarterly review meetings is presented at item 11. (Report to follow).

12 SIR RONNIE FLANAGAN'S REVIEW – LANCASHIRE POSITION

A report is presented at item 12.

13 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.

14 DATE OF NEXT MEETING

The next meeting of the Committee is scheduled to be held at 10.00 am on Tuesday 8 July 2008 at County Hall, Preston.

Miranda Carruthers-Watt
CHIEF EXECUTIVE

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 3 JUNE 2008

PART I

TERMS OF REFERENCE FOR PLANNING & PERFORMANCE REVIEW COMMITTEE

1. **To consider and make recommendations to the Authority in relation to:-**
 - 1.1. the draft Statutory Plans¹, including their issue and publication, setting out the approaches to improving efficiency contained in the Police Service Efficiency and Productivity Strategy, having regard to the recommendations of the Planning Working Group and the Improvement and Scrutiny Group;
 - 1.2. the draft Annual Policing Summary and draft Annual Report of the Authority, including their issue and publication;
 - 1.3. policy and strategic matters and performance monitoring in general.
2. **To exercise the following delegated powers and duties:-**
 - 2.1. monitor performance against the Statutory Plans;
 - 2.2. monitor progress in securing continuous improvement;
 - 2.3. consider recommendations from the Improvement and Scrutiny Group about options for further developing performance scrutiny and for commissioning consultation/research to support the planning processes and sustaining excellence and continuous improvement in service delivery;
 - 2.4. oversee the general monitoring of performance within the Authority/ Constabulary and examine specific performance on those areas not allocated to other Committees of the Authority;
 - 2.5. oversee the development and implementation of the Authority's risk management strategy;
 - 2.6. keep under review strategic developments in relation to protective services;
 - 2.7. consider HMIC and other reports relevant to the business of the Committee;
 - 2.8. consider equality and diversity matters which are relevant to the business of the Committee.

NOTE: For the purpose of this Committee's Terms of Reference, the Statutory Plans are the three year Local Policing Plan, incorporating national and local priorities for policing; and the Efficiency Plan.



PLANNING & PERFORMANCE REVIEW COMMITTEE

**MEETING HELD ON TUESDAY 11 MARCH 2008 AT COUNTY HALL,
PRESTON**

MINUTES

PRESENT

Mr D Edmundson - Chair

Councillor M T Doherty
County Councillor A P Jones
Mr M S Sarwar
Ms M C Sumner JP
County Councillor D M Whipp
Mr D Winthrop JP

IN ATTENDANCE

DCC M Cunningham
ACC W Walker
Mr A Brown
Mr S Heffernan
Mr L Weir

} Lancashire Constabulary

Mrs B Wood

Lancashire Police Authority

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Miss S Afzal, Ms M Carruthers-Watt, County Councillor G Roper, Mrs G Stanley and County Councillor J Stuart.

MINUTES OF THE MEETING HELD ON 27 NOVEMBER 2007

42/07 RESOLVED: - That the Minutes of the meeting held on 27 November 2007 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

Strategic Road Policing

ACC Walker provided an update on the Strategic Road Policing review, which was currently in draft form. This would be considered by Strategic Tasking and Co-ordinating Group (STCG) in May 2008. Mr Winthrop commented that some of the strands covered within the Road Policing Review would be picked up through the Police Authority Scrutiny Plan. DCC Cunningham advised that following consideration by the STCG the Strategy would be presented to Planning & Performance Review Committee.

HMIC would be undertaking a road policing inspection in February 2009 and the Strategy would be finalised well in advance of the scheduled inspection.

In response to a query about the Police Authority input, DCC Cunningham advised that the final sign off would be through STCG, although if the Police Authority considered the Strategy was deficient in any areas previously identified as a risk, those could be revisited.

A discussion took place in respect of the various traffic calming measures and in particular the 20 mph residential zone speeding measures. ACC Walker commented that there were some technical issues in relation to measuring speed in the 20 mph zones. One Member commented that a fundamental shift in road user attitude to road safety in residential areas was required.

The points raised were noted and a response to the concerns would be forthcoming which could steer the way forward and would be considered as part of the Strategic Road Policing review.

Emerging Migrant Communities

ACC Walker confirmed that a lot of good work had been undertaken in respect of collecting data in respect of diversity within communities. The data had been collected from a number of sources including:

- National Insurance Numbers
- Work Registration Schemes
- Churches
- Schools
- Knowledge of PCSOs
- Housing Associations.

However, it was pointed out that the figures were constantly fluctuating for a variety of reasons, for example seasonal variances. Each division had its own "Champion" taking the work forward. A report would be considered by STCG in April. The work had commenced in Pennine Division and was now being undertaken across the force. There was also

involvement at a regional level and it was reported that Lancashire was ahead of its Most Similar Forces and a number of local authorities in respect of gathering the information.

ITEMS FOR DECISION

LOCAL POLICING PLAN 2008 / 2011

The draft Local Policing Plan was presented for the Committee's consideration; it had been developed and endorsed by the joint Authority/Constabulary Planning Work Group and complied with all aspects of the current guidance. The Chairs of all the Police Authority Committees had also been involved in the target setting process.

The 'issued' Local Policing Plan had to be published before 31 March 2008; the issued version would contain all the Statutory Performance Indicators (SPIs) and Local Indicators (LIs). A further, more updated 'published' version, had to be published by 30 June. That version would contain full year outturn data.

DCC Cunningham, who chaired the Planning Working Group, advised that the two priorities for 2008 / 2009 remained as in the previous year, supported by 'areas of emphasis' which had been drawn out through a scoping study. This had provided a matrix of all the relevant areas of interest. An important element in the development of the plan had been to balance the national requirements with local imperatives in Lancashire. The National Community Safety Plan contained the national SPIs that had to be included in the Authority's Local Policing Plan. In addition, the Authority, in conjunction with the Constabulary, had identified and agreed a number of LIs.

In respect of the Home Office guidance regarding efficiency and productivity, it was noted that this still needed to be worked fully into the Plan. There were new requirements in respect of efficiencies which the Local Policing Plan needed to take account of.

County Councillor Jones commented that he was very impressed with the level of customer focus strongly embedded within the Plan.

Mr Winthrop advised that the Plan did not appear to pick up the Front Line Policing Measure. It was agreed that this was something that could be considered at Planning Working Group, for inclusion in the "published" version of the Plan.

Ms Sumner sought clarification in respect of how the Every Child Matters agenda was picked up within the Plan. In response, DCC Cunningham advised that there were a number of areas under the objectives where this would be picked up, if necessary, as discrete areas for scrutiny, through Divisional Quarterly Performance Review meetings or the Police Authority's own Scrutiny Plan. Mr Winthrop advised that the Scrutiny Plan would be worked up and presented to Police Authority. Any areas for consideration could be flagged up through the Chair and / or Vice-Chair of the Planning & Performance Review Committee. Depending on the number of possible scrutiny areas identified, it may be necessary to identify the priorities and if issues under the Every Child Matters agenda were deemed to be priorities, they would be considered.

In summing up, the Chair expressed the Committee's thanks to everyone involved in the production of the Local Policing Plan and specifically to Mr Heffernan.

43/07 RESOLVED:- That

- 1 the Police Authority be recommended to approve the draft Local Policing Plan 2008 / 2011 as the “issued” version;
- 2 the Planning Working Group consider the development and inclusion of the Front Line Policing Measure for inclusion in the “published” version of the Local Policing Plan;
- 3 the Planning Working Group consider the integration of the requirements identified within the Home Office Efficiency and Productivity Strategy 2008 / 2011.

ITEMS FOR INFORMATION

QUARTERLY PERFORMANCE INDICATOR BULLETIN

The Committee considered the Performance Indicator Bulletin for the period covering April to December 2007, covering specifically the areas highlighted as pertaining to Planning & Performance Review Committee.

The Committee was informed that the results for the period had generally been very good and the Constabulary should be congratulated on such a good report, particularly in the areas of offences brought to justice and satisfaction levels. However, it was noted that there were still a number of areas requiring attention.

Local Indicator 14 - Incident Response times

Despite a drop in the total immediate response incidents, Members were disappointed to note that the result was still below the target of 90% or above. Members also noted that data extracted from the Strategic Tasking & Co-ordinating Group indicated that some divisions were performing better than others.

ACC Walker advised that with the roll out of QUEST, greater clarity had been afforded to staff in respect of the grading levels and there had been some changes in the respect of the definitions. Initial findings had indicated a higher level of Grade 1 incidents had been recorded than there had actually been.

It was noted that the Police Authority would still be able to scrutinise the levels of response times through the quarterly bulletins and through attendance at divisional quarterly performance review meetings.

Local Indicators 27(a) and (b) Sanction Detection Rates for All Crime

This performance indicator was to have no disparity between the figures for sanction detection rates for minority ethnic / white victims. The latest figures revealed that sanction detection rates for all crime (minority ethnic victims) was 2% higher than for white victims. However it was noted that both groups had seen detection rates increase during the period. One Member commented that historically, over the previous three year period, the detection rates for minority ethnic victims had been higher than for white victims. It appeared that service across the board was good.

SPI 9a(i) (ii) – Road Safety

Members discussed the increase in casualty figures for the period and road safety in general. One Member commented that the figures available through IQUANTA indicated that Lancashire had consistently performed less well than its Most Similar Force family.

ACC Walker advised that a Road Policing Strategy had been commissioned to look a number of areas of road policing, including comparisons with other forces. She commented that the Government had set a number of casualty reduction targets to be achieved by 2010 based on an average between 1994 / 1998 figures. The Constabulary was generally on line to achieve the target despite 2007 being a difficult year, due in part to the bad weather conditions that had impacted on road traffic casualty numbers.

In respect of initiatives being undertaken by the Constabulary, the drink and drug driving culture was being targeted through a number of measures, including targeted drink / drive campaigns, such as summer nights. ACC Walker advised that driving whilst under the influence of drug use was not as easy to detect, however field impairment testing (FIT) training was being rolled out and this would help officers detect drug use at the roadside.

County Councillor Whipp sought clarification in respect of Local Area Agreement negotiations and the classification and data for this indicator. ACC Walker advised that this was being discussed strategically in May / June and she was confident that the data would be correct. County Councillor Whipp asked whether the figures used in the reports would need amending. Mr Weir advised that they probably would need to be amended to reflect flaws that had been identified during the moderation exercise. There was a suggestion of an increase of around 2-3% in the figures for the LAA baseline period, but work was still to be done on the more recent years' data.

Members discussed the seriousness of road accidents and dangerous driving. It was noted that the issue was raised frequently at Police Authority Meetings throughout the County. Members of the public wanted to know what happened to money raised through speeding fines and parking ticket fines. There was a real mix of views and attitudes across the County in respect of road policing, speeding measures in residential areas and speed cameras.

County Councillor Whipp suggested that a future wave of Opinion should explore the attitude of the public of Lancashire to traffic enforcement to gauge true public opinion.

Local Indicator 44 - % of reported domestic violence incidents involving victims in the previous 12 month period

Members expressed concern about the increase in the incidents, particularly given the additional money that had gone into developing the Public Protection Units. A better outcome had been expected.

ACC Walker advised that there were a number of ongoing initiatives. A Repeat Victim Strategy was being piloted in Central Division. It was early days, but hopefully a number of positive learning experiences would come from the Pilot which could be taken forward across the Force.

ACC Walker reported that the MARACS process was being rolled out across the force area and a number of charitable organisations were involved in the partnership working including NSPCC, Victim Support, Women's Aid, Barnardos.

Violent Crime – data to the end of Dec 07

Discussion took place about the deterioration of Central Division's performance in violent crime. ACC Walker advised that internal discussions had revealed there had been an increase in lower level and domestic abuse crimes reported. Preston was experiencing an increase in the level of gun and gang culture. This was being targeted through high visibility and extra focus of resources. Monitoring took place through the quarterly performance review meetings. There was also a lot of work being done to target the night-time economy activity which was a cause for concern and was also a focus at quarterly performance review meetings.

Ms Sumner queried what the outcome was in respect of the increase in reported domestic violence. ACC Walker replied that the incidence of domestic violence homicides had reduced. Ms Sumner felt that that was good news and should be publicised.

Lancashire and BCU Sanction Detection – Domestic Burglary

Members sought clarification on what appeared to be a deterioration in the performance figures relating to domestic burglary in a number of divisions. This was inconsistent with the assurance that Lancashire was performing well. ACC Walker advised that the data reflected relative performance across the MSF and showed that other forces were improving compared with Lancashire's previously exceptionally high levels.

44/07 RESOLVED:- That the good performance over the last nine months be noted and the Constabulary be congratulated for the efforts made.

BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

A report was presented on the attendance by Members at the Basic Command Unit (BCU) quarterly review meetings held during January / February 2008. The Chair emphasised the importance of those Members attending BCU reviews in order to report on the issues arising. Mr Winthrop also stressed the importance of attending these meetings and requested that Members make every endeavour to attend.

Some issues of note had been identified including good performance across the Divisions, with good examples of commitment to diversity (one Division winning second place in a national final for "Outstanding Commitment to Diversity"); engagement with key partners in respect of protecting vulnerable people and strategic road policing. The scope of the non-confrontational community engagement role of the PCSO was also discussed.

DCC Cunningham advised that protecting vulnerable people, especially young people, was high on the Constabulary's agenda and a partnership approach to response was continuing.

One Member provided a verbal update following his attendance at a BCU quarterly review meeting. He commented on the development of the serious and organised crime unit and the very high response rates to 999 calls within the division. He commented that the balance between resourcing critical areas of policing and achieving targets was an important aspect of effective management.

45/07 RESOLVED:- That the report be noted.

FRONTLINE POLICING (FLP) MEASURE

A verbal report on the development of a frontline policing measure was presented to Members. It was noted that this had been considered by the Police Authority's Performance Scrutiny Group at its meeting in February. Following that meeting, the Chair of the Performance Scrutiny Group had had further discussions with the Constabulary's Corporate Development Department in respect of development a headline measure for inclusion in the local policing plan. It was proposed that the measure would be compiled from the hours taken from the Duty Management States system (activity types covering response and neighbourhood policing (NHP)) divided by the total hours available for all officers and PCSOs.

A number of contextual measures were also being considered, including divisional contributions to FLP and the levels of abstractions; resources allocated to NHP and response and BCU and Constabulary levels and possible links with resources, performance and confidence, and these would be reported to the Scrutiny Group. It was reported that some of these elements would provide valuable information for the Police Authority and the Constabulary and would link with the efficiency and productivity plan referred to later in the meeting.

Work was still ongoing and it was suggested that the matter be referred to the Planning Working Group so that arrangements could be put in place to collect data and make appropriate entries in the local policing plan and scrutiny plan.

46/07 RESOLVED:- That the development of the frontline policing measure be referred to the Planning Working Group.

EFFICIENCY PLAN MONITORING

Members considered a report which contained details of the position to the end of December 2007 against the 2007 / 2008 Efficiency Plan. The Plan for the year was that efficiency gains totalling £9.8 million would be achieved by the end of March. In addition to carried forward gains of £19.3 million. This represented 3.9% for the year compared to a government target of 3%.

As at the end of December 2007, gains of just under £7.3 million (2.9%) had been achieved and it was therefore anticipated that the 3% government target would be achieved by the end of March. It was expected that the full 3.9% efficiency would be achieved.

47/07 RESOLVED:- That the report be noted.

EFFICIENCY AND PRODUCTIVITY STRATEGY FOR THE POLICE SERVICES 2008 / 2011

A copy of the Home Office guidance on the new Police Service Efficiency and Productivity Strategy was presented to Members.

There were to be some changes in respect of the situation on efficiency planning for the forthcoming year. Since 2005/2006 the target had been 3% efficiency per annum, of which half had to be cashable. This had now changed and 9.3% efficiency was required over three years, all cashable and all recurring, and based on gross rather than net revenue expenditure.

Efficiency Plans would be approved by the Police Authority and become an integral part of the Local Policing Plan. The Police Authority would need to be satisfied that the force was succeeding in achieving the required level of gains through robust scrutiny.

It was reported that work was underway to bring together the three year plan and the 9.3% target would amount of approximately £27 million over the three years. This would equate to about £3 million more than under the old regime of efficiency planning.

The significant changes to the efficiency target and to reduce bureaucracy in planning and reporting arrangements were:

- The target was for cashable gains worth 9.3% of 2007/2008 gross revenue expenditure (GRE) to be achieved by the end of 2010/11 providing the scope to increase efficiency of all activities.
- No separate annual targets.
- Cashable gains include all gains that allow resources to be re-deployed.
- No prescribed planning format.
- No requirement for separate efficiency and productivity plans – to be integral to the three year local policing plans.
- The primary responsibility for ensuring that gains have been delivered to rest with police authorities.

DCC Cunningham commented that the new proposals would require a more strategic approach to efficiency savings and far more integration between the efficiency and productivity plan and the Local Policing Plan. This would need consideration by the Planning Working Group and also the Sustaining Excellence Group.

One Member commented that the new Strategy would place a significant burden on the Constabulary in respect of operational decisions and the achievement of previously agreed efficiencies and targets.

In response DCC Cunningham agreed, but advised that decisions would not be at the cost of the delivery of quality of service and the Constabulary would achieve what had been agreed within the Local Policing Plan.

48/07 RESOLVED:- That the Planning Working Group consider the process of integration of efficiencies within the Local Policing Plan.

DATE OF NEXT MEETING

491/07 RESOLVED: - That it be noted that the next meeting of the Committee is scheduled to be held at 10.00 am on Tuesday 3 June 2008 at County Hall, Preston.

MIRANDA CARRUTHERS-WATT
CHIEF EXECUTIVE



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 3 JUNE 2008

PART I

LOCAL POLICING PLAN 2008/2011 – PUBLISHED VERSION

(Appendix A refers)

Issue for Consideration

The published Local Policing Plan 2008/2011.

Information

The Local Policing Plan has been developed and endorsed by the joint Police 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 by 31 March each year and to publish their local policing plans by 30 June. Lancashire's "issued" version of the Local Policing Plan was submitted to the Home Office on 31 March 2008.

The Authority is required to 'publish' its Local Policing Plan by 30 June 2008. The published version includes the performance data for the full 12 month period and any updated contextual information. It includes reference to the Home Office Efficiency and Productivity Strategy 2008/2011 and integration of the efficiencies within the text of the Local Policing Plan.

The Police Authority is not due to meet until 15 July, which is after the 30 June deadline. It is proposed that approval of the published version of the Local Policing Plan be sought through the Authority's urgent business procedure. A copy of the Plan is attached at Appendix A.


Decision Required

The Committee is asked to consider and recommend to the Police Authority the published version of the Local Policing Plan 2008-2011.

Background Papers

None

Report Author

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

PLANNING & PERFORMANCE REVIEW COMMITTEE

TUESDAY 3 JUNE 2008

PART I

**2007 / 2008 EFFICIENCY PLAN, QUARTER 4 POSITION AND 2008 / 2011
EFFICIENCY AND PRODUCTIVITY PLAN**

Issue for Consideration

The position at the end of March 2008 against the 2007 / 08 Efficiency Plan and the new Efficiency and Productivity Plan for the forthcoming three years 2008 / 2011.

Information

Attached at Appendix A is the position at the end of March 2008. The plan for the year was that efficiency gains totalling £9.8 million would be achieved by the end of March, in addition to carried-forward gains. This represented 3.9% in the year, compared to a government target of 3%, in order to allow some headroom for schemes that do not deliver the expected level of gain or take some time to start to deliver gains.

As at the end of March, gains of £9.6 million or 3.8% have been achieved in the year. The 3% government target has been over-achieved by 0.8%. Cashable gains in excess of targets can be carried forward to future years along with accumulated excess gains from previous years.

For the forthcoming three years, the target has been increased to 9.3% over three years, all cashable and all recurring, and based on Gross rather than Net Revenue Expenditure. For planning purposes, the target is initially based on budgeted Gross Revenue Expenditure (GRE) for 2007/08 but the target will be finalised by the end of September 2008, after the year-end accounts have been completed. On this basis, our initial target for the three years is £27 million.

At Appendix B is the 2008/11 Efficiency and Productivity Plan which, including cashable gains carried forward, amounts to more than £37 million.

Key features of the plan are:

- The target covers the whole period with no requirement to make a specific percentage in any one year
- The plan is a living document; new gains will be added as they are firmed up
- Many of the initiatives are aimed at increasing productive time rather than saving hard cash and it will be important to have productivity measures in place that provide an assurance that freed-up time is being used effectively.

Corporate Development colleagues are actively considering what measures might be most appropriately used to provide assurances about increased productivity. Proposals will be brought to a future meeting of this committee.

Decision Required

The Committee is asked to note the position at the end of 2007/08 and to approve the Efficiency and Productivity Plan for 2008/11.

Background Papers

None

Report Author

Name:	Linda Taylor
Designation:	Head of Finance
Organisation:	Lancashire Constabulary  01772 412292

EFFICIENCY PLAN FY 2007/08

Project

WESTERN

5	CIVILIANISATION IN FINANCIAL INVESTIGATION
10	CIVILIANISATION OF PC ITLO POSTs
	CIVILIANISATION Total (2 POLICE POSTS)
12	REDUCTION IN CID HOURS
14	REDUCTION IN FINANCE POST
16	REDUCTION IN ROAD POLICING
	REDUCTION IN POSTS Total (3 POLICE POSTS;1 STAFF)
18	RESTRUCTURE IN NHP STRATEGIC POST
27	RESTRUCTURE OF GEOGRAPHIC POLICING AREAS
	RESTRUCTURING Total (NO IMPACT ON STAFF NUMBERS)
	WESTERN Total

NORTHERN

8	CIVILIANISATION IN RESOURCE MANAGEMENT
9	CIVILIANISATION IN VOLUNTEERS
	CIVILIANISATION Total (2 POLICE POSTS)
21	RESTRUCTURE OF COMMUNITY SAFETY
23	RESTRUCTURE OF CRIME REDUCTION
24	RESTRUCTURE OF CUSTODY
26	RESTRUCTURE OF FLEET MANAGEMENT
27	RESTRUCTURE OF GEOGRAPHIC POLICING AREAS
33	RESTRUCTURE OF VIPER
	RESTRUCTURING Total (NO IMPACT ON STAFF NUMBERS)
48	REDUCTION IN NON PAY BUDGETS
	REDUCTION IN DIVISIONAL NON-PAY BUDGETS Total
59	SUSTAINING EXCELLENCE / QUEST
	OTHER Total
	NORTHERN Total

SOUTHERN

1	CIVILIANISATION IN CJS
4	CIVILIANISATION IN CRIME PREVENTION
7	CIVILIANISATION IN MANAGEMENT SUPPORT
	CIVILIANISATION Total (2 POLICE POSTS)
13	REDUCTION IN DOGS POST
14	REDUCTION IN FINANCE POST
17	REDUCTION IN TOWER POST
	REDUCTION IN POSTS Total (3 POLICE POSTS;1 STAFF)
20	RESTRUCTURE OF COMMUNICATIONS
22	RESTRUCTURE OF CRIME MANAGEMENT
28	RESTRUCTURE OF MANAGEMENT SUPPORT
29	RESTRUCTURE OF RESOURCE MANAGEMENT
	RESTRUCTURING Total (NO IMPACT ON STAFF NUMBERS)
48	REDUCTION IN NON PAY BUDGETS
	REDUCTION IN DIVISIONAL NON-PAY BUDGETS Total
59	SUSTAINING EXCELLENCE / QUEST
	OTHER Total
	SOUTHERN Total

PLAN 2007/08		
2007/08 (£k) Cashable	2007/08 (£k) Non-Cashable	2007/08 (£k) Total

PLAN 2007/08		
16	27	43
25	18	43
41	45	86
43	0	43
3	0	3
86	0	86
132	0	132
43	0	43
43	0	43
86	0	86
259	45	304

PLAN 2007/08		
22	21	43
22	21	43
44	42	86
0	86	86
0	308	308
0	62	62
21	0	21
148	0	148
43	0	43
212	456	668
205	0	205
205	0	205
0	0	0
0	0	0
461	498	959

PLAN 2007/08		
32	38	70
58	71	129
42	51	93
132	160	292
25	0	25
6	0	6
50	0	50
81	0	81
0	182	182
43	0	43
62	0	62
20	0	20
125	182	307
20	0	20
20	0	20
0	0	0
0	0	0
358	342	700

APPENDIX "A"					
ACTUAL GAINS					
Quarter 4			2007/08 Total		
(£k) Cashable	(£k) Non-Cashable	(£k) Total	(£k) Cashable	(£k) Non-Cashable	(£k) Total

Quarter 4			2007/08 Total		
4	7	11	16	27	43
6	5	11	13	9	22
10	11	22	29	36	65
11	0	11	43	0	43
1	0	1	3	0	3
11	0	11	43	0	43
22	0	22	89	0	89
11	0	11	43	0	43
11	0	11	43	0	43
22	0	22	86	0	86
54	11	65	204	36	240

Quarter 4			2007/08 Total		
0	0	0	0	0	0
7	7	14	21	21	42
7	7	14	21	21	42
0	43	43	0	150	150
0	77	77	0	308	308
0	16	16	0	63	63
0	5	5	0	5	5
37	0	37	148	0	148
0	0	0	0	0	0
37	141	178	148	526	674
52	0	52	208	0	208
52	0	52	208	0	208
0	34	34	0	68	68
0	0	0	0	68	68
96	148	244	377	615	992

Quarter 4			2007/08 Total		
0	0	0	0	0	0
15	18	32	58	71	129
11	13	23	42	51	93
25	30	55	100	122	222
6	0	6	25	0	25
0	0	0	0	0	0
13	0	13	50	0	50
19	0	19	75	0	75
0	46	46	0	182	182
11	0	11	43	0	43
16	0	16	62	0	62
5	0	5	20	0	20
31	46	77	125	182	307
10	0	10	25	0	25
10	0	10	25	0	25
84	0	84	99	0	99
84	0	84	99	0	99
85	76	161	424	304	728

Project

CENTRAL

3	CIVILIANISATION IN CRIME MANAGEMENT UNIT
5	CIVILIANISATION IN FINANCIAL INVESTIGATION
6	CIVILIANISATION IN LICENSING
	CIVILIANISATION Total (2 POLICE POSTS)
15	REDUCTION IN OFFICE SERVICES POST
	REDUCTION IN POSTS Total (3 POLICE POSTS;1 STAFF)
19	RESTRUCTURE OF CID
25	RESTRUCTURE OF FINANCE
31	RESTRUCTURE OF SUPPORT UNIT
	RESTRUCTURING Total (NO IMPACT ON STAFF NUMBERS)
48	REDUCTION IN NON PAY BUDGETS
	REDUCTION IN DIVISIONAL NON-PAY BUDGETS Total
55	INCREASE IN VOLUNTEER HOURS
	OTHER Total
	CENTRAL Total

EASTERN

10	CIVILIANISATION OF PC ITLO POSTs
	CIVILIANISATION Total (2 POLICE POSTS)
11	REDUCTION IN CJS POSTS
	REDUCTION IN POSTS Total (3 POLICE POSTS;1 STAFF)
19	RESTRUCTURE OF CID
30	RESTRUCTURE OF RESPONSE
	RESTRUCTURING Total (NO IMPACT ON STAFF NUMBERS)
	EASTERN Total

PENNINE

2	CIVILIANISATION IN COMMUNICATIONS
8	CIVILIANISATION IN RESOURCE MANAGEMENT
	CIVILIANISATION Total (2 POLICE POSTS)
20	RESTRUCTURE OF COMMUNICATIONS
28	RESTRUCTURE OF MANAGEMENT SUPPORT
32	RESTRUCTURE OF TARGETING TEAM
	RESTRUCTURING Total (NO IMPACT ON STAFF NUMBERS)
	PENNINE Total

PLAN 2007/08		
2007/08 (£k) Cashable	2007/08 (£k) Non-Cashable	2007/08 (£k) Total

PLAN 2007/08		
22	21	43
13	30	43
16	27	43
51	78	129
27	0	27
27	0	27
330	0	330
8	0	8
308	0	308
646	0	646
55	0	55
55	0	55
0	10	10
0	10	10
779	88	867

PLAN 2007/08		
23	20	43
23	20	43
107	0	107
107	0	107
272	0	272
258	0	258
530	0	530
660	20	680

PLAN 2007/08		
90	175	265
30	32	62
120	207	327
0	124	124
0	96	96
0	76	76
0	296	296
120	503	623

ACTUAL GAINS					
Quarter 4			2007/08 Total		
(£k) Cashable	(£k) Non-Cashable	(£k) Total	(£k) Cashable	(£k) Non-Cashable	(£k) Total

Quarter 4			2007/08 Total		
6	5	11	22	21	43
3	8	11	13	30	43
4	7	11	16	27	43
13	20	32	51	78	129
7	0	7	20	0	20
7	0	7	20	0	20
83	0	83	330	0	330
2	0	2	8	0	8
0	0	0	154	0	154
85	0	85	492	0	492
0	0	0	0	0	0
0	0	0	0	0	0
0	2	2	0	9	9
0	2	2	0	9	9
104	21	125	563	87	650

ACTUAL GAINS					
Quarter 4			2007/08 Total		
6	5	11	23	20	43
6	5	11	23	20	43
27	0	27	107	0	107
27	0	27	107	0	107
68	0	68	272	0	272
65	0	65	258	0	258
133	0	133	530	0	530
165	5	170	660	20	680

Quarter 4			2007/08 Total		
23	42	65	90	173	263
5	7	12	28	30	58
28	49	77	118	203	321
0	31	31	0	124	124
0	24	24	0	96	96
0	19	19	0	76	76
0	74	74	0	296	296
28	123	151	118	499	617

Project	PLAN 2007/08			ACTUAL GAINS						
	2007/08 (£k) Cashable	2007/08 (£k) Non-Cashable	2007/08 (£k) Total	Quarter 4			2007/08 Total			
	(£k) Cashable	(£k) Non-Cashable	(£k) Total	(£k) Cashable	(£k) Non-Cashable	(£k) Total	(£k) Cashable	(£k) Non-Cashable	(£k) Total	
G DIVISION	PLAN 2007/08			Quarter 4			2007/08 Total			
G DIVISION Total	0	0	0	0	0	0	0	0	0	
H DIVISION	PLAN 2007/08			Quarter 4			2007/08 Total			
49	RESTRUCTURE ARMED RESPONSE UNIT	750	0	750	188	0	188	750	0	750
50	RESTRUCTURE DOGS	830	0	830	208	0	208	830	0	830
51	RESTRUCTURE ROAD POLICING UNIT	470	0	470	118	0	118	470	0	470
52	RESTRUCTURE SUPPORT UNIT	550	0	550	138	0	138	550	0	550
	OPERATIONAL REVIEW Total	2,600	0	2,600	650	0	650	2,600	0	2,600
	H DIVISION Total	2,600	0	2,600	650	0	650	2,600	0	2,600
HQ DEPARTMENTS	PLAN 2007/08			Quarter 4			2007/08 Total			
34	REDUCTION IN ADMIN BUDGET	70	0	70	18	0	18	70	0	70
35	REDUCTION IN CJS BUDGET	10	0	10	3	0	3	10	0	10
36	REDUCTION IN EMPLOYMENT LAW BUDGET	10	0	10	3	0	3	10	0	10
37	REDUCTION IN ESTATES BUDGET	45	0	45	11	0	11	45	0	45
38	REDUCTION IN FINANCE BUDGET	15	0	15	4	0	4	15	0	15
39	REDUCTION IN HR BUDGET	30	0	30	8	0	8	30	0	30
40	REDUCTION IN ICT BUDGET	200	0	200	50	0	50	200	0	200
41	REDUCTION IN ILL HEALTH RETIREMENTS	336	0	336	84	0	84	336	0	336
42	REDUCTION IN LEGAL BUDGET	15	0	15	4	0	4	15	0	15
43	REDUCTION IN PENSIONS BUDGET	38	0	38	10	0	10	38	0	38
44	REDUCTION IN PROFESSIONAL STANDARDS BUDGET	75	0	75	19	0	19	75	0	75
45	REDUCTION IN TRAINING CENTRE BUDGET	55	0	55	14	0	14	55	0	55
46	REDUCTION IN VMU BUDGET	50	0	50	13	0	13	50	0	50
47	ENERGY SAVINGS	100	0	100	25	0	25	100	0	100
	REDUCTION IN HQ BUDGETS Total	1,049	0	1,049	262	0	262	1,049	0	1,049
	HQ DEPARTMENTS Total	1,049	0	1,049	262	0	262	1,049	0	1,049
OTHER SCHEMES	PLAN 2007/08			Quarter 4			2007/08 Total			
53	CONDITIONAL CAUTIONS	0	19	19	0	5	5	0	22	22
54	INCREASE IN PNDS	0	812	812	0	169	169	0	888	888
56	INCREASE IN SPECIALS	0	220	220	0	10	10	0	175	175
57	PROJECT LANTERN	0	23	23	0	1	1	0	8	8
58	PURCHASING CONTRACT SAVINGS	1,000	0	1,000	250	0	250	1,000	0	1,000
	OTHER Total	1,000	1,074	2,074	250	185	435	1,000	1,093	2,093
	OTHER SCHEMES Total	1,000	1,074	2,074	250	185	435	1,000	1,093	2,093
FORCE Total	7,286	2,570	9,856	1,694	569	2,263	6,995	2,653	9,648	

Lancashire Constabulary

Appendix B

Efficiency & Productivity Plan 2008/9 and estimates for 2009-11

Project	Lead	Division											Estimate for future years					
		A £'000	B £'000	C £'000	D £'000	E £'000	F £'000	G £'000	H £'000	HQ £'000	Force- wide	Total £'000	2009-10	2010-11	Total 08-11			
Estimated cashable gains b/fwd from previous years														8,300			0	
Workforce Modernisation Pilot Schemes (pilot schemes at Western & Pennine)	Divisions	306									306				612			8,300
Budget Reductions at HQ (agreed as part of budget setting)																1,000	1,000	0
ICT	Stuart Fillingham												300		300			300
Admin	Ian Butterworth												150		150			150
Estates	Steve Hodgkinson												150		150			150
Legal	Niamh Noone												15		15			15
Forensic savings	Kath Mashiter												300		300			300
Procurement																		0
General Procurement Contracts approx level of savings reported to Police Authority each year)	Peter Higson													1,000	1,000	1,000	1,000	3,000
Forensic Service Contract collaboration (estimated savings £1m less £95k TUPE provision)	Kath Mashiter										905				905			0
Increasing Productive Time																		0
Operation QUEST (50% of KPMG estimate of 123.7 wte officers freed up)	Bill McMahon													2,121	2,121	?	?	2,121
Networking in Comms Rooms (2 days training for 400 staff absorbed)	Bill McMahon													85	85			85
Resource Management in Comms Rooms (gain estimated at £150k pa in future years)	Bill McMahon														0	50	100	150
Restorative Justice (40 cases per month x 3 hours saved)	John Clucas													36	36	50	50	136
CJSSS (reduced court appearances, saving 600 hours in Yr 1)	John Clucas													15	15	23	30	68
Voluntary Attendees (saving of 2 hours per additional VA)	John Clucas													40	40	140		180
ERP (reduction of 50% in cost of handling property)	John Clucas													101	101	101		202
Mobile data - increased visibility target 1 hr per day, 1000 officers) (includes electronic forms and crime recording - equivalent of 100 extra officers out of the station)														1,500	1,500	1,500	1,300	4,300
Improved management of Missing from Home cases (estimated 30,000 hours per annum saved) need number of cases & time per case for monitoring														750	750			750
Organisational Reviews / Shared Services																		0
Shared management accounts service														36	36	18		54
Amalgamation of PNC/CIB	Ian Butterworth														0	280		280
Rationalisation of Fleet/Hire car Management	Ian Butterworth														0	60		60



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 11 MARCH 2008

PART I

QUARTERLY PERFORMANCE BULLETIN REPORT

Issue for Consideration

Monitoring of the Quarterly Performance Indicators.

Information

The Committee has responsibility for monitoring performance information in relation to planning and performance matters including statutory and local performance indicators.

The Performance Bulletin covering the period April 2007 to March 2008 has been forwarded to Members under separate cover and Members are asked to bring their copy of the bulletin with them to the meeting in order to discuss the relevant areas. The Bulletin will also be considered by the Improvement Scrutiny Group at its meeting on 27 May 2008.


Decision Required

The Committee is asked to note the report

Background Papers

None

Report Author

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PLANNING & PERFORMANCE REVIEW COMMITTEE

TUESDAY 3 JUNE 2008

PART I

BASIC COMMAND UNIT (BCU) QUARTERLY PERFORMANCE REVIEW MEETINGS – APRIL / MAY 2008

Issue for Consideration

Attendance by Members at the BCU quarterly review meetings.

Information

The quarterly round of divisional performance review meetings took place during April / May 2008. The following meetings were attended by the Authority representatives indicated:-

Central Division	-	Mr D Edmundson
Southern Division	-	Mrs G Stanley JP
Pennine Division	-	County Councillor Whipp and Mr Sarwar
H Division	-	Ms M Carruthers-Watt

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

- Divisions generally performing well
- The scope of the role of the PCSO
- There are good examples of commitment to diversity – with one Division winning second place in a national final for “Outstanding Commitment to Diversity”
- Protecting vulnerable people (especially young people) and engagement with key partners
- Strategic Road Policing


Decision Required

This report is presented for information.

Background Papers

None

Report Author

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PLANNING & PERFORMANCE REVIEW COMMITTEE.

TUESDAY 3 JUNE 2008

PART I

SIR RONNIE FLANAGAN'S INDEPENDENT REVIEW OF POLICING

Issue for Consideration

Lancashire Constabulary / Police Authority update position in respect of the Sir Ronnie Flanagan's recommendations.

Information

Her Majesty's Chief Inspector of Constabulary, Sir Ronnie Flanagan, was commissioned by the then Home Secretary, John Reid, in April 2007 to conduct a review of Policing in England and Wales.

The terms of reference for the review identified four particular work streams:

- reducing bureaucracy
- 'mainstreaming' neighbourhood policing
- making best use of resources; and
- enhancing local accountability

A dedicated team was created to conduct the review and this included Lancashire Constabulary's Head of Finance, Mrs Linda Taylor.

The interim report was published in September 2007 and in her response, the new Home Secretary, Jacqui Smith, affirmed the original terms of reference and expressed her intention to provide a formal governmental response to the final recommendations in a Green Paper on Policing to be published in the spring of 2008.

The final report was published in February 2008 and contained 33 recommendations. The majority of these recommendations are directed at strategic bodies such as the Home Office, HMIC, NPIA, APA and others. Five recommendations were directed to chief constables and one specifically to police authorities.

In his final report, Sir Ronnie stated that he would further report on progress on the recommendations, at six and twelve monthly intervals after the original publication, ie around September 2008 and February 2009.

In a very recent letter to Sir Ronnie Flanagan commending his final report, the Home Secretary celebrates the success of the roll out of neighbourhood policing and states the recommendations are a 'mandate for action'. She emphasises the need to tackle bureaucracy, particularly in respect of stop and account, crime and other data recording. She states that Government would wish to consider whether the police funding formula could be adjusted better to reflect the demands for protective services. DCLG is currently consulting on the Participatory Budgeting Strategy, which is looking at how to give people a direct influence over how money allocated to tackle crime and disorder in their area might be spent.

The Home Secretary identifies the impending Green Paper as a source of direction to reducing burdens associated with Criminal Justice processes, local accountability and the respective roles in policing of Government, central agencies, police authorities and chief officers. Productivity and efficiency, through workforce reform, will also feature in the Green Paper.

In terms of taking the recommendations forward at a strategic level, the Home Secretary identifies, in her letter, the National Policing Board (which she chairs) and its Policing Portfolio Group (Chaired by the President of ACPO), as taking responsibility for the prioritisation and resource identification to deliver on the recommendations. The anticipated publication date for the Green Paper on Policing is currently June / July 2008.

Sir Ronnie Flanagan's final report has been summarised previously on behalf of the Police Authority (presented at the meeting of 26 February 2008) and the Constabulary's Strategic Tasking and Co-ordinating Group. The purpose of this further report is to specifically focus on any updates and in particular on those six recommendations for which the Chief Constable and the Police Authority are directly accountable. The report also provides an opportunity to identify the likely impact of any requirements, with regard to their development / implementation and to position the Constabulary where there is ongoing work associated with the recommendations.

It is clear that the impending Green Paper is seen as a critical outcome of the Review and is expected to address many of the strategic recommendations. It should be noted that ACPO recently circulated a 100 page consultation document to forces, containing 59 recommendations to be considered in the development of the Green Paper, prior to submission to the Home Secretary.

Constabulary and Police Authority position.

The review recommendations, specifically relating to chief constables and the police authorities, and a current position statement regarding local activity associated with them, are outlined below:

Recommendation 6:

Where police authorities determine that a sound business case exists for voluntary merger, every effort should be made by Government to facilitate this process.

The Constabulary made significant progress towards a voluntary merger with Cumbria Police during the spring and summer of 2006, only for the proposal to breakdown due to issues

around the harmonisation of Council tax precept across the two Counties. Clearly any future consideration of such a merger would require government action to remedy this issue.

Since the merger programme, the Constabulary have participated fully in the development of collaborations around ICT, motorway policing and a cross-border crime team with Merseyside and Cheshire. The collaboration agenda is addressed regularly at regional ACPO and chiefs and chairs meetings. It is tracked locally through the Futures Group, chaired by the Chief Constable.

Recommendation 7:

Forces should review their demand profiles, taking account of more detailed information now available, to ensure that resources are deployed to areas of greatest risk and priority. HMIC should use this information in inspections from 2009-10.

The Constabulary's protective services gap was identified as an area of significant operational risk and priority. The subsequent Blueprint programmes sought to address that issue. This year an increase of precept by 7.95% equating to £4.35m was granted, with £2.59m of funding going towards improving capacity and capability in territorial divisions through Targeted Crime Units tackling Organised Crime Groups. The remaining £1.76m will support 'G' Division in tackling serious and organised crime and Counter – Terrorism. The Blueprint agenda is tracked through the Futures group and is a strategic project within the ACC (people) portfolio.

The ongoing workforce modernisation pilots in Pennine and Western Divisions, seeks to support response policing by increasing response officer availability to deal with policing issues and improve demand management, response times and consequently improve quality of service to our communities. The workforce modernisation agenda is tracked through a dedicated project board and is held within the ACC (People) portfolio.

Recommendation 8:

Forces should focus on 'high potential' areas for improved productivity, such as demand management (where Quest has highlighted areas for improvement) procurement and flexible working. HMIC will be looking for evidence of using best practice in inspections from 2009-10.

Under the Sustaining Excellence programme and with the support of KPMG, the Constabulary successfully trialled Operation Quest in Northern Division during 2007 and it has subsequently been rolled out across the County. Quest standardises call grading policies and practices and introduces alternative methods of resolving incidents, through telephone advice, police surgeries and scheduled deployments. The results from implementation are impressive, with increased customer satisfaction and more time for response officers to focus on proactive policing. This reduces pressure on front line staff and improves service to our communities. The implementation of quest is monitored through the Sustaining Excellence steering group and is a strategic project under the portfolio of the Deputy Chief Constable.

Recommendation 9:

Chief constables should ensure that they are taking an entrepreneurial approach to policing, not just in ethical income generation through private sector sponsorship and

business enterprise, but also through encouraging finance directors to exploit 'business opportunities'.

The Constabulary has well established entrepreneurial approaches to business enterprise, particularly in respect of earned income from the provision of training services. Each Division has examples of private sector sponsorship and the Headquarters Commercial Development department generated in the region of £400,000 in 2007/8. Currently negotiations are taking place with the North West Development Agency to secure approximately £3.7m of funding for a regional ANPR initiative.

Recommendation 16:

Chief constables should conduct a review of their forces' working practices within Neighbourhood Policing to ensure flexible working options exist. HMIC will, as part of its inspection process, consider what progress has been made in this area from 2009-10.

The Constabulary has made tremendous progress in the development and implementation of the Neighbourhood Policing agenda and is seen as a leading force in this arena. The Constabulary has very recently been inspected by HMIC on Citizen Focus and Neighbourhood Policing, which will provide an objective reflection of our progress to date. The development of NHP into the Neighbourhood Management agenda with partners is making progress. NHP is tracked through the Neighbourhood Policing Board and is a strategic project under the portfolio of the ACC (Territorial Operations and Criminal Justice).

The Police Authority have instigated a review of charging policies.

Recommendation 29:

Chief constables and senior community safety partners should ensure that effective leadership, tasking and direction of neighbourhood resources are vested in the most appropriate individual, irrespective of the organisation for which the individual works.

The Constabulary has been engaged in Multi Agency Problem Solving approaches with partners to achieve community safety outcomes at a tactical level for several years and the progression of neighbourhood policing into the neighbourhood management arena will strengthen engagement with key partners. Multi-agency tasking and co-ordinating is still emerging with some good examples particularly in Eastern and Southern Divisions.

The emerging Safer Lancashire Board (formerly the Strategic Crime Reduction Board) is an ideal opportunity to progress strategic leadership and multi-agency tasking and performance management frameworks. This will reap benefits, particularly with regard to achieving targets within Local Area Agreements, through APACS and the Comprehensive Area Assessment (CAA) process. The Neighbourhood Policing Board tracks progress against neighbourhood management development and it is included as a special project within the portfolio of ACC (Territorial Operations and Criminal Justice).

Conclusion.

The conclusion that can be drawn is that the Constabulary and Authority are currently well positioned in respect of each of the recommendations where they are identified as 'lead' agencies. Most business areas have recognised forums which track progress of activity;

some are included within Chief Officer portfolios. Although no one particular forum is taking responsibility for the tracking of progress against the all the recommendations, consideration should be given to identifying a single body, for example the Sustaining Excellence Steering Group or Futures Group to take a strategic role in order to effectively monitor progress and best respond to the impending Green Paper and subsequent legislation.

Further debate in respect of progress against the Flanagan report will take place at the Constabulary's Corporate Improvement Seminar, attended by Chief Officers and the wider command team, on the 10 June 2008.

The likely implications of the strategic recommendations from the report are as yet uncertain and are likely to be encapsulated within the Green Paper and the subsequent Policing and Crime reduction Bill, or, in the interim, subject of report by the appropriate lead strategic agency. Some of the associated deadlines for the strategic recommendations are during the summer of 2008, with many beyond that date.

The HMIC inspection programme for 2009 / 2010 is not yet published, however as stated within some of the recommendations, HMIC will be encouraged to inspect against their implementation. The wider Sustaining Excellence Programme activity around tackling bureaucracy, discretion and business processes will contribute significantly to the Constabulary achieving the broader outcomes of the review. The Constabulary retains a link into the core review team who will produce the update reports later this year and early next through Linda Taylor, the Head of Finance.

Decision Required

To note the report for information purposes.

Background Papers

The review of Policing – Final report by Sir Ronnie Flanagan

Paper to the Lancashire Police Authority (26 February 2008) - Item 12.

Report Author

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