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## **PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009 AT 10.00 AM  
IN CABINET ROOM D, COUNTY HALL, PRESTON**

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

### **AGENDA**

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

**1 APPOINTMENT OF CHAIR AND VICE-CHAIR**

Following the completion of the Authority's Member Development meetings, the Police Authority appointed Mr D Edmundson and Mr S Sarwar as Chair and Vice-Chair of the Committee respectively for 2009 / 10.

**2 MEMBERSHIP AND TERMS OF REFERENCE**

A report concerning the Membership and Terms of Reference of the Committee is attached 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 in accordance with the law, the Authority's Standing Orders and the Member Code of Conduct.

**5 MINUTES OF THE MEETING HELD ON THE 2 JUNE 2009**

Copy enclosed for confirmation at item 5.

**6 MATTERS ARISING**

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

**ITEM FOR DECISION**

**7 POLICE AUTHORITY ANNUAL REPORT 2008 / 2009**

Copy enclosed for approval at item 7.

**8 FRONTLINE POLICING MEASURE**

Report attached at item 8.

**ITEMS FOR INFORMATION**

**9 EFFICIENCY PLAN MONITORING**

A report is presented at item 9.

**10 QUARTERLY PERFORMANCE INDICATOR BULLETIN**

A report is presented at item 10.

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

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

A report on the Constabulary's Confidence and Equality Monitoring Report is presented at item 11. Supt Eastwood will attend the meeting for this item.

**12 BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS**

A report on the attendance by Members at the BCU quarterly review meetings 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**

**Tuesday 1 December 2009**

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





## **PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009**

### **PART I**

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

#### **Issues for Consideration**

A review of the Committee's membership, Terms of Reference and current year's timetable of meetings.

#### **Information**

Following completion of the Authority's Member development meetings, the Police Authority, at its meeting on the 17 July 2009, agreed the Membership of the Committee as set out below.

#### **PLANNING AND PERFORMANCE REVIEW COMMITTEE MEMBERSHIP (10)**

**County Councillor Cropper**  
Councillor Doherty  
Mr Edmundson (**Chair**)  
Mrs Hendrix JP  
Mr Jassi  
County Councillor Jones  
County Councillor Roper  
Mr Sarwar (**Vice-Chair**)  
Mrs A Webster  
**County Councillor Wilkins**

#### **Terms of Reference of the Committee**

Staff in the Chief Executive's Office have undertaken a review of the Authority's terms of reference for Committees to ensure they remain up to date and fit for purpose. In particular, the review has sought to ensure that the emphasis is placed on delivering services which meet people's needs. A copy of the Committee's Terms of Reference are attached at Appendix A.

## **Timetable of Meetings**

A copy of the timetable of meetings is attached at Appendix B.

## **Decision Required**

The Committee is asked to note:

1. the revised Constitution and Terms of Reference of the Planning and Performance Review Committee; and
2. the future dates of the Planning and Performance Review Committee meetings.

## **Report Author**

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## ITEM 2 - Appendix A

### Planning and Performance Review Committee Terms of Reference 2009 / 2010

1. To consider and make recommendations to the Authority in relation to:-
  - 1.1. the draft Statutory Plans<sup>1</sup>, including their issue and publication, 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. 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;
  - 2.4. to consider an annual review of the Authority's risk registers and the Constabulary's Corporate Risk Register.
  - 2.5. to receive reports from the Improvement and Scrutiny Group, on an exception basis, in respect of critical level risks on the Strategic Risk Register.
  - 2.6. consider HMIC and other reports relevant to the business of the Committee;
  - 2.7. 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;
  - 2.8. consider equality, diversity and human rights 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.

<b>Membership:</b>	<b>10</b>
<b>Quorum:</b>	<b>5</b>





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## TIMETABLE OF OTHER MEETINGS 2010

		2009						2010											
	Day/ Time	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Authority Evening Seminars	18.30 Wed	29				11		20	10 d				23					10	
Authority Day Seminars	09.30 Tues			29	14 e						20					28			
Professional Standards Working Group	13.30 Thurs			3b															
Staff Consultative Forum	14.30 Tues			3					9			4				7		23	
Planning Working Group	10.00			24	29	26	17	28 c	25	25	22	27							
Improvement and Scrutiny Group	09.00			4		24				1			2			1		26	
Protective Services Panel																			

### KEY:

**a**- 2.00pm start instead of 9.00am

**b** – 10.00am start instead of 1.30pm

**c** – **extended PWG, 09.30 start and all chair's invited**

**d** - Seminar to consider Budget

**e** – Seminar to consider LPA Inspection de-brief

## TIMETABLE OF MEETINGS 2009/2010

		2009												2010											
	Day/ Time	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Planning & Performance Review	10.00 Tue			10 b			2 d	7 a		8			1			9 b			8 d			7a			7
Professional Standards and Citizen Focus Committee	13.30 Thur			12			18			3		19				11			17			2		18	
Resources	10.00 Tue		3			12	30			22		30 g			2			11	30 g			21			8 g
Human Resources	10.00 Wed			4				8		23			2			3			23			22			1
Audit & Standards	14.00 Mon			2			1			14		23				1			7			13		22	
Police Authority	10.00 Wed		13 fg	25c			24 b	17 ga			14		9		17 f	24 c		26 e		21			13		15

### KEY

<b>a:</b> Consideration of Annual Report	<b>d:</b> Finalisation of Published Plans	<b>g:</b> Note change of day
<b>b:</b> Consideration of Draft Policing Plans	<b>e:</b> Annual Meeting	<b>h:</b> Change of time from 10.00 to 14.00
<b>c:</b> Finalisation of Issued Plans	<b>f:</b> Budget Meeting	<b>i:</b> Change of time from 10.00 to 13.00



## **PLANNING & PERFORMANCE REVIEW COMMITTEE**

**MEETING HELD ON TUESDAY 2 JUNE 2009 AT COUNTY HALL,  
PRESTON**

### **MINUTES**

#### **PRESENT**

Mr D Edmundson - Chair

Miss S Afzal

Mrs F Hendrix JP

Mr B Jassi

County Councillor G Roper

County Councillor J Stuart

Mr S Sarwar

Mrs A Webster

#### **IN ATTENDANCE**

ACC C Weigh

CS T Launder & CI J Platt (Item 11 only)

Mrs L Watson (Item 7 only)

Mr A Brown

Mr L Weir

} Lancashire Constabulary

Ms M Carruthers-Watt

Mrs B Wood

} Lancashire Police Authority

#### **PART 1**

#### **APOLOGIES FOR ABSENCE**

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

## **MINUTES OF THE MEETING HELD ON 10 MARCH 2009**

40/08 RESOLVED: - That the Minutes of the meeting held on 10 March 2009 be confirmed as a correct record and signed by the Chair.

### **ITEMS FOR DECISION**

#### **LOCAL POLICING PLAN 2009 / 2012 (Published Version)**

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 'issued' Local Policing Plan had been published, as required, by the 31 March 2009. The published version contained the full end of year outturn data, and is required to be published by 30 June 2009.

A draft A5 summary leaflet had also been developed. Members welcomed both documents.

41/08 RESOLVED:- That the Police Authority be recommended to approve the final draft 'published' Local Policing Plan for 2009 / 2012.

#### **DRAFT ANNUAL SCRUTINY PLAN 2009 / 10**

Members were presented with a draft copy of the Police Authority's draft Scrutiny Schedule for 2009 / 2010 for consideration.

An update on the development methodology was provided together with an explanation of the various scrutiny arrangements proposed.

Members made a number of suggestions and comments in respect of some of the areas listed in the schedule.

42/08 RESOLVED:- That the Police Authority be recommended to approve the final draft Annual Scrutiny Plan for 2009 / 2010.

### **RISK MANAGEMENT ARRANGEMENTS**

Members were presented with a report detailing the proposed arrangements for the Police Authority's risk management framework. The Authority's duties in relation to risk management were twofold; to manage its own risks; and to ensure that the Constabulary also had adequate and effective arrangements in place for risk management.

The proposals had been developed and presented to Members at a Police Authority Seminar. Feedback from that Seminar had been taken into account and incorporated into the revised draft policy and strategy as presented. Amendments to the format of the strategic and operational risk registers had also been taken on board.

Members welcomed the revised documents and the inclusion of the "direction of travel" column into the risk register.

Members were also presented with a copy of the Constabulary's revised risk management policy and procedure following a recent review of risk management arrangements within the Force.

In response to a query about the inclusion of a "direction of travel" indicator for the Constabulary's risk register, Mrs Watson assured Members that this would be gleaned from the progress indicated via the quarterly review shown on the register.

43/08 RESOLVED:- That the Police Authority be recommended to:

- 1 approve the Authority's risk management policy and strategy;
- 2 approve the revised format for the Authority's risk register;
- 3 note the proposed reporting arrangements; and
- 4 note the Constabulary's revised risk management policy and procedure.

## **EFFICIENCY AND PRODUCTIVITY STRATEGY 2008 / 11**

Members considered a report giving the end of year (March 2009) position against the three-year Efficiency and Productivity Strategy 2008 / 2011.

Members were advised of a number of inaccuracies contained within the report. However, it was noted that a number of changes were being worked up for the next year to include a greater focus on benefit realisation. Members commented that the changes would be timely as a greater focus on plugging the gap would be required over the next few years.

44/08 RESOLVED:- That the report be noted.

## **QUARTERLY PERFORMANCE INDICATOR BULLETIN**

The Committee considered the Performance Bulletin for the period covering April 2008 to March 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.

ACC Weigh commented that there was some evidence to suggest that the Constabulary's Alcohol Harm Reduction Strategy was beginning to have an impact. Alcohol related violent crime was reducing, although it appeared that this was not reflected in the public perception statistics.

In respect of levels of satisfaction, ACC Weigh commented that a more bespoke service was offered to the public via the Citizen Focus Bureaux. One Member commented that there was a need to raise the public's awareness of the new services.

In respect of **sanction detection rates for racially and religiously aggravated crimes**, ACC Weigh advised that there had been 200 less crimes in the past year than the previous year although he acknowledged that the result was disappointing. There was a real focus on these at divisional quarterly performance review meetings.

In respect of **Restorative Justice Interventions**, Members commented that Northern and Eastern Division appeared to be out of line with other divisions. ACC Weigh advised that Restorative Justice principles were being reinforced in divisions, but he advised that there was no real explanation in respect of the lower level of interventions in the two divisions highlighted.

**Frontline Policing Measure** - a report presented for Members' consideration detailed the current situation. It was agreed that a more sophisticated set of proposals for measuring front line activity was required. It was agreed that Mrs Hendrix and Mr Sarwar would work alongside the Constabulary and draft up some proposals for the next meeting of the Committee.

Mr Jassi welcomed a number of positive results shown in the bulletin, for example:

- Significant reductions in anti-social behaviour and criminal damage
- Reduction in officer and staff sickness levels
- Gun crime reduced by 50%

45/08 RESOLVED:-

- 1 That the matters discussed be noted.
- 2 That Mrs Hendrix and Mr Sarwar undertake, in liaison with the Constabulary, a scoping exercise to consider further developing the frontline policing measure. A report to be presented to the next meeting of the Committee.

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

Members considered a report which highlighted a number of areas that had been raised at BCU meetings throughout April and May 2009, including sharing of good practice in relation to custody suite facilities; evidence of good work on domestic violence related matters in Pennine Division and ongoing work in respect of the Policing Pledge and public confidence target.

46/08 RESOLVED: - That the report be noted.

## **QUEST EVALUATION**

CS Launder introduced CI Platt who spoke to the report on Quest 1 Evaluation. He advised that the benefits realised from the call management and incident deployment programme (Quest 1) would be considered by the Constabulary's Strategic Tasking and Co-ordinating Group on 12 June 2009. Benefits would feed into a corporate benefit register and subsequently into the Constabulary's Efficiency Plan. The benefits would include cashable, non-cashable and qualitative elements. An update on any deviance from expected benefit realisation would be included in the Efficiency Plan.

CI Platt advised that a central Quest team was working alongside divisions and massive benefits had been delivered for staff. There were fewer incidents on an operator's terminal at the start of duty, freeing up time and enabling operators to manage more urgent matters. Satisfaction levels were high amongst people who had received a mobile or fixed surgery appointment.

Members highlighted a number of examples where they had seen evidence of the impact made by Quest in managing incident resolutions and investing in quality.

47/08 RESOLVED: - That the report be noted.

## **VISIBILITY STRATEGY**

ACC Weigh provided Members with a verbal update on the development of the Constabulary's Visibility Strategy. A number of areas contained in the draft report were highlighted for Members, including:

- Satellite tracking of vehicles (to commence in July 2009)
- Visits to schools at the beginning / end of the school day to talk with parents / children
- Visits to post offices / shopping areas
- Visibility through clothing and numbers of officers on the beat
- Communicating with hard to reach groups of people / communities
- Number of officers in a patrol vehicle

One Member queried whether the patrol vehicles would be configured to operate in a dynamic way; so that should one vehicle be called to action, the other vehicles in the area were configured to still ensure coverage / visibility within the locality.

There was a discussion about the appropriate number of officers in a patrol vehicle at any given time. It was reported that whilst single crewing was supported, there was also an issue in respect of health and safety around officers working alone in certain circumstances.

One Member commented that it would be beneficial if officers could be encouraged to behave in an approachable manner. The public was sometimes reluctant to approach officers who were busy talking to each other or simply sat in police vehicles.

ACC Weigh advised that the final Visibility Strategy would be available for the next meeting in September.

48/08 RESOLVED: -

- 1 That the report be noted; and
- 2 That the final Visibility Strategy be presented to Members at the next meeting in September.

## **DATE OF NEXT MEETING**

49/08 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 8 September 2009 at County Hall, Preston.



**PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009**

**PART I**

**LANCASHIRE POLICE AUTHORITY'S ANNUAL REPORT 2008 / 2009**

(Appendix A refers)

**Issue for Consideration**

The Police Authority's Annual Report 2008 / 2009.

**Information**

Under Section 9 of the Police Act 1996, the Police Authority has a statutory obligation to publish an annual report concerning the policing of the Authority's area over the previous financial year.

The Authority's draft Annual Report for 2008 / 2009 has been developed in liaison with Members of the Planning Working Group (PWG) and the latest draft is attached at Appendix A for the Committee's consideration.

The final version of the Annual Report will be branded and published on the Authority's website. It is intended that a small number of hard copies will also be made available.

**Decision Required**

The Authority is asked to consider the Police Authority's draft Annual Report for 2008 / 2009 and the arrangements for publication.

**Background Papers**

None

**Report Author**

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**Lancashire**  
**POLICE AUTHORITY**  
Your County, Your Police, Your Say

**Appendix A**

# **ANNUAL REPORT**

## **2008 / 2009**



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# CHAIRMAN'S FOREWORD

Welcome to Lancashire Police Authority's Annual Report for 2008 / 2009. This time last year, with the Constabulary, we looked ahead at the national framework for policing and the local issues affecting individuals and communities. As a result, we sought extra resources above the Council Tax 'cap', to ensure that the Constabulary was properly resourced to tackle the most serious and organised criminality facing the County.

A key element of the Authority's role is to make sure that the Chief Constable is accountable for the policing decisions taken in Lancashire. Once again, the Authority has been able to use effective scrutiny to help maintain the really top class performance delivered by the Constabulary. This was recognised by the Audit Commission who awarded the Authority and Constabulary the highest possible score in the Police Use of Resources Inspection.

The Authority also made a commitment to consult with local people on their policing priorities and we were pleased to get recognition of the strength of that consultation – over 62% knew about the Police Authority in a survey last year. This year, we want to make sure that people have further opportunities to become involved in policing and the Authority is taking part in 'Face the Public' meetings right across Lancashire and will be holding Divisional meetings later in the year.

We are acutely aware that this is likely to be a challenging time for people and communities in Lancashire and also for the way in which they are policed. The Police Authority has worked hard with the Constabulary to make sure that there is a focus on efficiency and productivity in order to deliver performance improvements in challenging financial circumstances.

However, we are confident that the Constabulary's proven track record in delivering safer communities for people in Lancashire means that we can continue to provide necessary investment in key areas, including combating serious and organised crime and services aimed at protecting vulnerable people, where an additional £1.3m will be invested in 2009/10.

Serious and Organised Crime and Counter Terrorism continue to have a high profile in Lancashire. There have been a number of significant arrests and the Authority has set up a Protective Services Panel to scrutinise the Constabulary's work in this area. This requires that a small number of Members, myself included, are vetted to the appropriate level and will ensure that the Authority can provide greater scrutiny of the main areas of response and preparedness to regional and national policing capabilities in the seven protective service areas.<sup>1</sup>

I am delighted to say that Lancashire Police Authority has been presented with a number of prestigious national awards for its work throughout the year, including:

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<sup>1</sup> Counter terrorism and domestic extremism; Serious organised and cross border crime; Civil contingencies and emergency planning; Critical incident management; Major crime; Public order and strategic roads policing



- **Association of Police Authorities (APA) awards for:**
  - **Excellence in Innovation**
  - **Community engagement**
  - **Collaboration**
  
- **Centre for Public Scrutiny Award for:**
  - **Investors in Policing Campaign; Community Engagement through Scrutiny**

This year, the Authority has seen the departure of some of our former colleagues, Gail Stanley JP, Maria Sumner JP and David Winthrop JP and the arrival of new members to the Police Authority. Following a rigorous recruitment process Frances Hendrix JP, Bruce Jassi and Amanda Webster were appointed as independent members to the Police Authority. We also appointed two lay members of the public to join the Authority's Audit and Standards Committee; Paula Goulding and Keith Williams. Lay members are totally independent and help to ensure that ethical standards are maintained across the Authority by both officers and members.

Finally, I would like to express my gratitude to all members and staff of the Police Authority and of the Lancashire Constabulary for their dedication and hard work – these are the people who strive to make a difference to the people of Lancashire. Alongside the front line officers you see out and about everyday in your community, there are many people who work behind the scenes to try and ensure Lancashire is a good, safe place to live.



**Malcolm Doherty, Chair**

# EXECUTIVE SUMMARY

Lancashire Police Authority believes in putting the public firmly at the heart of policing services in the county. Lancashire residents invest in policing through the payment of council tax, making them customers entitled to receive a service that reflects their priorities.

'Investors in Policing' reflects the importance that the Authority places on residents to think of themselves as owners of the police force, with a right to get involved in shaping how policing is delivered. Our aim is to ensure that decisions are driven by public opinion on the basis that all investors have the right to ask where and how their money will be used and if they are satisfied with the return they are getting from their investment in policing.

The benefits are plain to see. Simply by focusing on the needs and expectations of the people who use the police service and by making it easier to take part and reinforcing the value of their involvement, the public, the Constabulary and the Authority can work together to set policing priorities that reflect the well-informed views of everyone involved.

This document provides information about how the Constabulary has performed during the period April 2008 to March 2009 (inclusive).

**Section One** is about the Lancashire Police Authority, who we are, what we do and the Authority's members and committee structure and for the period 2008 / 2009.

**Section Two** is about how well we have performed (or not in some instances) over the year. It provides performance information in respect of the two overarching objectives for Lancashire Constabulary in 2008 / 2009, namely:

**Policing Objective 1:**

To reassure the public, particularly protecting those who are vulnerable

**Policing Objective 2:**

To reduce and investigate crime, particularly those offences that are of concern to the public

The objectives are arranged into a number of indicators, some of which are set nationally (statutory performance indicators (SPIs)) and some which are local indicators (LI) which are targets set by the Police Authority to reflect local priorities. This section also describes how the Police Authority monitors and scrutinises the work of the Constabulary and provides information in respect of results from external assessments.

There have been significant reductions in the level of crime during 2008 / 2009 and increases in sanction detection rates and the percentage of offences brought to justice.

**Section Three** explains how the police budget was agreed, how the money was spent and provides information on the income and expenditure for 2008 / 2009. The Constabulary's performance against an efficiency target of 9.3% over 3 years is also illustrated on page 27. Finally, this section also identifies how greater savings and efficiencies are being made through collaborative work at local, regional and national levels.

# SECTION ONE

## WHO WE ARE – WORKING FOR YOU, THE PEOPLE OF LANCASHIRE – LANCASHIRE POLICE AUTHORITY

### What is a Police Authority?

A Police Authority is an independent body made up of local people.

The Police Authority's job is to make sure that Lancashire has an efficient and effective local police force. There is a police authority for each local police force within the United Kingdom.

### Who is on the Police Authority?

Lancashire Police Authority consists of 17 members:

- 9 local councillors appointed by the local councils
- 8 independent members selected following local advertisements, at least one of whom must be a magistrate

### What does the Police Authority do?

The Police Authority:

- Is independent and represents local people
- Consults with the people of Lancashire about policing, anti-social behaviour and the prevention of crime
- Sets local policing priorities and challenging targets
- Monitors and scrutinises police performance to secure continuous improvement
- Sets the budget and council tax for policing
- Publishes annual plans and reports which tell people about their local police service
- Appoints the Chief, Deputy and Assistant Chief Constables
- Oversees complaints made against the police
- Promotes equality for all
- Works in partnership
- Ensures an efficient and effective police service for Lancashire

# LANCASHIRE POLICE AUTHORITY MEMBERS

Membership as at 31 March 2009

## Chair

Councillor Malcolm Doherty OBE

## Vice-Chair

County Councillor Geoffrey Roper BSc BA MSc

### Councillors

Gary Bell (Blackpool Council)  
Graham Davies (Lancashire County Council)  
Malcolm Doherty (Blackburn with Darwen Borough Council)  
Clive Grunshaw (Lancashire County Council)  
Tony Jones (Lancashire County Council)  
Niki Penney (Lancashire County Council)  
Geoffrey Roper (Lancashire County Council)  
Joyce Stuart (Lancashire County Council)  
David Whipp (Lancashire County Council)

### Independent Members

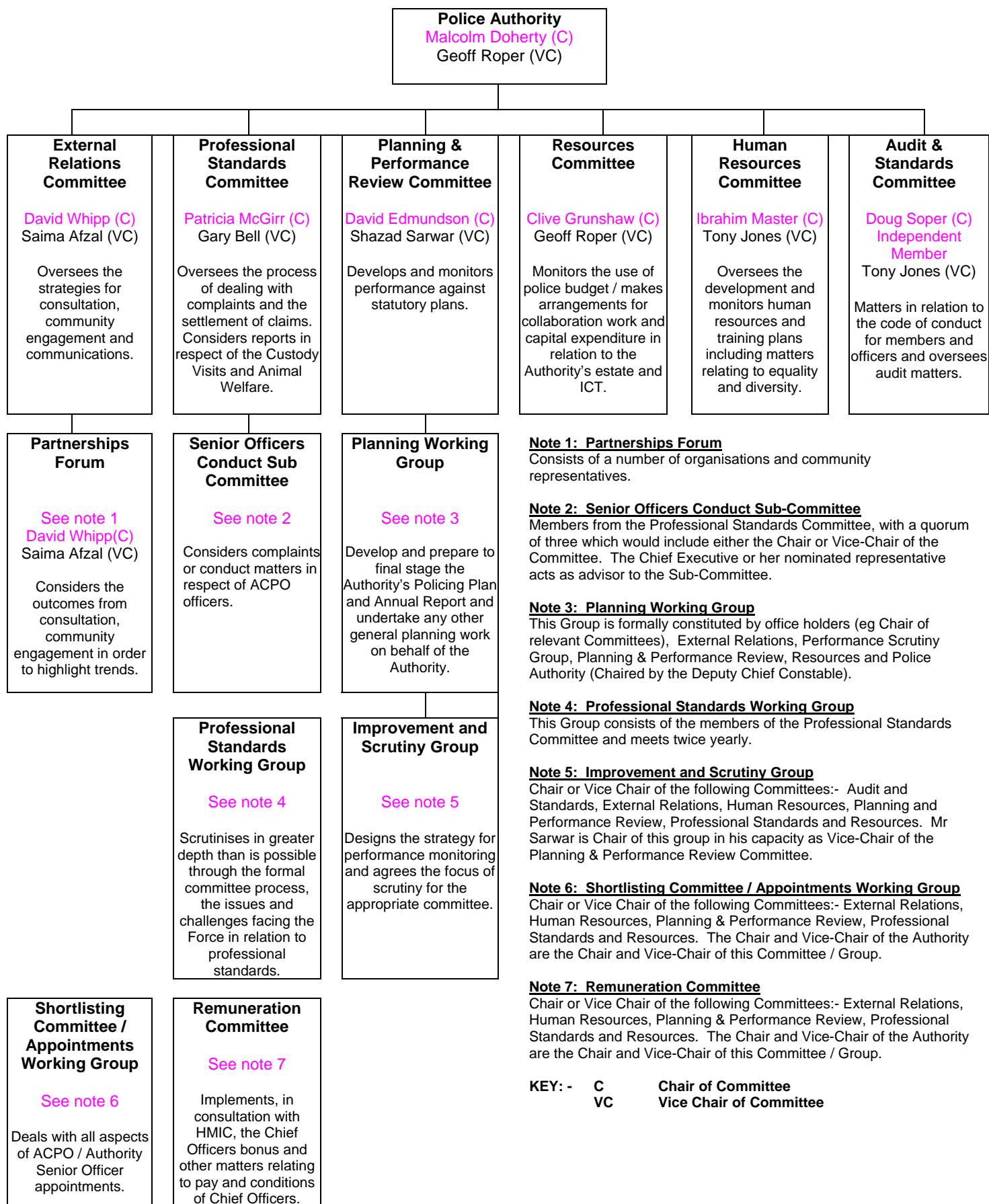
Saima Afzal  
David Edmundson  
Frances Hendrix JP  
Bruce Jassi  
Patricia McGirr  
Ibrahim Master DL  
Shazad Sarwar  
Amanda Webster

### For further information about the Police Authority contact:

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# COMMITTEE STRUCTURE AS AT 31 MARCH 2009



KEY: - C Chair of Committee  
 VC Vice Chair of Committee

# LANCASHIRE POLICE AUTHORITY AS AT 31 MARCH 2009

## COUNCILLOR MEMBERS



Resources  
Human Resources  
Planning and  
Performance  
Remuneration (C)  
Shortlisting and  
Appointments (C)  
Improvement Scrutiny  
Planning Group

Cllr Malcolm Doherty  
(Chair)

Lancashire Partnership  
Against Crime  
BCU – G Division  
APA – Plenary



Resources  
Planning and Performance  
External Relations (C)  
Partnerships (C)  
Remuneration  
Shortlisting and  
Appointments  
Improvement Scrutiny

CC David Whipp

BCU – Pennine Division  
CDRP – Pendle  
Pendle LSP



Resources (VC)  
Human Resources  
Planning and Performance  
Improvement Scrutiny  
Remuneration  
Shortlisting and Appointments  
External Relations  
Planning Group

CC Geoff Roper

BCU – G Division  
APA – Financial Resources  
APA – Plenary  
North West Air Support  
CDRP - Wyre



Resources  
Appeals Sub  
Planning and  
Performance  
Human Resources

CC Joyce Stuart

BCU – Western Division  
CDRP – Fylde  
IAG - Western



Resources  
Capital Sub  
Appeals Sub (VC)

CC Graham Davies

BCU – Central Division  
CDRP – Preston



External Relations  
Partnerships  
Human Resources

CC Niki Penney



Resources  
Human Resources (VC)  
Audit and Standards (VC)  
Planning and  
Performance  
Improvement Scrutiny

CC Tony Jones

BCU – Northern Division  
IAG - Northern



External Relations  
Partnerships  
Professional Standards  
(VC)  
Resources

Cllr Gary Bell

BCU – Western  
CDRP – Blackpool  
IAG - Western



Resources (VC)  
External Relations  
Partnerships  
Audit and Standards  
Planning Group

CC Clive Grunshaw

BCU – H Division  
CDRP – Lancaster  
IAG - Strategic

## INDEPENDENT MEMBERS



Planning and Performance  
External Relations (VC)  
Partnerships (VC)  
Audit and Standards

Miss Saima Afzal

BCU – Pennine  
APA – Board  
IAG - Pennine



Resources  
Planning and Performance  
(C)  
Professional Standards  
Appeals Sub  
Planning Group  
Improvement Scrutiny  
Shortlisting and  
Appointments

Mr David Edmundson

BCU – Central Division  
IAG - Central



External Relations  
Planning and Performance  
Human Resources  
Professional Standards

Mrs Frances Hendrix  
JP

BCU - Southern  
CDRP - Chorley & South  
Ribble  
IAG - Southern



Resources  
Planning and Performance  
Appeals Sub  
Audit and Standards

Mr Bruce Jassi

CDRP - West Lancashire  
BCU - Southern  
IAG - Southern



Human Resources  
Professional Standards  
(C)  
Audit and Standards  
Improvement Scrutiny  
Remuneration  
Shortlisting and  
Appointments

Ms Patricia McGirr

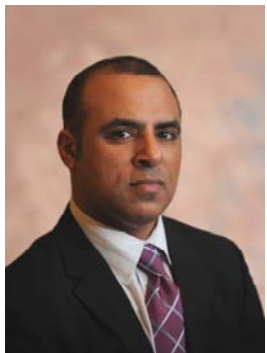
BCU – Pennine Division  
CDRP - Rossendale



Audit and Standards  
Human Resources (C)  
Remuneration  
Shortlisting and  
Appointments  
Improvement Scrutiny

Mr Ibrahim Master

PACM - Blackburn  
BCU – Human Resources  
APA – Black and ME  
CDRP – Blackburn  
IAG - Eastern



External Relations  
Partnerships  
Planning and Performance  
(VC)  
Professional Standards  
Planning Group  
Improvement Scrutiny (C)

Mr Shazad Sarwar

BCU – Pennine  
CDRP - Burnley  
APA - BME



External Relations  
Planning and Performance  
Professional Standards

Mrs Amanda Webster

CDRP - Ribble Valley  
BCU - Eastern

## **SECTION TWO**

# **ASSESSMENT OF POLICING PERFORMANCE**

### **Introduction**

Every year, policing in Lancashire is the subject of an annual review. The Police Authority, in consultation with the people of Lancashire, sets objectives for the Chief Constable (Steve Finnigan). He is responsible for, and is measured against, the achievement of those objectives.

The Police Authority places great importance on achieving demonstrable results on behalf of the public. We scrutinise the work of the Constabulary in terms of managing resources, monitoring performance and challenging established perceptions with a view to bringing improvements. We provide an appropriate balance between support and challenge in the form of a “critical friend”.

We fully recognise the financial challenges that lie ahead and there is an increased focus on efficiency and productivity together with ever increasing demands on police services nationally. We are determined to make sure that the services provided in Lancashire are of the highest possible standard and that the people of Lancashire receive excellent value for money from the Police.

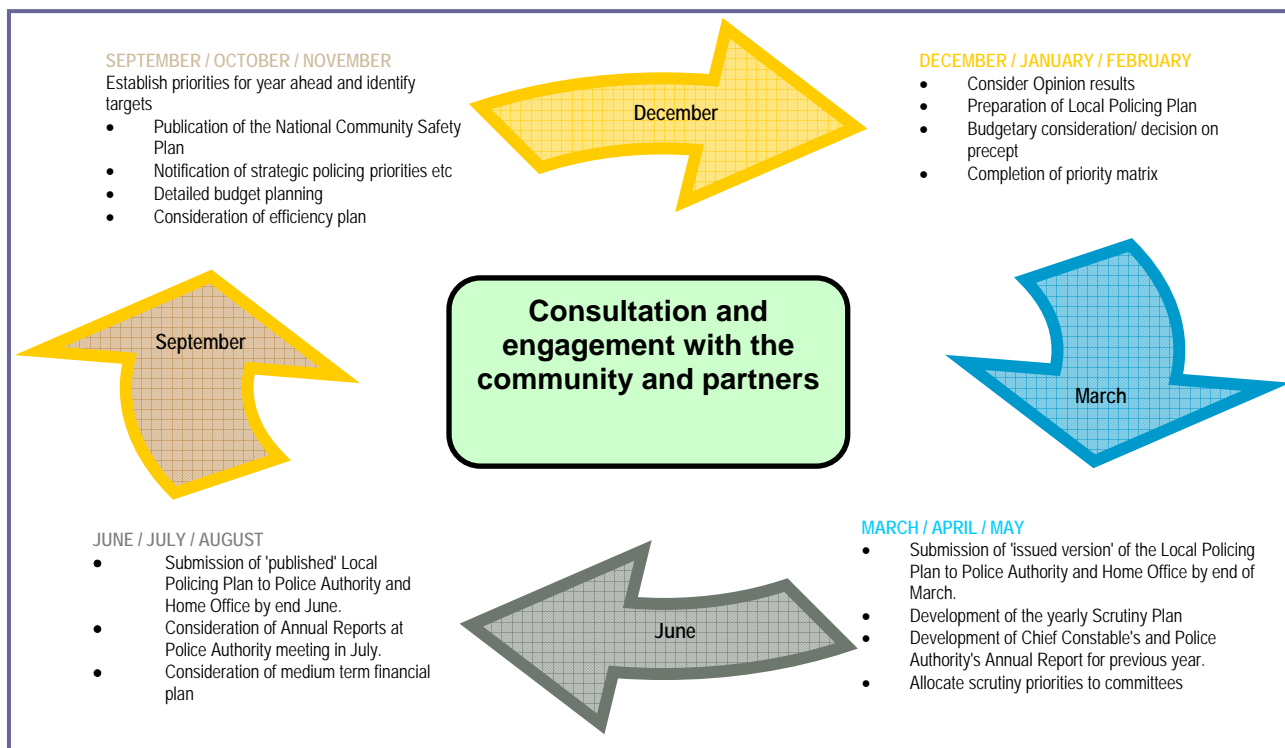
Our consultation processes indicated that Lancashire residents were prepared to pay a little more for better policing. This additional resource has been put to good effect with a greater focus on combating serious and organised crime alongside tackling some of the low-level crime, such as anti-social behaviour, that impacts so drastically on our lives.

### **Performance Scrutiny – What is it ?**

At national level, performance is assessed and compared to other police forces using a suite of statutory performance indicators (SPIs). A number of local improvement targets were also set by the Police Authority to reflect local priorities which had been identified through the various consultation processes. The targets and results for 2008 / 2009 are shown at the end of this section.

The Police Authority has a structure in place to ensure that the Constabulary's performance against all targets is rigorously monitored and scrutinised. We have an integrated planning and scrutiny process (see diagram below). The planning process generates an annual scrutiny plan which is considered by the Improvement and Scrutiny Group and our committees.

## INTEGRATED PLANNING AND SCRUTINY PROCESS



## HOW WE DO THINGS

### THE PLANNING AND SCRUTINY PROCESS

The Planning Working Group (PWG) is designed to reflect the needs of the planning processes of both the Authority and Constabulary. It is a joint forum, chaired by the Deputy Chief Constable. Police Authority membership includes the Chair and Vice-Chair of the Police Authority, Chief Executive together with the Chairs of all the Police Authority Committees and the Improvement and Scrutiny Group. It meets monthly throughout the year and works to identify the operational objective(s) and "areas of emphasis" for the forthcoming year. These are based on a number of factors which are mapped out on a scanning matrix. This matrix ensures that all the relevant information is taken into consideration when developing the local policing plan for the forthcoming year. For example, it maps out national and local priorities, existing SPIs, the national indicator set, LAAs, local consultation feedback and resource priorities. This matrix provides the main framework for performance assessment.

The Planning Working Group is responsible for the:

- Development of the Police Authority's Local Policing Plan
- Consideration of efficiency and productivity planning
- Drafting of annual reports (Chief Constable and Police Authority)
- Identification / and development of indicators and targets to assess performance
- Initial scoping of the annual scrutiny schedule
- Other general planning work on behalf of the Authority

In 2008 / 2009 an annual scrutiny plan was developed, based on the Local Policing Plan. This plan focused on areas deemed to be a priority but not subject to scrutiny via a formal mechanism. Assessment of progress was undertaken throughout the year via position statements or relevant data (or in some instances, both). The Improvement and Scrutiny Group made recommendations based on the position statements, referring any specific aspects for additional scrutiny through the appropriate committee(s), for example, the Planning and Performance Review Committee considered the position statement relating to roads policing in Lancashire.

## **POLICE AUTHORITY ATTENDANCE AT THE DIVISIONAL QUARTERLY PERFORMANCE REVIEW MEETINGS**

Members are further involved in scrutinising performance at the quarterly performance review meetings at divisional and headquarter level, and through their role on Constabulary boards and working groups.

Performance management is a key part of the authority's role and initially, Members were invited to attend the Constabulary's divisional quarterly performance review meetings (QPR) as observers, to satisfy themselves on the effectiveness of this element of the Constabulary's arrangements for performance management and to improve awareness of particular issues at BCU level.

Over the years, the role of Members at QPRs has evolved and they now have the opportunity to make a valued contribution to the meetings.

Members present written reports on divisional performance to the Improvement and Scrutiny Group (ISG). ISG considers these reports as a whole and summarises any areas to be raised at the Planning and Performance Review (PPR) Committee. Typically, these are areas of strength / weakness, trends and possible inconsistency in approach across divisions.

Quarterly performance review meetings are now a key part of the Authority's performance management process. We understand that this level of involvement is not common practice in other forces.

Our own internal scrutiny processes are supplemented by assessments and inspections undertaken by Her Majesty's Inspectorate of Constabulary (HMIC) and the Audit Commission.

The results from these external assessments validate our own internal processes, and for the period 2008 / 2009 include:

- **Home Office performance data – Neighbourhood Policing (NHP) and Developing Citizen Focus**

Police performance data published by the Home Office, reiterates Her Majesty's Inspectorate of Constabularies (HMIC) assessments which declared the Constabulary as exceeding the standard in both NHP and developing citizen focus. The force was also deemed to be meeting the standard in major crime, and the performance report added that "**the Constabulary is portrayed as actively leading the field and recognised nationally as a beacon force**".

- **Police Use of Resources Evaluation (PURE<sup>2</sup>) 2008**

The Constabulary also achieved the highest possible grade in the Audit Commission's PURE evaluations, scoring a "4" which means they are working efficiently and providing real value for money. The results for the 2009 assessment are expected to be available in late August / September 2009 and will be published on the Authority's website.

Generally, the Police Authority is pleased to report that performance in many areas has improved throughout the year, but there are some areas that still need work and we will continue to challenge the Constabulary to make sure improvements take place.

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<sup>2</sup> The PURE assessment requires auditors to form judgements on the Police Authority's and Force's arrangements to secure effective use of resources across a number of themes including: financial reporting; financial management; financial standing; internal control; and value for money.

The following pages show tables indicating the combination of Government prescribed performance indicators and other local indicators that, over the years, have been thought important by the Police Authority and reflect the concerns of the Lancashire people. Local indicators are indicated by the letters LI.

Where applicable to do so, a system of traffic lights has been used to identify areas of achievement, lack of achievement or status quo (green or amber respectively).

Target setting is considered at an annual meeting. If you wish to know why a particular indicator does not have a target attached to it, please contact Beverly Wood ([bev.wood@lancashire.gov.uk](mailto:bev.wood@lancashire.gov.uk)) at the Police Authority in the first instance who will be pleased to answer any queries you may have.

## OBJECTIVE 1 – TO REASSURE THE PUBLIC, PARTICULARLY THOSE WHO ARE VULNERABLE

Performance Indicators and targets for this objective are:

### PUBLIC SAFETY

Public safety covers a number of areas from managing high risk violent offenders, working with other agencies to enable the sharing of information in domestic abuse cases and co-ordinating work to protect and support victims. The last year saw the introduction of multi-agency risk assessment conferences (MARAC) in all areas of the Constabulary. A new MARAC performance indicator was agreed as an LAA performance target. A benchmarking process is underway to facilitate this target. A number of these areas were incorporated into the scrutiny plan for 2008 / 2009. However, where there is a specific performance indicator and / or target for 2008 / 2009, these are shown below.

We are committed to reduce the number of road casualties and the 2008 / 2009 Policing Plan included targets for increased road safety with fewer deaths on the roads. The Authority also continues to monitor the work that the Constabulary has undertaken with the motorcycling community. This has helped bring about a reduction in fatalities since 2005. However, evidence suggests that motorcycle sales are up by 22% and this will inevitably mean that there are more inexperienced and vulnerable riders on the roads.

Indicator and target for 2008 / 2009	Result
Number of people killed or seriously injured in road traffic collisions. <b>Target: Reduce to 955 (ACHIEVED)</b>	<b>890</b>

So that the Authority can track the number of children killed or seriously injured in road traffic collisions, the following indicator was developed.

Indicator and target for 2008 / 2009	Result
Number of children killed or seriously injured in road traffic collisions <b>NO TARGET - it is difficult to set a meaningful target due to the particularly small numbers involved</b>	<b>127</b>

Indicator and target for 2008 / 2009	Result
Number of deliberate primary and secondary fires per 10,000 population. <b>Target: Not to exceed 52.8 per 10,000 population (ACHIEVED)</b>	<b>41.3</b>

## ANTI-SOCIAL BEHAVIOUR

Anti-social behaviour, especially alcohol related anti-social behaviour, is a particular concern, affecting residential and town centre areas across the county. The impact that persistent anti-social behaviour has on people's lives is significant and is a cause of concern for the Police Authority.

We recognise that the accessibility and visibility of our police officers plays a fundamental part in influencing people's feelings of confidence in the policing service. Its delivery depends not just upon raising the council tax to pay for more officers, but also upon making more effective use of the officers we already have.

Every neighbourhood across the county has a dedicated neighbourhood policing team, providing a locally focused service that addresses the issues of greatest concern to local residents. Over the year, work took place which enabled these teams to be based in the heart of the communities they serve, helping to tackle issues that impact on people's quality of life.

Indicator and target for 2008 / 2009	Result
Criminal Damage offences per 1,000 population <b>Target: Base 21.7 / Stretch 20.2</b>	<b>20.4</b>
<b>LOCAL IMPROVEMENT PRIORITY</b>	
The base target for 2008 / 2009 was achieved, although the stretch target was not. There has been a significant reduction in respect of criminal damage and the Constabulary have put in place a number of initiatives which have contributed to this. However, it is still disappointing not to have achieved the stretch target as this indicator was selected as a local improvement priority for 2008 / 2009.	
The percentage of people who perceive a high level of anti-social behaviour in their local area.	<b>14.1%</b>
The percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area.	<b>26.9%</b>
The percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime in their area.	<b>48.6%</b>
The percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area.	<b>56.1%</b>

## SERVICE DELIVERY

Service delivery covers a wide range of activities from the visibility and accessibility officers by bringing policing into the heart of the communities through sharing local authority and other partners sites; understanding and identifying what each person needs and treating them with respect and dignity; being clear and realistic about the actions needing to be taken and engaging positively with young people.

The introduction of the Policing Pledge is part of a radical programme to ensure that the public have responsive policing and places the citizen at the heart of those services. The overall aim is to drive up satisfaction and ultimately confidence in policing service. The Policing Pledge had to be in place by the end of December 2008 and the Police Authority worked and supported the Constabulary in meeting the deadline. Further information explaining how the work of the Authority links to the Pledge can be found via the following link

<http://www.lancspa.gov.uk/contribute/investorsinpolicingpage/policingpledge/>

Indicator and target for 2008 / 2009	Result
<p>Percentage of users that are satisfied with the overall service provided by the police.  <b>Target: To at least maintain the 2007 / 2008 level of 86.2% (NOT ACHIEVED)</b></p>	<p><b>83.5</b></p>
<p>There was a significant reduction in the overall satisfaction level when compared to the 2007 / 2008 level. Further analysis was undertaken which revealed that all divisions (except Eastern division) were showing lower satisfaction levels at the end of this year. The only user group with a significant reduction in satisfaction is those who are victims of violent crime and further work is ongoing in respect of developing the citizen focus bureaux to underpin the processes that enable the delivery of a quality service. This is something the Authority will keep a close eye on during 2009 / 2010.</p>	
<p>Satisfaction of victims of racist incidents and the overall service provided by the Police.  <b>Target: At least 81.2% (ACHIEVED)</b></p>	<p><b>78.4%</b></p>
<p>Although the target and result percentages shown above are different, a statistical test shows that there is no significant disparity. Whilst the level for 2008 / 2009 shows an apparent decrease on the level for 2007 / 2008, due to the way that the results of surveys are calculated and compared, there is actually no statistically significant difference between the results and therefore the target has been achieved.</p>	
<p>Satisfaction for white users with respect to the overall service provided.</p>	<p><b>83.2%</b></p>
<p>Satisfaction for minority ethnic users with respect to the overall service provided.</p>	<p><b>76.8%</b></p>
<p><b>Target: No disparity between the two results whilst maintaining a high level of satisfaction (NOT ACHIEVED)</b></p>	
<p>Overall, satisfaction rates are higher in Lancashire than in some parts of the Country where there is no disparity between the ethnic groups. The disparity in satisfaction between the two groups has reduced to 6.4%, but the non-disparity is as a consequence of the statistically significant reduction in satisfaction levels for white victims. The Constabulary is addressing the issue of satisfaction levels of all the communities in Lancashire and this will continue to be an area of focus for the Authority. The level of satisfaction for both white and minority ethnic users has been increasing significantly over the years and the disparity has also been reducing year on year.</p>	

Indicator and target for 2008 / 2009	Result
<p>Percentage of users who were very or completely satisfied with the way in which they were kept informed of progress.  <b>Target: Base 54% / Stretch 57%</b></p> <p style="text-align: center;"><b>LOCAL IMPROVEMENT PRIORITY</b></p>	<b>56.1%</b>
<p>This result is higher than that achieved for the previous two 12 month periods and higher than the base target of 54%. A number of divisions achieved the stretch target.</p>	
<p>The percentage of people who think the police in their area are doing a good job.  <b>Target: 55.3% (NOT ACHIEVED)</b></p>	<b>52.5%</b>
<p>The percentage of the public who are confident that the criminal justice system as a whole is effective.</p>	<b>31.8%</b>
<p>The percentage of the public who are confident that the criminal justice system as a whole is fair.</p>	<b>53.2%</b>
<p>Percentage of PACE searches, which lead to arrest by ethnicity of the person searched. (White Persons)</p> <p>Percentage of PACE searches, which lead to arrest by ethnicity of the person searched. (Minority Ethnic Persons)  <b>Target: To have no significant disparity between the two results (ACHIEVED)</b></p>	<b>12.1%</b>  <b>11.1%</b>
<p>Although these two figures shown are different, a statistical test shows that there is no significant disparity. The proper and sensitive use of stop / search is dependent upon the suspicion of criminal activity rather than achieving a particular level. The Police Authority will be monitoring this closely during 2009 / 2010.</p>	
<p>Percentage of recorded racially/religiously aggravated crimes resulting in a sanction detection.  <b>NO TARGET</b></p>	<b>62.8%</b>
<p>Percentage of 999 calls answered within 10 seconds  <b>Target: Greater than 90% (ACHIEVED)</b></p> <p style="text-align: right;"><b>LI</b></p>	<b>92.7%</b>
<p>Percentage of non - 999 calls answered within 40 seconds  <b>Target: At least 90% (ACHIEVED)</b></p> <p style="text-align: right;"><b>LI</b></p>	<b>95.4%</b>
<p>Percentage of non-999 callers satisfied with the way in which their non-999 call was handled  <b>Target: At least 96.4% (ACHIEVED)</b></p> <p style="text-align: right;"><b>LI</b></p>	<b>97.6%</b>
<p>The Constabulary has maintained excellent performance in call handling and communication with the public over the year. The Authority is delighted with the level of performance achieved.</p>	
<p>Percentage of responses to incidents requiring immediate response within a 15 minutes response time.  <b>NO TARGET</b></p> <p style="text-align: right;"><b>LI</b></p>	<b>83.5%</b>
<p>The safety of the public and police staff is extremely important and to remove the pressure upon Constabulary staff in attempting to reach specific levels of achievement, no desired level was set for 2008 / 2009. However, calls for immediate assistance and the corresponding arrival times for the incidents are profiled at two minute intervals to illustrate the distribution of the arrival times across the divisions and force.</p>	

## OBJECTIVE 2 – TO REDUCE AND INVESTIGATE CRIME, PARTICULARLY THOSE OFFENCES THAT ARE OF CONCERN TO THE PUBLIC

This policing objective focuses on the core business of making Lancashire a safer place by reducing the number of crimes committed and protecting people. It is driven by the Constabulary and the Police Authority understanding of the impact that crime has on individual citizens as well as those who are close to them and, in some cases, whole communities or neighbourhoods. The areas of emphasis are based on what the public of Lancashire consider to be most important, as well as taking full account of national, regional and local strategic assessments of crime threats.

### Performance Indicators and targets for this objective are:

Indicator and target for 2008 / 2009	Result
Percentage of notifiable offences resulting in a sanction detection. <b>Target: To achieve a rate of 30% (ACHIEVED)</b>	<b>33.9%</b>
<p>A sanction detection occurs when an offender is taken to court by charge or summons, receives a caution or is given a penalty notice for disorder.</p> <p>During 2008 / 2009, officers also used other forms of disposal known as Restorative Justice (RJ). They are not classified as sanction detections and therefore are not included in the figures given above.</p> <p>The RJ process gives an opportunity for victims to explain to offenders the real impact of their crime, to get answers to their questions and receive an apology. Further it gives the offenders the opportunity to understand the effect of what they have done and to do something to repair the harm.</p> <p>RJ also allows front line staff greater discretion in dealing with an incident. This is particularly important with juveniles.</p> <p>The feedback from RJ cases is very encouraging both from the victim's point of view and trying to prevent re-offending.</p>	

## ACQUISITIVE CRIME

The focus on serious acquisitive crime includes offences of domestic burglary, theft of and from vehicles, aggravated vehicle taking and robbery

Indicator and target for 2008 / 2009	Result
Acquisitive crime per 1,000 population. <b>Target: Not to exceed a level of 12 crimes per 1,000 population) (ACHIEVED)</b>	<b>11.6</b>
Percentage of serious acquisitive offences brought to justice. <b>NO TARGET</b> Please note the figure shown is for the period ending 12 months January 2009	<b>22.7</b>

## VIOLENT CRIME

Indicator and target for 2008 / 2009	Result
Number of gun crimes per 1,000 population.	<b>0.10</b>
The Constabulary has seen an overall reduction in the number of gun crimes over the last two years of 50%.	
Number of most serious violent crimes per 1,000 population <b>NO TARGET</b>	<b>0.93</b>
Levels of serious violent crime have risen, in the main, due to a revision in the Home Office counting rules which came into effect on 1 April 2008. There were 1,066 incidents of serious violent crime recorded in 2007 / 2008 and 1,353 incidents recorded in 2008 / 2009. The Constabulary has developed a violent crime strategy which has been taken up throughout the force. The Constabulary does not have exclusive responsibility in reducing violent crime, reduction is contingent on contributions from partner agencies.	
Number of most serious violent knife crime offences per 1,000 population <b>NO TARGET</b>	<b>0.58</b>
Percentage of most serious violent offences brought to justice.	<b>26.8%</b>
Percentage of serious sexual offences brought to justice.	<b>50.3%</b>
Number of domestic homicides.	<b>5</b>

## SUBSTANCE MISUSE

With the Constabulary, we are committed to tackling the harm caused by Class A drugs and the violent crime and anti-social behaviour associated with the organised crime gangs who traffic these drugs. Throughout this year, assault with less serious injury has been used as a proxy for monitoring alcohol related offences.

The Constabulary and other partners have a responsibility to reduce the criminal and social costs of excessive alcohol consumption. This is a matter of concern for the Police Authority and will remain a focus of scrutiny during 2009 / 2010.

Indicator and target for 2008 / 2009	Result
<p>Number of assaults with less serious injury (including racially and religiously aggravated) offences per 1,000 population.  <b>Target: To not exceed a level of 8.2 offences per 1,000 population (ACHIEVED)</b></p>	<b>7.41</b>
<p>10,745 crimes occurred in the year 2008 / 2009. Reductions have been achieved within each division mainly through increased visibility and staff numbers at peak demand times and innovative use of initiatives in each locality.</p>	
<p>The percentage who perceive that people using or dealing drugs are a problem in their local area.  <b>NO TARGET</b></p>	<b>28.4%</b>

## OFFENDING AND RE-OFFENDING

Indicator and target for 2008 / 2009	Result
<p>The change in convictions for Prolific and other Priority Offenders over a 12 month period.</p> <p>Rate of proven re-offending by adults under Probation supervision.</p> <p>Rate of proven re-offending by young offenders aged 10 to 17.</p>	<b>No data available - information held by Probation Case Management System</b>
<p>Number of first-time entrants to the Youth Justice System aged 10 to 17.            Note: the figure is for April to September 2008. This is a reduction on the previous period for the last two years which were 1,559 and 1,495 entrants respectively.</p>	<b>1,133</b>

## SERIOUS AND ORGANISED CRIME

Indicator and target for 2008 / 2009	Result
Value of cash forfeiture orders and confiscation orders per 1,000 population. <b>Target: To confiscate £2,000 per 1,000 population (ACHIEVED)</b>	<b>£2,775</b>
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.	

## ORGANISATIONAL MANAGEMENT

The Constabulary began to undertake projects involving process re-engineering in 2007. After initially looking at front line policing issues, the same methodology was adopted for a series of ambitious and focused reviews of organisational support services with a view to delivering rationalisation and enhanced efficiency as part of the Sustaining Excellence Programme. The Constabulary are now working on a number of reviews with challenging efficiency targets in excess of £2m per year.

The Police Authority is represented on all individual Organisational Review Project Boards and, in project management terms, they provide a quality assurance role. In addition to each of the Project Boards, the Authority is represented by the Treasurer and Chair of Resources Committee at the overarching Programme Board. Members are fully engaged in the review boards and participate in the preparation of recommendations and the suggestions for savings and efficiencies. Member involvement in the reviews allows feedback to be provided to the Police Authority so that the progress and performance of the reviews can be monitored.

The Organisational Support Reviews are a key part of the Efficiency Strategy. The Authority was actively involved in developing the format of the reviews. Members are engaged with the process and fully aware of the reviews as a tool within the Constabulary's business planning.

Indicator and target for 2008 / 2009	Result
Delivery of net cashable, efficiency and productivity gains <b>Target: 3% (ACHIEVED)</b> Please refer to the efficiency table (page 27 refers) for further information in respect of efficiency savings.	<b>3.5%</b>
Average number of working hours lost per annum due to sickness per police officer (shown as days lost). <b>Target: Less than 8.5 (ACHIEVED)</b>	<b>6 days</b>

Indicator and target for 2008 / 2009	Result
<p>Average number of working hours lost per annum due to sickness per police staff (shown as days lost).  <b>Target: Less than 8.5 (NOT ACHIEVED)</b>            Police Officer sickness performance for 2008/09 was exceptional with 6 days per officer being lost per year. This is well below the 8.5 day target and equates to an additional 100 officers on duty everyday when compared to 2003.</p> <p>In respect of Police Staff sickness, although it was disappointing to be above the 8.5 day target, performance does equate to the second lowest recorded annual figure, with the annual trend steadily downwards from nearly 14 days in 2002/03.</p>	<p><b>8.7 days</b></p>
<p>Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.  <b>Target: 6% (ACHIEVED)</b></p>	<p><b>6.5%</b></p>
<p>The Authority is pleased that the Constabulary has exceeded its minority ethnic recruitment target for the third year running. Recruitment, retention and progression of minority officers remains a priority for the Constabulary.</p>	
<p>Percentage of turnover in key posts which interface with the public  <b>NO TARGET</b></p>	<p><b>23.1%</b></p>
<p>This indicator was changed for 2008/09 so that it now measures the percentage of officers moving out of key posts after less than 2 years in post. This is to bring it in line with the review of policing by Sir Ronnie Flannagan and the Constabulary's Movement of Police Officers policy. As such there is no comparative data for previous years.</p> <p>Retaining local key officers (eg Community Beat Managers) for a substantial period of time helps residents to feel safe and more reassured within their communities and remains a priority for the Constabulary and Authority.</p>	
<p>Proportion of female police recruits compared to the proportion of females in the economically active population.  <b>Target: To be at least 36% (ACHIEVED)</b></p>	<p><b>40.5%</b></p>
<p>Following on from last year's success, the Constabulary has again exceeded its target of at least 36% of police officer recruits being female. This is an excellent result for the Constabulary.</p>	
<p>Percentage of female police officers of Inspector rank and above compared to the percentage of male police officers of Inspector rank and above (Females)</p> <p>Percentage of female police officers of Inspector rank and above compared to the percentage of male police officers of Inspector rank and above (Males)  <b>Target: To have no disparity between the two results (NOT ACHIEVED)</b></p>	<p><b>5.2%</b></p> <p><b>8.5%</b></p>
<p>This was a new indicator for 2008 / 2009. The aim is to monitor progress and seek to achieve no disparity in the longer term.</p>	
<p>Proportion of minority ethnic applicants for the position of police constable.  <b>NO TARGET</b></p>	<p><b>10.9%</b></p>
<p>Proportion of female applicants for the position of police constable.  <b>NO TARGET</b></p>	<p><b>28.7%</b></p>

## OPINION

Opinion is a citizens' panel of around 4,000 Lancashire residents who agreed to participate in regular surveys. It is managed jointly by the Police Authority and the Constabulary.

Indicator and target for 2008 / 2009	Result
Percentage of Opinion respondents who have confidence in Lancashire Constabulary LI	92.8%
Percentage of Opinion Respondents who feel safe LI	84.5%

## SECTION THREE

### USE OF RESOURCES

When we looked at the police budget for 2008 / 2009, we listened to what people in Lancashire told us – which was that you really valued the services provided by neighbourhood teams. Further, we were influenced by the Chief Constable's concerns about the need to tackle serious and organised crime more effectively. We took account of the guidance and information available from the government. Although the Constabulary was performing well, we were conscious of the new challenges facing Lancashire in the area of protective services. The Constabulary has continued with a robust drive for efficiency, but there was still a gap in the amount of money that the Constabulary had and the resources that were needed. The proportion contributed by Lancashire residents to the cost of policing in the county was one of the lowest across the country and you told the Authority that you would be prepared to pay an additional amount.

When the Authority set its revenue budget and capital programme for 2008/09, we decided to seek additional resources above the government's indicative level for council tax. This was done to ensure that the Constabulary was properly resourced to tackle the issues you had asked us to deal with when we consulted you on our expenditure proposals. This meant that we agreed to spend just over £262m on policing in 2008/09. This cost the average household less than £2.62 per week and provided an extra £4.4m for additional investment in the areas that matter to you, **namely combating serious and organised crime, counter-terrorism and continuing investment in neighbourhood policing**. The additional £4.4m, coupled with the £1m efficiency savings identified by the Constabulary, meant that an additional **91 police officers and police staff were available to deal with the issues you asked us to deal with**. The additional amount that the majority of residents paid in Lancashire for this additional investment amounted to less than 15p per week.

The Authority also considered the many demands for capital investment in the policing service and agreed to spend over £16m in 2008 / 2009 to provide £4m investment in information technology to support operational policing, £9m to ensure fit for purpose accommodation and £3m to refresh the vehicle fleet

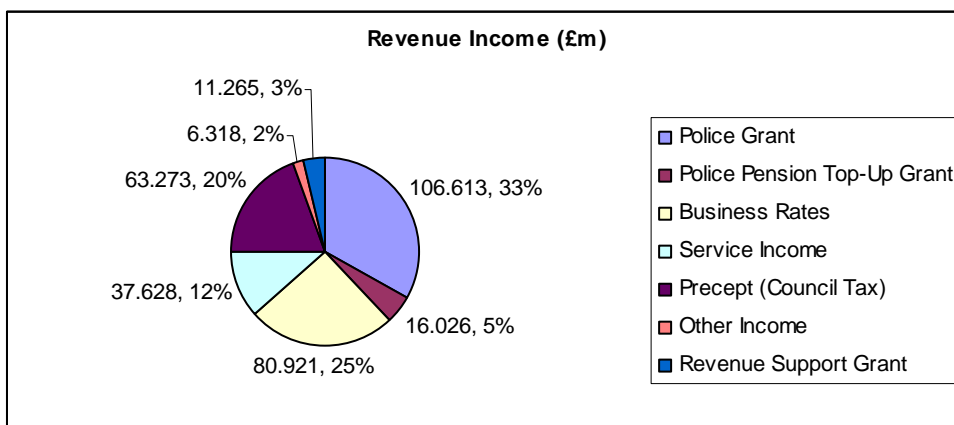
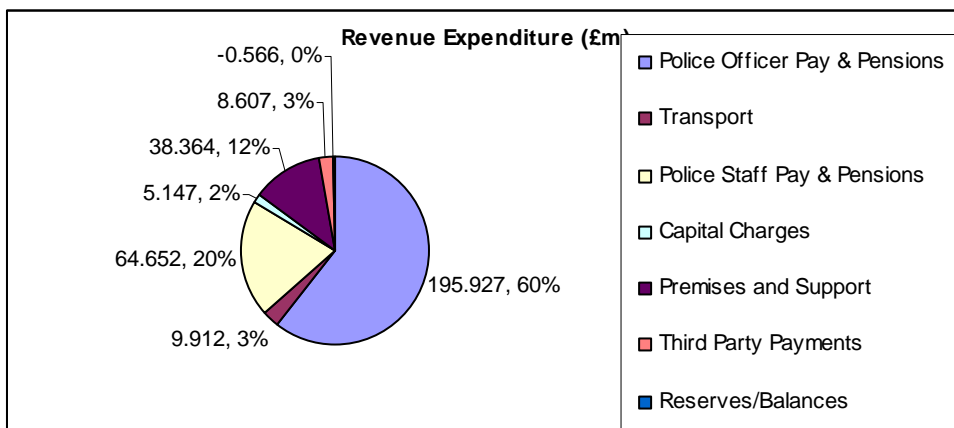
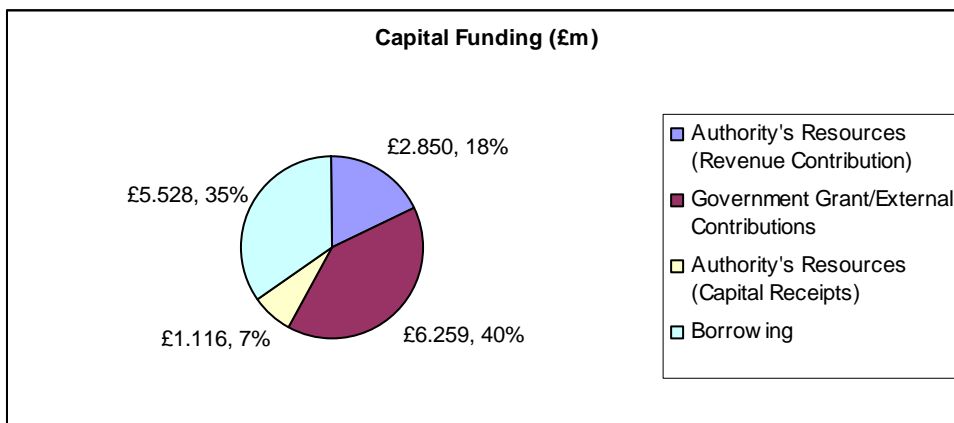
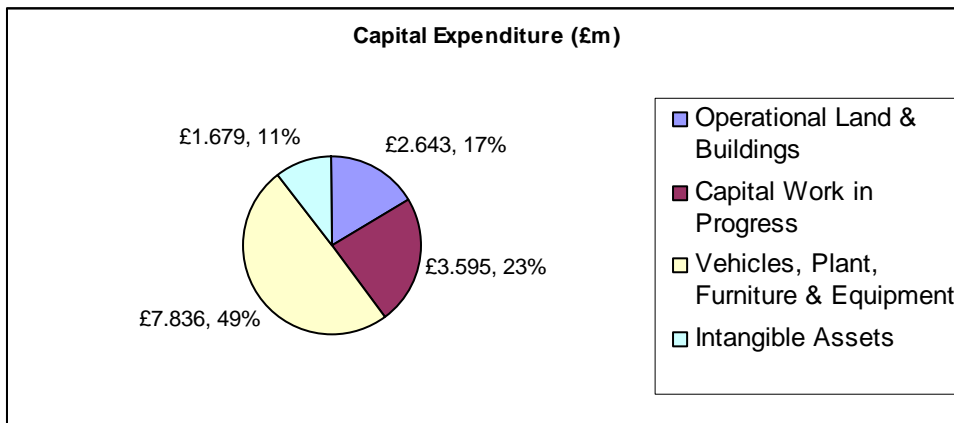
### What we spent in 2008/09

Against our revenue budget of £262m we spent just over £261m, which represented a small under spend of £0.8m. Despite a difficult financial year brought about by the global financial crisis, we managed to ensure that our borrowing and lending activity outperformed the norm and this enabled us to set aside some £0.5m to support future capital investment requirements.

On capital, we spent just under £16m which reflected significant investment in major accommodation projects such as the new Preston operating centre and the new police station in Rossendale.

The outlook for our future finances is a challenging one. However our prudent financial management means that we have some £7m in general balances, which at 2.6% of our 2009/10 revenue budget, affords us adequate protection against the challenges to come.

# ANNUAL ACCOUNTS 2008 / 2009



# EFFICIENCY PLAN

In line with the Efficiency and Productivity Strategy for 2008 / 2011 the Constabulary was required to demonstrate cumulative efficiency and productivity gains of 9.3% over this period. The Authority agreed a target level of savings of £9.536m in 2008 / 2009 and, at the end of March 2009, gains of £9.790m were achieved. This amount, together with cashable savings brought forward of £8.3m, represents a total of just over £18m, or 6.3% towards the target of 9.3% required by the end of 2010 / 11.

The following table provides an analysis of actual performance against the plan.

<b>SOURCES OF RECURRING EFFICIENCY SAVINGS IN 2008-2009</b>			
	<b>Target 2008 / 2009 £'000</b>	<b>Actual 2008 / 2009 £'000</b>	<b>Comment</b>
<b>Workforce Modernisation Pilot Schemes</b> Western and Pennine Divisions	612	616	Achieved in full
<b>Budget Reductions at Headquarters</b>			
ICT	254	300	Achieved in full
Administration	150	150	Achieved in full
Estates	150	150	Achieved in full
Legal	0	0	Overspend at year-end
<b>Procurement</b>			
General procurement contracts	1,575	1,575	Annual savings achieved 2007 / 2008 not previously claimed
Forensic Service contract collaboration	280	480	Greater efficiencies next year
<b>Increasing Productive Time</b>			
Operation QUEST	1,060	1,060	
Networking in Communications Rooms	85	85	Achieved
Restorative Justice	72	72	Achieved
CJSSS	25	23	Achieved
Voluntary attendees	200	201	Achieved
CPS direct	150	150	Achieved
Mobile data	225	136	
<b>Organisational Reviews / Shared Services</b>			
Shared management accounts service	36	36	Achieved
Joint covert protection unit	13	13	Achieved
On-line expenses	75	75	Achieved
<b>Environmental Initiatives</b>			
Recycling of vehicle equipment	80	80	Achieved
On-line payslips	1	1	Achieved
<b>Divisional Efficiency Plans</b>			
Restructuring	2,118	2,090	Achieved
Budget reductions on divisions	1,475	1,610	Achieved
Other workforce modernisation	900	890	Achieved
<b>New gains in the year</b>	<b>9,536</b>	<b>9,790</b>	
<b>Cashable gains b/fwd from previous years</b>	<b>8,300</b>	<b>8,300</b>	
<b>TOTAL</b>	<b>17,836</b>	<b>18,090</b>	<b>Efficiency savings achieved in year 3.4%</b>

## **SCRUTINY OF THE EFFICIENCY PLAN / EFFICIENCY AND PRODUCTIVITY STRATEGY**

At the beginning of 2008, the Home Office circulated information in respect of the efficiency and productivity strategy for the police service for 2008 / 2011. The documentation emphasised that efficiency and productivity would be considered a core responsibility for the Police Authority. The Chief Executive and Head of Finance (Constabulary) attended a workshop in Manchester in April 2008 which gave regional authorities the opportunity to present plans, and share good practice.

Planning Working Group (PWG),; Improvement and Scrutiny Group (ISG) and Planning and Performance Review Committee (PPR) consider information presented by the Constabulary on the efficiency plan and the efficiency and productivity strategy.

The efficiency plan for the current year is monitored on a quarterly basis, through the various scrutiny groups indicated above. The Authority is placing much stronger emphasis on ensuring greater strategic alignment with the Local Policing Plan and has requested more detailed explanations be provided where there is evidence of under or over performance.

Historically, efficiency plan information was presented to the Authority as a list of proposed financial savings for the forthcoming year with quarterly updates on activity and progress. It lacked the audit trail and accountability that the Authority sought. Discussions on improved presentation of information took place over a number of months within the various meetings referred to above. This culminated in a number of changes being proposed for the 2009 / 2010 efficiency plan progress reporting arrangements. These will include a greater focus on benefit realisation which will link directly in the budgetary considerations required over the next few years. In order to facilitate this change, the Constabulary has realigned the efficiency plan as a corporate responsibility rather than serving a purely financial function. This will be overseen under the leadership of the Deputy Chief Constable.

Lancashire has consistently achieved efficiency gains that are considerably in excess of government targets and we are currently on track to meet the required 9.3% efficiency target by 2011. However, we are not complacent, and work continues to ensure that planning and performance measurement becomes much more integrated with efficiency planning and that benefits realisation becomes core business. The Constabulary's finance and corporate development departments are working much more closely together to ensure that efficiency gains are articulated, measured, captured and costed, and this will assist the Authority in ensuring it can give a much greater scrutiny of the areas identified in the efficiency plan.

## **Environmental Impact**

The Constabulary has made improvements in energy efficiency through energy procurement expertise, resulting in significant reductions in energy costs over the last twelve months, formally recognised through the Energy Accreditation Scheme. Further information in respect of the Constabulary's environmental performance is included in the Chief Constable's Annual Report 2008 / 2009.

The Authority itself is committed to flexible working arrangements and other methods of reducing our carbon footprint such as car sharing, recycling, efficiency savings and procurement of goods and services.

Wherever possible, we publish information on the Authority's website rather than distributing hard copies. We have a bespoke Members' area on the website which is used to share information and documents with Members electronically.

## **COLLABORATION**

The Authority believes that collaboration and joint working is essential to developing opportunities and developing the best outcomes for the people of Lancashire.

In 2007, the five North West forces began to look at how they could effectively collaborate to secure extra funding from the Home Office. Since then there has been a focus on tackling cross border criminality and working together on motorway policing. This has been a successful strategy and in 2008, a further £2 million, over two years, was allocated to the North West forces to continue this work.

The North West Regional Chairs and Chief Constables meetings proved to be successful. In March 2009 a decision was taken to move to a formal joint committee of all the North West Police Authorities to enable us to develop and scrutinise joint working opportunities.





## **PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009**

### **PART I**

## **FRONTLINE POLICING MEASURE PROPOSALS**

### **Issue for Consideration**

The development of Lancashire's Frontline Policing Measure.

### **Information**

Lancashire's existing Frontline Policing Measure was developed due to both the Authority's and the Constabulary's lack of confidence in the measure mandated, but since withdrawn, by the Home Office.

The current measure was devised jointly by the Authority and the Constabulary for inclusion in the performance reporting regime from the 1<sup>st</sup> of April 2008. The initial decision was to have a fairly simple measure and one for which the information could be collated from data already captured on force systems. One of the reasons for the dislike of the Home Office measure was that it required the bureaucracy of large Activity Analysis campaigns.

### **The Measure**

The current measure is "The percentage of police resources spent on Neighbourhood Policing and Response Policing". More latterly, inconsistencies in the initial data capture appeared not only for those ranks more usually associated with Response Policing and Neighbourhood Policing but also for other ranks up to and including Divisional Commanders.

### **Review of the Measure**

At the meeting of the Planning & Performance Review Committee in June 2009 it was agreed that a more sophisticated set of proposals for measuring frontline activity was required. It was also agreed that Mrs Hendrix and Mr Sarwar would work alongside the Constabulary and draft up some proposals for the next meeting of the Committee.

A meeting took place at Constabulary headquarters on the 24 July 2009 attended by Mrs Hendrix and Mr Sarwar and staff from the Constabulary. A number of different elements of the measure were discussed including the current definition of frontline policing and whether it should be widened to capture other groups of officers and activities, whether it should incorporate staff from the non-territorial functions and which specific ranks of officers should be included in the measure.

The principles guiding the proposals were those considerations that frontline policing has links, amongst other things, with visibility with purpose, public confidence, efficiency plans, the interests of the public and wider stakeholders. The measure should also provide the basis of challenge on the allocation of resources and performance related issues.

## **Proposals**

The proposal is that the measure should cover staff based in the territorial divisions and should only include sergeants, constables and PCSOs for the following activities -

### **Response**

#### **Neighbourhood**

##### **Investigation** (to include)

- Reactive CID
- Public Protection Units (in territorial divisions)
- Targeting

#### **Road Policing**

The description of the measure could then be altered to "The percentage of police resources spent on Frontline Policing".

It is further proposed that the measure is subject to review over the next twelve months to ensure that it is fit for purpose and continues to fulfil the role envisaged for it by the Police Authority.

Given the importance of the accuracy of the measure, the Constabulary will implement processes and practices used to gather the data, keeping bureaucracy to a minimum, to ensure that the product can be used as the basis of robust challenge by the Authority to the Constabulary's allocation of resources and performance related matters.

## **Decision Required**

The Committee is asked to agree the proposals.

## **Background Papers**

None

## **Report Author**

Mr Larry Weir  
Lancashire Constabulary

Tel: 01772 412930

## **PLANNING AND PERFORMANCE REVIEW COMMITTEE**

### **PART I**

### **QUARTER ONE EFFICIENCY PLAN 2009-10 UPDATE REPORT**

**(Appendix A refers)**

#### **Issue for Consideration**

The Committee is asked to acknowledge the Quarter One position statement on the efficiency savings.

#### **Information**

As of June 2009, Lancashire Constabulary agreed that the Efficiency Plan 2009 will now be owned and reported to this committee by Corporate Development, supported by the Head of the Finance Department. Other changes made by the Constabulary are around clarity of accountability for making efficiency savings, which is now placed at the Divisional Commander and Heads of Department level. Discussions have taken place regarding future presentational needs for the spreadsheet (Appendix A refers) and, as reported later in the report, these will be reflected in next report (Quarter 2). The attached Appendix is an interim schedule to reflect accountability.

Whilst it is prudent to track efficiencies on a quarterly basis, it does not necessarily correlate that the identified savings will be achieved pro rata across the year. However, these milestones are a valuable indication as to how achievable and realistic the savings are.

The headline breakdown of the figures for this quarter are:-

- Planned savings for the year are *£9.253m*
- Expected total saving for the quarter were *£3.063m*
- Actual savings to end of quarter were *£3.276m*
- The Forecast savings for year remain as *£9.253m*

In terms of adjustments, it has become clear that the savings initially identified in the CJS portfolio relating to changes to digital recording of interviews, will not be achievable due to a lag in the required change to the necessary legislation. Therefore, the potential saving of £206,750 is more than not likely to be achieved in this year's plan, but may be more achievable for the following year and will be shown in the Efficiency Pan for 2010-11.

At the present time, the forecast savings for the year remain as per the original plan; although there is around £0.670m more savings within the Administration - Procurement heading than expected having been made. This is currently being offset by a lower level of savings than expected within QUEST 2 of around £0.100m (Quarter 1 expected to yield savings £0.175m, but actual savings accounted for £0.074m). Should this trend continue, a shortfall on Quest for the whole year could be as much as £0.400m. However, as it is early on in year, these forecast savings will be reassessed at Quarter 2 and confidence is still high that the programme will be on track.

Quarter One is the low risk milestone, with most budget holders only slightly adrift. In addition, savings are not necessarily made pro rata on each quarter, but milestones are a means of tracking our progress towards our ultimate target.

It is now intended that corporate activity will take place during Quarter Two to understand the individual plans behind this headline plan and to link with budget holders to ensure that accountability increases.

In terms of strengthening the requirements of this reporting mechanism and to further develop the links between the Efficiency Plan, the Blueprint Process and the Policing Plan, a small group of people from Corporate Development, Finance and the Police Authority have had an initial meeting. This meeting was extremely useful and scoped out the future requirements and presentation needs for the spreadsheet, especially in regard to reporting on cashable and non cashable savings. It is anticipated that these requirements will now be incorporated into the Quarter Two position statement and it is hoped that this small team will continue to meet regularly to discuss in detail the plan and presentation of the figures, at least until the new reporting mechanism and processes are embedded.

## **Decision Required**

To acknowledge the current position statement

## **Background Papers**

Please see attached spreadsheet showing the breakdown for Quarter One.

## **Report Author**

Name: Supt J Gomery

Organisation: Lancashire Constabulary

☎ 01772 412452

Lancashire Constabulary - Efficiency Plan for 2009/10

Lancashire Constabulary - Efficiency Plan for 2009/10 - position at the end of Quarter 1

Division / Department	Responsible Officer	Total Planned Savings 2009 / 2010 £'000	Expected Savings Qtr 1	Pro rata Budget Reductions £'000	Additional Budget Reductions £'000	Other Efficiency Savings £'000	Re-Prioritisation in Protective Services £'000	QUEST 2 £'000	CJS Initiatives £'000	Procurement Savings £'000	OSRs £'000	Work Force Modernisation £'000	Savings achieved Qtr 1 £'000	Variance against expected savings Qtr 1 £'000	Comments
<b>2009/10 Planned New Gains</b>															
<b>ACC Terr Ops &amp; Crim Justice</b>															
Western	Richard Debicki	1,331	333	34		69	64					75	242	-91	Overstrength position is impacting on their ability to fully implement the plan
Northern	Tim Jacques	706	177	26		86	35						147	-30	Main shortfalls are on catering review and planned review of public enquiry desks
Southern	Stuart Williams	797	199	22		103	18						143	-56	Overstrength position is impacting on their ability to fully implement the plan
Central	Peter White	433	108	25		36	26						87	-21	Some delays in recruiting to prot services posts
Eastern	Andy Rhodes	936	234	37		78	129						244	10	On track
Pennine	Clive Tattum	585	146	33		36	75						144	-2	On track
Criminal Justice	Tim Ewen	342	86	0	0				40				40	-46	ERP and Digital Recording savings expected later in the year. Inc in voluntary attendees less than expected.
<b>Total ACC Terr Ops &amp; Crim Just</b>		<b>5,130</b>	<b>1,283</b>	<b>177</b>	<b>0</b>	<b>408</b>	<b>347</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>1,047</b>	<b>-236</b>	
<b>ACC Specialist Operations</b>															
G Division	Graham Gardner	896	224	21		66				125			212	-12	On track
H Division	Tracey Launder	149	37	0			5						5	-32	Overspending. Savings not yet achieved.
<b>Total ACC Specialist Operations</b>		<b>1,045</b>	<b>261</b>	<b>21</b>	<b>0</b>	<b>66</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>217</b>	<b>-44</b>	
<b>ACC People</b>															
Learning & Development	Victor Robinson	24	6	0									0	-6	Overspending. Savings not yet achieved.
Diversity	Bob Eastwood	2	1	1									1	0	On track
Human Resources	Ashley Judd	161	40	3							35		38	-3	On track
<b>Total ACC People</b>		<b>187</b>	<b>47</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>38</b>	<b>-9</b>	
<b>DCC</b>															
Corporate Development	Dawn Copley	721	180	0				74					74	-106	Dept overspending. Budget reductions not yet achieved. QUEST savings £100k underachieved
Professional Standards	Irene Curtis	12	3	0									0	-3	Overspending. Savings not yet achieved.
Corporate Communications	Jane Astle	28	7	1	6								7	0	On track
Legal Services	Niamh Noone	2	1	0									0	-1	Overspending. Savings not yet achieved.
<b>Total DCC</b>		<b>763</b>	<b>191</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>81</b>	<b>-110</b>	
<b>Director of Resources</b>															
Administration	Ian Butterworth	1,372	1,093	0	0			0		1,670			1,670	577	Procurement savings as per annual report. Admin dept overspending. Bgt saving not yet achieved.
Finance	Linda Taylor	155	39	1									180	142	OSR savings in excess of plan.
ICT	Stuart Fillingham	432	108	0	0						179		0	-108	Overspending. Savings not yet achieved.
Property Services	Steve Hodgkinson	163	41	6	35								41	0	On track
VMU - Maint. Services	Ian Butterworth	1	0	0									0	0	On track
<b>Total Director of Resources</b>		<b>2,123</b>	<b>1,281</b>	<b>7</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,670</b>	<b>179</b>	<b>0</b>	<b>1,891</b>	<b>611</b>	
<b>Police Authority</b>															
		5	1	1									1	0	On track
<b>Total Police Authority</b>		<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	
<b>Total 2009/10</b>		<b>9,253</b>	<b>3,063</b>	<b>211</b>	<b>41</b>	<b>474</b>	<b>352</b>	<b>74</b>	<b>40</b>	<b>1,795</b>	<b>214</b>	<b>75</b>	<b>3,276</b>	<b>213</b>	



**PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009**

**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 to June 2009 (inclusive) 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 of business.**

**Decision Required**

The Committee is asked to note the report

**Background Papers**

None

**Report Author**

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## **PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009**

### **PART I**

#### **LANCASHIRE CONSTABULARY CONFIDENCE AND EQUALITY MONITORING REPORT 2008 / 2009**

(Appendix A refers)

#### **Issue for Consideration**

The Annual Confidence and Equality Monitoring Report for the Constabulary for 2008 / 2009.

#### **Information**

The seventh annual Confidence and Equality Monitoring Report is attached at Appendix A. The report is a significant piece of work that has allowed the Constabulary and Police Authority to review the Constabulary's position in terms of satisfaction and service delivery to its minority ethnic communities when compared to white communities. In addition to this, it includes employment monitoring information relating to gender and specialist roles for members of staff within the Constabulary. In the future, as the Constabulary's systems are developed, further information will be included to reflect other areas of diversity of the community, namely age, disability, sexual orientation, religion and belief, where possible.

Some of this data is provided to the Home Office under section 95 of the Criminal Justice Act 1991 and the Home Office subsequently publishes this data. Lancashire Constabulary and the Police Authority have however taken a firm lead in this area by commissioning and producing the Confidence and Equality Monitoring report which is a much wider-ranging document than the statutory reporting requirements stipulate. Most important is not the publishing of the data but what action is taken in using this data to address any areas that are highlighted as requiring further analysis. The continuous improvement plan contained within the report seeks to do this by putting in place a process of assessing progress in particular areas of policing.

The data used for this report is from the 2001 census. The information in relation to 'per 1000 population' is thought to have seen significant change to the ethnicity of the population. This may therefore affect the accuracy of the data, particularly in respect of apparent disproportionality as it is known.

In Lancashire BME communities have increased in number since the 2001 census. Lancashire Constabulary's detection rates for all recorded crimes in 2008 and 2009 is near parity across all the ethnic groups which indicates that ethnicity is not a factor in determining whether or not a crime is detected.

The number of racist incidents recorded fell slightly whilst the percentage of those further investigated achieved 99.5% that is an increase of 4.5% more incidents further investigated than the previous year. The number of racially/religiously aggravated crimes recorded also fell again this year, and the percentage of those detected reached 62.8%. This has exceeded the Constabulary's target of 60% and highlights the commitment to deal with hate crime robustly alongside our partners.

The satisfaction level with the Constabulary's service delivery remains high. There is a satisfaction gap of 6.4 per cent between white and all minority (this includes all BME plus those stated as Other) groups. There is continued emphasis on the quality of service delivered and there are measures in place to increase the trust and confidence of minority ethnic communities. With this work in progress it is hoped this gap will continue to move towards parity. The overall level for all groups who were satisfied with the service delivery is 82.5 per cent.

The recruitment of minority ethnic Police Officers is a priority for Lancashire Constabulary and the target for 2008/2009 was for at least 6% of police officer recruits to be from ME groups. This has been achieved for the third successive year with 6.5% (14 officers) recruited this year from ME groups. The Constabulary will continue with the measures in place to ensure that the staff employed accurately reflects the diverse makeup of the communities. As part of this work, the Constabulary is involved in developing BME staff to assist their progression and retain the numbers recruited by the organisation.

The Constabulary's recruitment of female police officers in this year's reporting period stands at 40.9 per cent. The work in progress continues around flexible and part-time working, maternity leave and progression of female officers into specialist roles such as Firearms, Dog Handling and Special Branch.

The areas that continue to pose questions are the use of stop and search powers, the issue of HORT 10s, the conducting of breath tests and the issue of Endorsable Fixed Penalty notices. There has again been a large increase in the number of breath tests administered and this is due to the ongoing training and awareness programme for all officers and operational tasking during key drink drive campaigns. In each of these areas, minority ethnic people appear to be disproportionately represented in the figures. Management action is being undertaken to ensure there is no unjustified disproportionality.

The Constabulary will continue to monitor interventions and progress by way of its Confidence and Equality Board and Delivery Group and through its close working relationships with its independent advisors. Further analysis will take place throughout the forthcoming year to further our progress in providing an equitable service to the people of Lancashire.

The Constabulary's Equality Scheme is complete and incorporates the Race, Gender and Disability Equality Scheme, and also includes the age, sexual orientation, religion and belief strands of Diversity. This will ensure the Constabulary meets statutory and legal requirements as well as providing clear direction both internally and externally regarding Equality Diversity and Human Rights issues.

Attached at Appendix 'A' are the following parts of the report, covering performance data, which the Committee will be particularly interested in.

- Detections of crime by racial group
- Detection rates of violence against the person
- Stop/Search per 1000 population
- Stop/Search percentage arrest rate
- Stop/Account per 1000 population
- Arrest rates
- Cautioning rates
- Release without charge rates
- Issue of penalty notices for disorder
- Satisfaction with service delivery
- Racist incidents recorded and further investigated
- Satisfaction of victims of racist incidents
- Detection rates of racially/religious aggravated crime
- Domestic Abuse
- Honour Based Violence
- Breath tests administered per 1000 population
- Number of HO/RT 1's issued per 1000 population
- Endorsable fixed penalty tickets issued per 1000 population

Other sections of the report have been, or are due to be considered by the Professional Standards and Citizen Focus Committee, Human Resources Committee and the Improvement and Scrutiny Group.

### **Decision Required**

The Committee is asked to note the report.

### **Background Papers**

None

### **Report Author**

Sergeant Marianne Slater, Lancashire Constabulary



## SERVICE DELIVERY

### Detections of all crime by racial group

#### *Summary*

The detection rate for all crime can be divided into ethnicity of victim. This enables us to scrutinise our performance around the detection of crime to ensure equitable service delivery and the significance of ethnicity in our detection of the crime reported to us for investigation. The detection rate where the victims self classify as a BME group is only slightly higher than victims self classifying as White and is not statistically significant. Those victims self classifying as 'Black' and 'Mixed' race have a slightly higher detection rate than those self classifying as White and, again, it is not statistically significant.

Of those crimes that were detected during April 2008 to March 2009, 76,536 offences were recorded for 'White' victims, of those 19,689 offences were detected, which equates to a 25.7% detection rate. 326 offences were recorded for 'Black' victims, of those 101 offences were detected, which equates to a 31% detection rate; 5,376 offences were recorded for 'Asian' of those 1,455 offences were detected, which equates to a 27.1% detection rate. There were 451 offences recorded for 'Mixed' race victims, of those 167 offences were detected, which equates to a 37% detection rate. This shows that ethnicity of the victim has no statistical significance on the detection of crime.

### Detection rates of violence against the person

#### *Summary*

There is no difference in the detection rate for victims of offences of violence from all the different racial groups. During April 2008 to March 2009, 17,686 offences of violent crime were recorded for 'White' victims, of these 8,961 offences were detected, which equates to a 50.7% detection rate. 124 violent crimes were recorded for 'Black' victims, of these 59 were detected, equating to a 47.6% detection rate. For 'Asian' victims a total of 1,261 violent crimes were recorded, of which 642 were detected, which equates to a 50.9% detection rate, and for 'Mixed' race victims 218 violent crimes were recorded with 117 detected, which equates to 53.7% detection rate.

## Number of Stop/Searches conducted per 1,000 population

Ethnicity of Person Searched	2007/08			2008/09		
	Searches	Population	Per 1,000 Pop	Searches	Population	Per 1,000 Pop
White	19,960	1,321,420	15.10	20,353	1,321,420	15.40
Black	258	3,179	81.16	271	3,179	85.25
Asian	1,625	75,407	21.55	1,794	75,407	23.79
Other	27	5,231	5.16	27	5,231	5.16
Mixed	402	9,490	42.36	282	9,490	29.72
All Minority Groups	2,312	93,307	24.78	2,374	93,307	25.44
Not Stated	118			144		
All Searched Persons	22,390	1,414,727	15.82	22,871	1,414,727	16.16

### **Summary**

Our aim is to fully understand the reasons for unjustified disproportionality in relation to Stop and Search and take action when necessary. Lancashire Constabulary supports the professional use of stop and search powers and ensures these powers are conducted in accordance with legislation, in particular the Human Rights of individuals searched by the police.

Over the last twelve months there has been a very small increase in the number of Stop/Searches conducted across all the ethnic groups, with the largest increases being searches of 'White' and 'Asian' people.

Overall, there was an increase of 481 Stop/Searches between April 2008 and March 2009 when compared to the same period last year. The increases can be seen in the 'White', 'Black' and 'Asian' ethnic groups, with the 'White' group showing 393 more people searched, 'Asian' group showing an increase of 169 searches and 'Black' group showing an increase of 13 searches when compared to the same period last year. There were 120 fewer searches carried out from the 'Mixed' race group in the 2007/2008 reporting period than in 2008/2009.

These small increases are statistically significant, with those self classifying as 'Black' being 5.5 times per 1,000 population more likely to be Stop/Searched than 'White' and those classifying themselves as 'Asian' 1.5 times more likely per 1,000 population than 'White'. This population data is taken from the Census carried out in 2001 and the numbers who were subject to a Stop/Search who self classified as 'Black' and 'Asian' are considered to be very low when compared to the number of 'White' people searched. Management action is undertaken to ensure there is no unjustified disproportionality.

## Stop/Search percentage arrest rate

Ethnicity of Person Searched	2007/08			2008/09		
	Searches	Arrests	Percentage	Searches	Arrests	Percentage
White	19,960	2,750	13.8%	20,353	2,466	12.1%
Black	258	32	12.4%	271	26	9.6%
Asian	1,625	206	12.7%	1,794	201	11.2%
Other	27	7	25.9%	27	5	18.5%
Mixed	402	41	10.2%	282	31	11.0%
All Minority Groups	2,312	286	12.4%	2,374	263	11.1%
Not Stated	118	20	16.9%	144	24	16.7%
All Searched Persons	22,390	3,056	13.7%	22,871	2,753	12.0%

### **Summary**

12% of all stop searches conducted in 2008/2009 resulted in the arrest of the person subject to the stop search. 13% of all groups subject of a stop/search in 2007/2008 resulted in the arrest of the person. There is no statistical significance of this slight reduction across all 'BME groups'. The arrests resulting from the use of Stop/Search powers can be broken down by ethnicity. For the 'White' group 20,353 searches were conducted out of which 2,466 arrests were made, a percentage of 12.1% of all searches resulting in arrest. There were 271 searches carried out involving the 'Black' ethnic group, which resulted in 26 arrests, and equates to 9.6% of the overall figure that were searched. 1,794 searches were carried out involving the 'Asian' group, 201 of whom were arrested which equates to 11.2% of the total searched. Those self classifying as 'Mixed' had 282 searches conducted with 31 arrests, which equates to 11% of persons arrested as a result of being searched. This shows no statistical significance in respect of arrests made after stop/searches of the BME groups between 2007/2008 and 2008/2009.

## Arrest rates

Ethnicity of Person Arrested	2007/08			2008/09		
	Arrests	Population	Per 1,000 Pop	Arrests	Population	Per 1,000 Pop
White	62,764	1,321,420	47.50	58,758	1,321,420	44.5
Black	692	3,179	217.68	590	3,179	185.6
Asian	3,472	75,407	46.04	3,476	75,407	46.1
Other	129	5,231	24.66	85	5,231	16.2
Mixed	929	9,490	97.89	733	9,490	77.2
All Minority Groups	5,222	93,307	55.97	4,884	93,307	52.4
Not Stated	476			303		
All Arrested Persons	73,684	1,414,727	52.08	63,945	1,414,727	45.2

### **Summary**

A 13% reduction in arrests can be seen in 2008 and 2009 when compared to the same period last year. Broken down this means 7 fewer people have been arrested per 1,000 population across all groups. The number of people who were arrested and self classified as 'White' has reduced by 6%, and those self classifying as 'Black' who were arrested is down by 15% this year, this is just less than 1% of the total number of arrests made in 2008 and 2009. For those who were arrested and self classified as 'Asian' there have been 4 more arrests made in 2008/2009 than in the previous year, 3,472 arrests made in 2007/2008 and 3,476 arrests in 2008/2009. Those who self classified as 'Other' show a 34% reduction in arrests made in the last 12 months. The number who were arrested and self defined their ethnicity as 'Mixed' show a decrease in arrests by 21%, which is almost 200 fewer arrests than the previous year.

## Cautioning rates

Ethnicity of Person Arrested	2007/08			2008/09		
	Arrests	Cautions	Percentage	Arrests	Cautions	Percentage
White	62,764	7,565	12.1%	58,758	7,387	12.6%
Black	692	79	11.4%	590	62	10.5%
Asian	3,472	431	12.4%	3,476	369	10.6%
Other	129	15	11.6%	85	12	14.1%
Mixed	929	95	10.2%	733	90	12.3%
All Minority Groups	5,222	620	11.9%	4,924	533	10.8%
Not Stated	476	45	9.5%	303	-	-
All Arrested Persons	68,462	8,850	12.0%	63,945	8,453	12.2%

### **Summary**

There have been 400 fewer cautions issued during March 2008 to April 2009 than in the previous 12 months, this equates to a 4% reduction across all ethnic groups in the number of cautions issued. There is no significant difference across all groups who received a caution during 2008 and 2009. 10.5% of the overall total number of cautions issued were given to those who self classified as 'Black', 10.6% for 'Asian', 12.3% for 'Mixed' race, 12.6% of the overall number of cautions issued in 2008/2009 were given to those self defining as 'White and 14.1% for 'Other'. The difference in cautions administered is not statistically significant.

## Release Without Charge

	2007/08			2008/09		
	Arrests	RWC	Proportion	Arrests	RWC	Proportion
<b>White</b>	62,764	14,755	23.5%	58,758	14,259	24.3%
<b>Black</b>	692	180	26.0%	590	157	26.6%
<b>Asian</b>	3,472	1,091	31.4%	3,476	1,180	33.9%
<b>Other</b>	129	42	32.6%	85	28	32.9%
<b>Mixed</b>	929	247	26.6%	733	216	29.5%
<b>All Minority</b>	5,222	1,560	29.9%	4,924	1,581	32.1%
<b>Not Stated</b>	476	139	29.2%	303	-	-
<b>All Arrestees</b>	68,462	18,014	26.3%	63,945	17,421	27.2%

### **Summary**

There were 17,421 people who were Released without Charge in 2008/2009 compared to 18,014 people in the previous year, this equates to a reduction of almost 600 people Released without Charge this year than the previous year. For those who self classified 'White', 500 fewer people were Released without Charge which equates to 24.5% of the total number released. For those who self classified as 'Black', 23 fewer people were Released, which equates to 26.6% of the total. For the 'Mixed' group there was a reduction of 31 people, which equates to 29.5% of the total number who were Released without Charge during 2008/2009. For those who self classified 'Asian' there was an increase of 89 in the number of people who were Released without Charge, which equates to 33.9%. For those who self classified as 'Other' there was an increase of 14 more people, which equates to 32.9% of the overall number of people who were Released without Charge this year.

Overall, the proportion of those people who were Released without Charge in each ethnic group ranges from 24.3% ('White' ethnicity) to 33.9% ('Asian' ethnicity) which is a difference of 9.7% across all the groups.

## Penalty Notices for Disorder (PND)

Ethnicity of Recipient	2007/08			2008/09		
	PND	Population	Per 1,000 Pop	PND	Population	Per 1,000 Pop
<b>White</b>	12,508	1,321,420	9.47	10,468	1,321,420	7.9
<b>Black</b>	77	3,179	24.22	35	3,179	11.0
<b>Asian</b>	373	75,407	4.95	340	75,407	4.5
<b>Other</b>	6	5,231	1.15	4	5,231	0.8
<b>Mixed</b>	89	9,490	9.38	37	9,490	3.9
<b>All Minority Groups</b>	513	93,307	5.50	416	93,307	4.5
<b>Not Stated or Unknown</b>	18			10		
<b>All Recipients</b>	13,552	1,414,727	9.58	10,894	1,414,727	7.7

### **Summary**

1,600 fewer Penalty Notices for Disorder were issued to people between April 2008 and March 2009 than the previous year.

11 people out of every 1,000 who self classified as 'Black' were issued with a Penalty Notice for Disorder between April 2008 and March 2009; this is half the number issued in the previous year which was 24 people out of every 1,000 and now equates to less than 1% of all the Penalty Notices for Disorder issued this year. Less than 1 person per 1,000 population received a Fixed Penalty for Disorder who self classified as 'Other', which equates to 0.8% out of every 1,000 population in that category.

As the figures are so low they are deemed not to be statistically significant.

## Satisfaction with service delivery

Ethnicity of Victim	2007/08					2008/09				
	Satisfied	Sample	%	Lower Level	Upper Level	Satisfied	Sample	%	Lower Level	Upper Level
White	2,160	2,527	86.0%	84.7%	87.3%	1648	2001	83.2%	81.6%	84.8%
Black	33	39	89.4%	81.1%	97.8%	40	48	71.0%	69.4%	72.6%
Asian	387	485	79.4%	74.4%	84.4%	319	420	79.1%	71.6%	86.5%
Other	32	40	66.4%	52.6%	80.1%	33	42	76.1%	56.8%	95.4%
Mixed	32	42	82.0%	70.1%	93.9%	31	38	77.1%	68.1%	86.2%
All Minority Groups	484	606	80.0%	75.5%	84.5%	423	548	76.8%	68.7%	84.9%
Not Stated	18	22	90.0%	81.2%	98.8%	28	39	62.7%	57.0%	68.3%
All respondents	2,662	3,155	85.2%	84.1%	86.4%	2099	2588	82.5%	81.1%	83.9%

### Summary

People who were satisfied with the service they received from the police, who self classified as 'White' was 83.2%, during 2008/2009, compared to those people who self classified as 'All Minority Groups' (BME), which was 76.8%. The difference in these percentages of satisfaction between these two groups is 6.4%. Although the satisfaction level with the service delivery has widened since the previous year ('White' was 86% satisfied with 'All Minority Group' 80% satisfied) this is not statistically significant.

### **Number of Racist incidents recorded and further investigated**

2007/08			2008/09		
Incidents Recorded	Further Investigated	Proportion	Incidents Recorded	Further Investigated	Proportion
2,452	2,329	95.0%	2,230	2,219	99.5%

### **Number of Homophobic incidents recorded and further investigated**

2007/08			2008/09		
Incidents Recorded	Further Investigated	Proportion	Incidents Recorded	Further Investigated	Proportion
368	363	98.6%	366	328	97.6%

*“A racist or homophobic incident is any incident which is perceived to be racist or homophobic by the victim or any other person”.*

The recording of racist and homophobic incidents is consequently based on the perception by any person, and does not need to have any evidence to show that the incident complained of is racist or homophobic. If any person believes that an incident is racist or homophobic, the Constabulary records it as such. It is important to note that racist incidents differ from racially motivated crimes, which does need supporting evidence.

This allows us to identify potential crime hotspot areas, gather intelligence on potential racist offenders and allows the Constabulary to allocate our resources accordingly. Therefore it is extremely important all such incidents are reported and recorded. The Constabulary has introduced a variety of ways in which to do this, via the telephone, self-reporting forms and third-party reporting venues. This also allows incidents to be recorded anonymously, which is why we will not achieve a 100% further investigation rate, as without witness details, it is not always possible to conduct further enquiries. Nevertheless the information is important to us.

The Constabulary has also signed up to the national ‘True Vision’ project, which allows recording via the internet and the circulation of hate crime packs which include important information, together with self-reporting forms. In addition, the Constabulary chairs the countywide Hate Crime Group which consists of statutory and non-statutory organisations and aims to increase the reporting of hate crimes and incidents.

It is therefore difficult to draw meaningful conclusion regarding the numbers of incidents recorded. Increases may be as a result of initiatives undertaken to encourage the reporting of such incidents and not necessarily indicate an actual increase in the numbers committed. It has been widely accepted that these types of incidents have often gone unreported.

#### **Summary**

99.5% of all racist incidents recorded during April 2008 to Mar 2009 were further investigated. 4.5% more racist incidents were further investigated this year than in 2007/2008. The number of incidents recorded during the reporting period has decreased slightly from 2,329 to 2,219, a difference of 110. 328 of those recorded homophobic incidents have been further investigated, which equates to 97.6%. The Constabulary’s target is 95%, there is no national target.

## Satisfaction of victims of racist incidents

2007/08					2008/09				
Satisfied	Sample	%	Lower Level	Upper Level	Satisfied	Sample	%	Lower Level	Upper Level
519	639	81.2%	78.2%	84.2%	544	694	78.4%	76.2%	80.6%

### **Summary**

The satisfaction level with the overall service received by victims of a racist incident during 2008/2009 is 78.4%. In 2007/2008 81.2% of victims who suffered a racist incident stated they were satisfied with the service given. This is a difference of 2.8% between the two years. The level achieved, though lower, is not statistically significant.

## Percentage of Recorded Racially/Religiously Aggravated Crimes Detected.

2007/08			2008/09		
Crimes	Detections	Detection Rate	Crimes	Detection	Detection Rate
920	608	66.1%	844	530	62.8%

Racially/Religiously Aggravated Crimes require evidence in respect of the 'racially/religiously aggravated' aspect of an offence. Racially/Religiously Aggravated Crimes consist of offences of violence and criminal damage offences.

During the last reporting period, a decrease in the number of racially/religiously-aggravated crime was recorded.

The number of Racially/Religiously-aggravated crimes recorded during this reporting period has fallen by 72 to 844, resulting in a detection rate of 62.8 per .

This reduction in crimes sends out a clear message of the commitment of Lancashire Constabulary to deal robustly with hate related crime.

Robust management and quality assurance systems are in place at all levels to ensure thorough investigation of hate crime.

### **Summary**

844 Racially/Religiously crimes were recorded in 2008/2009. 530 of these offences were detected. This shows that 62.8% of Racially/Religiously Aggravated crimes were detected in 2008/2009. This has exceeded the Constabulary's target of 60%. There is no national target for the detections of these crimes. The difference in the detections for these crimes in 2008/09 compared with 2007/08 is not statistically significant. These results show that the Constabulary continues with its commitment to deal with hate crime robustly alongside our partners.

## Data for Victims of Abuse

### **Summary**

#### **Domestic Abuse**

There is no longer a Lancashire Authority Area (LAA) target to increase the number of domestic abuse incidents reported to the Police, however these figures are still monitored for information purposes only. In the last 12 months (April 2008 to March 2009) incidents recorded has risen from the previous 12 months (April 2007 – March 2008) from 22,963 incidents to 25,458.

The Constabulary does not have a set target for repeat victims; however the figures are still monitored for information purposes only. By autumn 2009 there will be a database which will facilitate the baseline and benchmarking process. The Constabulary and partners will then be able to measure the performance across Lancashire.

The overall arrest rate for domestic abuse incidents stands at 32.2 per cent.

The Lancashire Area Agreement (LAA) target (includes all local authorities) to increase the percentage of convictions for domestic violence abuse related offences was set at 70 per cent. The result for 2007/08 was between 72 and 74 per cent and the target for 2008/09 is 70 per cent. Trends across the Constabulary have increased from the previous year, and are currently at a success rate of 78.5%. Successful outcomes were seen in 3115 of all 3969 incidents for April 2008 to February 2009. A target is yet to be set for 2009-2010 but the indicator will remain the same.

#### **Vulnerable Adult Abuse**

During April 2008 to March 2009 there were 396 Vulnerable Adult Abuse referrals compared to 271 in the previous 12 months. The figures overall have highlighted that Physical Abuse accounts for 25.3% of all adult referrals. Sexual Abuse accounts for 17.8%, Neglect accounts for 13.7% and Other Abuse accounts for 43.2%. Due to the small numbers that are being dealt with, a slight variation may have a greater effect on the percentage of numbers generated.

## Honour Based Violence Data

### **Summary**

In January 2008 Lancashire Constabulary and the Crown Prosecution Service jointly hosted Honour Based Violence and Forced Marriage strategy consultation. The consultation identified gaps in both service provisions within the statutory and voluntary organisations.

Since November 2008 a new law has been introduced in England, Wales and Northern Ireland to prevent forced marriages and protect those who have already fallen victim. Blackburn County Court will be the only court in Lancashire to hear applications during the first phase of implementation.

The three key areas that were identified are the need to raise awareness, encourage reporting and increase support for victims. As a result of the consultation a working group has evolved with members representing all agencies, both statutory and voluntary, to address these issues through a Lancashire wide action plan. The working group now known as The Multi-agency FM/HBV (Forced Marriage and Honour Based Violence) Strategy Group have progressed several new initiatives including a new DVD, multi-agency training package and training for school staff. Data collection, community awareness and the provision for victims were highlighted as ongoing concerns to be addressed by all partner agencies.

There is a need for multi-agency information gathering with particular regard to new and emerging communities. This is ongoing work facilitated by the Multi-agency FM/HBV Strategy Group. Best practice in Pennine, Eastern and Central divisions will assist the process alongside the new domestic abuse risk assessment as it asks honour based violence specific questions.

Progress is being made to capture data in this area and over the next few months different methods are being developed to ensure accurate collection of the data for HBV across Lancashire in the future. This will increase year on year as measures are put in place to effectively capture specific information around HBV.

Between January 2009 – April 2009 there were 59 incidents reported across Lancashire. Data prior to January is deemed to be less accurate as data capture was not carried out prior to changes in legislation.

## Road Traffic Data

### Breath Tests Administered per 1,000 population

Ethnicity of Person Tested	2007/08			2008/09		
	Tests	Population	Per 1,000 Pop	Tests	Population	Per 1,000 Pop
White	17,560	1,321,420	13.29	28,033	1,321,420	21.22
Black	113	3,179	35.55	167	3,179	52.54
Asian	1,730	75,407	22.94	2326	75,407	30.85
Other	182	5,231	34.79	247	5,231	47.22
Mixed	75	9,490	7.90	224	9,490	23.61
All Minority Groups	2,100	93,307	22.51	2,964	93,307	31.77
Not Stated	19			715		
All Persons Tested	19,679	1,414,727	13.91	36,460	1,414,727	25.78

Breath tests may be administered if a driver has committed a moving traffic offence, has been involved in a road traffic collision or the officer has reasonable grounds to suspect the offender was driving under the influence of intoxicants.

#### **Summary**

The way in which breath tests are recorded by the Lancashire Constabulary changed on the 1<sup>st</sup> June 2008. When a breath test is administered the details are entered directly into the breath testing device giving accurate, timely data. This is a system approved by the Department for Transport (DfT)

Following the introduction of the new recording system there has been an increase in the number of tests carried out. 36,460 were carried out between April 2008 and March 2009, compared to 19,679 in the previous year, an increase of 16,781, an 85% increase from 2007/2008. This is largely due to a training and awareness programme for all officers, along with drink drive campaigns. As a result, the increase is spread across all of the five ethnic categories. Those who self classified as 'Black' are 2.5 times per 1,000 population more likely to be breath tested than those who self classified as 'White' this year and the 'Asian' group are 1.5 times more likely. This population data is taken from the Census carried out in 2001 and the numbers who were breath tested who self classified as 'Black' and 'Asian' are considered to be very low when compared to the number of 'White' people who were tested. Management action is being undertaken to ensure there is no unjustified disproportionality.

Of those people who were breath tested in 2008/2009, 6% of those self classifying as 'White' tested positive or refused the breath test at the roadside and were arrested; 5% of people who self classified as 'Black' and 3% 'Asian' who tested positive or refused to be breath tested at the roadside were arrested out of the total number of breath tests administered this year.

## Number of HORT10s issued per 1,000 population

Ethnicity of Recipient	2007/08			2008/09		
	HO/RT/1s	Population	Per 1,000 Pop	HO/RT/1s	Population	Per 1,000 Pop
White	14,535	1,321,420	11.00	7,521	1,321,420	5.69
Black	106	3,179	33.34	68	3,179	21.39
Asian	3,192	75,407	42.33	1,842	75,407	24.42
Other	60	5,231	11.47	123	5,231	23.51
Mixed	94	9,490	9.91	63	9,490	6.63
All Minority Groups	3,452	93,307	37.00	2,096	93,307	22.46
Not Stated	218			81		
All Recipients	18,205	1,414,727	12.87	9,698	1,414,727	6.85

HORT 1 Forms have now been redesigned and re-named HORT 10 and is a combined form incorporating the original HORT 1 and Vehicle Defect Rectification Form (VDR).

### **Summary**

HORT 10 forms are issued to enable officers to check drivers satisfy the appropriate legal requirements entitling them to own and/or drive a certain vehicle. As with the previous year the number of HORT 10 forms issued has continued to fall from 18,205 HORT 10s issued in 2007/2008 to 9,698 in 2008/2009, a reduction of 47%. The decrease is seen across all groups, with the exception of those self classifying as 'Other' where 63 more HORT 10 forms were issued this year than in 2007/2008. For those self classifying as 'White' and 'Asian' there was a 50% reduction of HORT 10s issued this year. Those who self classified as 'Black' are 3.5 times more likely per 1,000 population to be issued with a HORT 10 than those who self classified as 'White', and for the 'Asian' group this is 4 times more likely per 1,000 population than 'White' to be issued with a HORT 10. This population data is taken from the Census carried out in 2001 and the numbers who were issued with a HORT 10 who self classified as 'Black' and 'Asian' are considered to be very low when compared to the number of 'White' people issued with a HORT 10. Management action is being undertaken to ensure there is no unjustified disproportionality.

The fall in the number of HORT 10 forms issued is due to the introduction of new technology within the police service. The need for an officer to issue a form HORT 10 is becoming less likely due to being able to verify the legal status of drivers and vehicles through the Police National Computer database. The prediction is that the number of HORT 10s issued will continue to decrease over the next twelve months.

## Stop/Account per 1000 population

Ethnicity of Person Stopped	2007/08			2008/09		
	Stopped	Population	Per 1000 Pop	Stopped	Population	Per 1000 Pop
White	103,631	1,321,420	78.42	81,904	1,321,420	61.98
Black	605	3,179	190.31	554	3,179	174.27
Asian	4,023	75,407	53.35	4,208	75,407	55.80
Other	127	5,231	24.28	163	5,231	31.16
Mixed	1,106	9,490	116.54	739	9,490	77.87
All Minority Groups	5,861	93,307	62.81	5,664	93,307	60.70
Not Stated	576			384		
All Stopped Persons	110,068	1,414,727	77.80	87,952	1,414,727	62.17

### Summary

These are published in response to Recommendation 61 of the Stephen Lawrence Inquiry Report, to record all Stop/Accounts and not just those made under legislative provision. Therefore any member of the community who is stopped by a police officer or police community support officer in Lancashire and is asked to account for their 'behaviour', 'presence in a locality' or 'anything in their possession', will have their interaction recorded and will, unless recorded elsewhere, be provided at the time with a copy of that report. These interactions referred to as 'Stop/Account' are to be monitored through the Constabulary's existing monitoring processes and scrutinised by the Police Authority, Independent Advisory Groups and other community members to ensure that this critical aspect of policing is being conducted in a fair and proportionate manner.

The number of Stop/Accounts conducted within Lancashire has been divided by the number within the population for that ethnic group, as provided by the 2001 Census, and multiplied by 1000. The data is therefore presented in the Per 1000 Pop column as the number of Stop/Accounts per 1000 population. The population has increased considerably since the 2001 census which will have a bearing on the accuracy of the data.

The number of Stop/Accounts carried out has reduced from 110,068 to 87,952, in the 2007/2008 and 2008/2009 period. The drop in the number of Stop and Accounts carried out can be seen across all the ethnicity groups, with the exception of those people who self classified as 'Asian' and 'Other'. They show a slight increase in the number of Stop/Accounts carried out. The number of Stop/Accounts conducted is four times more than the number of Stop/Searches carried out in this reporting year.

Those classing themselves as 'Asian' and 'Other' are less likely per 1,000 population to be subject of a Stop/Account than those who self classified as 'White'. Those who self classified as 'Black' and 'Mixed' are more likely per 1,000 population to be stopped than 'White' people.

## Endorsable Fixed Penalties Notices (FPN) Issued per 1,000 population

Ethnicity of Recipient	2007/08			2008/09		
	End FPN	Population	Per 1,000 Pop	End FPN	Population	Per 1,000 Pop
<b>White</b>	8,295	1,321,420	6.28	11,388	1,321,420	8.61
<b>Black</b>	34	3,179	10.70	69	3,179	21.70
<b>Asian</b>	1,101	75,407	14.60	1,535	75,407	20.35
<b>Other</b>	16	5,231	3.06	57	5,231	10.89
<b>Mixed</b>	21	9,490	2.21	33	9,490	3.47
<b>All Minority Groups</b>	1,172	93,307	12.56	1,694	93,307	18.15
<b>Not Stated</b>	26			29		
<b>All Recipients</b>	9,493	1,414,727	6.71	13,111	1,414,727	9.27

### Summary

The total number of Endorsable Fixed Penalties issued in 2008/2009 has increased from 9,493 to 13,111, an increase of 30%. This increase can be linked to the reclassification of a number of motoring offences that were previously non-endorsable, including the use of mobile phones whilst driving. People who self classified 'Black' and 'Asian' are 2.5 times more likely per 1,000 population to be issued with an Endorsable Fixed Penalty Notice compared to those who self classified as 'White'. This population data is taken from the Census carried out in 2001 and the numbers who were issued with an Endorsable Fixed Penalty Notice who self classified as 'Black' and 'Asian' are considered to be very low when compared to the number of 'White' people issued with a Penalty Notice. Management action is being undertaken to ensure there is no unjustified disproportionality.

## Confidence & Equality Monitoring Report Continuous Improvement Plan 2008/2009

Area where disproportionality is evident	Department responsible for delivery	Deadline	Current Position
<p><b>Number of Stop/Searches Stop/Account conducted per 1,000 population.</b></p> <p>Data suggests there is statistically significant difference between the White and the Asian and Black individuals who have been Stop/Searched in 2008/09. The Mixed group shows fewer stops and the Other is at parity. Asian people are 1.5 times more likely to be Stop/searched per 1,000 population than White and Black people are 5.5 times more likely per 1,000 population than White. This population data is taken from the Census carried out in 2001 and the numbers who were subject to a Stop/Search who self classified as 'Black' and 'Asian' are considered to be very low when compared to the number of 'White' people searched.</p>	<p>Diversity Champions/ Head of Community Cohesion and Diversity Unit.</p>	<p>To be monitored monthly by the Confidence &amp; Equality Board.</p>	<p>Management action is undertaken to ensure there is no unjustified disproportionality.</p> <p>New forms for both Stop and Search and Stop and Account are being piloted by Lancashire. Consultation with different communities is taking place in conjunction with the Police Authority over the next 6 months.</p>
<p><b>The issue of Penalty Notices for Disorder (PND)</b></p> <p>Data suggests Black individuals are issued PND almost 1.1 times the rate of that for White people, however the number of PNDs issued to Black people is less than 1% of the overall PNDs issued in 2008/09.</p>	<p>Diversity Champions/ Head of Criminal Justice and Standards and Head of Community Cohesion and Diversity Unit.</p>	<p>To be monitored monthly by the Confidence &amp; Equality Board.</p>	<p>It is acknowledged that there is disproportionality in respect of the issuing of PNDs. Through the training given to new police officers, it has been emphasised that no one section of the community should be treated differently from any other and we have ensured that, in the selection process for new staff, in existing staffs PDRs and also in the recruitment and promotion process sufficient emphasis is being given to reinforcing the message that people must be treated equally. Specific work is taking place within HQ Criminal Justice to further analyse the headline facts and then to look into the type of offence the PND was issued for to see if there is a trend, or also to see if there is a particular issue in a certain part of the county.</p>

## Confidence & Equality Monitoring Report Continuous Improvement Plan 2008/2009

Area where disproportionality is evident within Report	Department responsible for delivery	Deadline	Current Position
<p><b>The issue of HORT10s, endorsable FPN and conducting of Breath tests</b></p> <p>The data measured still indicates Black and Asian people are more likely to receive a HORT10s, FPN or be breath tested.</p>	<p>Diversity Champions/ Head of Criminal Justice and Standards and Head of Community Cohesion and Diversity Unit.</p>	<p>To be monitored monthly by the Confidence &amp; Equality Board.</p>	<p>New technology has been introduced so that breath tests data is collected electronically and therefore is likely to be more reliable that it previously was. In addition with the roll out of PNC data HORT10s should reduce across both white and BME groups. We require further analysis to fully understand the issues and ascertain why there is apparent disproportionality in these areas.</p>
<p><b>Satisfaction with service delivery</b></p> <p>Satisfaction with the overall service delivery is higher for White than Minority Ethnic victims</p>	<p>Diversity Champions and Head of Community Cohesion and Diversity Unit.</p>	<p>To be monitored monthly by the Confidence &amp; Equality Board.</p>	<p>08/09 White 83.21% VME 76.8 %</p> <p>07/08 White 86.0% VME 80.0%</p> <p>Non significant gap of 6.4% Work is continuing to increase satisfaction levels of all groups.</p>
<p><b>Staff in Post – as at 31 March 2009</b></p> <p>Race Equality - Employment Targets to be met in all areas of Constabulary Employment.</p>	<p>Ashley Judd – Human Resources and Head of Community Cohesion and Diversity Unit.</p>	<p>To be monitored by the Confidence &amp; Equality Board.</p>	<p>Achieving representation is a priority for the Constabulary. It is recognised that much progress has been made in the field of recruitment of police officers from the BME community. However the Constabulary continues to work with its partners and support groups in order to make progress across all areas of employment. For 2009/10 a number of new indicators have been introduced to help the Constabulary to monitor progress in this area. During the last recruitment window there were 243 applications from BME candidates with 108 being returned. This is the highest number to date.</p>

## Confidence & Equality Monitoring Report Continuous Improvement Plan 2008/2009

Area where disproportionality is evident within Report	Department responsible for delivery	Deadline	Current Position
<p><b>Police Officer Promotions- applications for promotion during 2008/09</b></p> <p>During 2008/2009 four Minority Ethnic officers were successful in the promotion to the rank of Sergeant representing 5.7 per cent, one to the rank of Inspector representing 3.3 per cent and one to the rank of Chief Inspector representing 14.3 per cent.</p>	<p>Ashley Judd – Human Resources and Head of Community Cohesion and Diversity Unit.</p>	<p>To be monitored by the Confidence &amp; Equality Board.</p>	<p>The new indicators introduced for 2009/10 measures the percentage of BME police officers of Inspector rank and above. This will enable the constabulary to compare the progression of BME officers to higher ranks against the progression of all officers.</p>

## APPENDIX A - 16 POINT ETHNIC CLASSIFICATION SYSTEM

5 MAJOR CATEGORIES	16 SUB-GROUPINGS
White	British Irish Any other White background
Mixed	White and Black Caribbean White and Black African White and Asian Any other mixed background
Asian or Asian British	Indian Pakistani Bangladeshi Any other Asian background
Black or Black British	Caribbean African Any other Black background
Chinese or other ethnic group	Chinese Any other ethnic group

REFERENCE TO 5 +1 WITHIN THE DOCUMENT REFERS TO THE FIVE MAJOR CATEGORIES PLUS THOSE NOT STATED.





## **PLANNING AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 8 SEPTEMBER 2009**

### **PART I**

## **BASIC COMMAND UNIT (BCU) QUARTERLY PERFORMANCE REVIEW MEETINGS – JULY / AUGUST 2009**

### **Issue for Consideration**

Attendance by Members at the BCU quarterly review meetings.

### **Information**

The quarterly round of divisional performance review meetings took place during July and August 2009. The following meetings were attended by the Authority representatives indicated:-

Central Division	-	Mrs F Hendrix and County Councillor G Wilkins
Eastern Division	-	Mrs A Webster
G Division	-	County Councillor G Roper
H Division	-	Ms M Caruthers-Watt
Northern Division	-	Miss L Heath
Pennine Division	-	Mr S Sarwar
Southern Division	-	Mr B Jassi
Western Division	-	Councillor G Bell

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

- Eastern Division's excellent work on honour based violence and forced marriages has obtained the UK's first conviction in relation to a forced marriage
- Central Division's 'Confidence Action Plan'
- Central Division's strong partnership, citizen focus and neighbourhood policing work and activity
- Northern Division's successful acquirement of £513k of sponsorship funding
- Western Division's seamless transition following the retirement of Chief Superintendent Weaver who is replaced by Chief Superintendent Debicki.
- Western Division's work in regard to Neighbourhood Policing, which had recently received the NPIA award of Exemplar Status.

- All Divisions – one area worthy of particular note is the successful introduction of the public protection units in the geographical divisions.

## **Decision Required**

This report is presented for information.

## **Background Papers**

None

## **Report Author**

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