



PLANNING AND PERFORMANCE REVIEW

**TUESDAY, 8 JUNE 2010 AT 10.00 AM
IN CABINET ROOM C - COUNTY HALL**

NB If you have any queries regarding the Agenda papers or required 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

At the Authority's Annual General Meeting on 26 May 2010, the Authority appointed Mr S Sarwar and Mr D Edmundson as Chair and Vice Chair of the Committee respectively for 2010/11.

2 MEMBERSHIP AND TERMS OF REFERENCE

A report concerning the Membership and Terms of Reference of the Committee is attached.

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 LAST MEETING

Copy enclosed for confirmation.

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.

ITEMS FOR DECISION

7 POLICE AUTHORITY LOCAL POLICING PLAN 2010/2013 - PUBLISHED VERSION

Copy attached for approval.

ITEMS FOR INFORMATION

8 EFFICIENCY PLAN MONITORING

A report on Efficiency Plan monitoring is attached.

9 QUARTERLY PERFORMANCE BULLETIN

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

10 SATISFACTION OF VICTIMS OF RACIST INCIDENTS

An oral report on the satisfaction of victims of racist incidents will be provided at the meeting.

11 PACE SEARCHES LI 46 (A) AND (B)

An oral report on the number of searches leading to arrest across the force will be presented at the meeting.

12 YOUNG PEOPLE AND RESTORATIVE JUSTICE (RJ) INTERVENTIONS

A report on Restorative Justice activity and young people is attached.

13 BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

A report on the attendance by Members at the BCU quarterly performance review meetings is attached. **(Report to follow)**

14 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.

15 DATE OF NEXT MEETING

The next meeting of the Committee is scheduled to be held at 10.00am on Tuesday 7 September 2010.

Miranda Carruthers-Watt
CHIEF EXECUTIVE

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PLANNING AND PERFORMANCE REVIEW COMMITTEE

8 JUNE 2010

PART I

MEMBERSHIP AND TERMS OF REFERENCE

Issues for Consideration

The Committee's membership and terms of reference for the 2010/11 municipal year.

Information

Following completion of the Authority's Member development meetings, the Police Authority, at its meeting on the 26 May 2010, agreed the Membership of the Committee as set out below.

Planning & Performance Review Committee (10)
Councillor Doherty Mr Edmundson (Vice Chair) Mrs Hendrix, JP Mr Jassi County Councillor Jones Ms Pratt County Councillor Roper Mr Sarwar (Chair) Mrs A Webster County Councillor Wilkins

Terms of Reference of the Committee

The Committee's terms of reference and those of the Planning Working Group were approved without amendment at the Authority's Annual General Meeting on the 26 May 2010. A copy is attached at Appendix A.

Decision Required

The Committee is asked to note the membership and terms of reference of the Planning and Performance Review Committee.

Report Author

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Planning and Performance Review Committee

1. To consider and make recommendations to the Authority in relation to:-
 - 1.1. the draft Statutory Plans¹, including their issue and publication, 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.

Membership:	10
Quorum:	5

Planning Working Group

1. Having regard to outcomes from the consultation and community engagement available to the Authority and Constabulary to develop and prepare to final draft stage:
 - 1.1. The Police Authority's Local Policing Plan (incorporating an annual consultation and engagement strategy and annual timetable of activity)
 - 1.2. The Authority's Annual Scrutiny Plan
 - 1.3. The Authority's Annual Consultation and Community Engagement Plan
 - 1.4. Local Policing Summary
 - 1.5. Annual Report (Chief Constable and Police Authority)
2. Taking into account:
 - 2.1. Resource and efficiency planning
 - 2.2. National Scanning
 - 2.3. Performance landscape, including Comprehensive Area Assessment
3. To undertake any general planning work on behalf of the Authority in consultation with Chief and Senior Officers, Members and others throughout as required.
4. To monitor and review the Constabulary's risk management arrangements and corporate risk register.
5. Monitor and review the outcomes from all forms of Authority and Constabulary consultation and community engagement activity.

Membership:

Chair and Vice-Chair of the Authority
Chair and Vice-Chair of Planning and Performance Review Committee
Chair of Professional Standards Committee
Chair of Human Resources Committee
Chair of Resources
Chair of Improvement and Scrutiny Group

Police Authority Chief Executive
Head of Community Engagement
Policy and Performance Officer (Performance)
Deputy Chief Constable (Chair)
Representative(s) from Corporate Development Department
Director of Resources
Other Members/Officers to be involved as required



PLANNING & PERFORMANCE REVIEW COMMITTEE

MEETING HELD ON TUESDAY 9 MARCH 2010 AT COUNTY HALL,
PRESTON

MINUTES

PRESENT

Mr D Edmundson (Chair)

County Councillor W Cropper

Mrs F Hendrix JP

Mr B Jassi

County Councillor G Roper

Mr S Sarwar

Mrs A Webster

County Councillor G Wilkins

IN ATTENDANCE

Deputy Chief Constable C Weigh

A / Assistant Chief Constable A Rhodes

Supt S Oldham

Mrs L Taylor

Mr L Weir

} Lancashire Constabulary

Ms M Carruthers-Watt

Mrs B Wood

} Lancashire Police Authority

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Councillor M Doherty and County Councillor A Jones.

MINUTES OF THE MEETING HELD ON 1 DECEMBER 2009

17/09 RESOLVED: - That the Minutes of the meeting held on 1 December 2009 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

- Members were informed that the Deputy Chief Executive, Mrs Durber, was the Authority's representative on the Constabulary's Strategic Resourcing Group (page 2 – quarter two efficiency plan report refers).
- Satisfaction of victims of racist incidents (page 5) – a report would be presented to the next meeting in June.
- Anti social behaviour (page 5) – in response to a query about the prioritisation of anti social behaviour, it was confirmed that this was due to be discussed at the next Members' Seminar. The Deputy Chief Constable informed Members that there were approximately 8 sub definitions of anti-social behaviour.

LOCAL POLICING PLAN 2010 / 2013 – ISSUED VERSION

Members considered the final draft "issued" version of the Local Policing Plan. An update was provided on the process adopted to develop the Plan which had commenced in July 2009 and was primarily undertaken by the joint Authority / Constabulary Planning Working Group. One of the new requirements undertaken for the current planning process was the introduction of a "value for money" statement, as identified in the Policing White Paper (Protecting the Public: Supporting the Police to Succeed).

It was reported that for the next planning cycle, it had already been agreed that consideration would be given to producing a slimmed down version of the Local Policing Plan. An executive summary would be produced this year.

One Member suggested that it would be useful to include a page of information which provided an overview of the achievements for 2009 / 2010 and highlighting the successful crime figures. This would provide an opportunity to reinforce key messages. It was also suggested that it would be useful to include a summary of the planning process and accountability arrangements.

A query was raised in respect of the information presented in the performance indicators towards the end of the document and whether some of these were challenging enough given the current climate. The Chief Executive provided an overview of the various types of indicators included in the Local Policing Plan. It was pointed out that the final end of year outturn information would not be available until the next version of the Local Policing Plan ("Published" version) was presented. For this reason, a number of the indicators did not include specific targets. It was further noted that some of the indicators had to be included in the Local Policing Plan (national indicators and British crime survey indicators) whilst other indicators had been developed locally to reflect key areas requiring greater scrutiny. One Member suggested that projected figures could be included in the "issued" version of the Plan and highlighted that some of these figures were already being included in other Committee reports. In response, Mr Weir advised that the targets presented had been based on projections.

One Member highlighted that in order to assess the broader context it was also necessary to compare information with previous years and MSF data. Some of the indicators also

required greater input from other agencies and partnership working and this in itself could be challenging.

Other comments raised by Members included:

- more information required around victims and custody
- more information required around e-learning
- a greater emphasis on the Organisational Review "style" being adopted by the Constabulary
- there was an element of repetition within the Plan

The Chief Executive highlighted that there had been discussions with other police authorities in respect of the two versions of the Local Policing Plan that had to be submitted to the Home Office. Some authorities had, over the years, decided not to submit the "issued" version to the Home Office at the end of March, but rather wait until the full information was presented in June in the final "published" version of the Plan. Lancashire had a history of compliance and consequently had always submitted the two versions in March and June.

It was considered appropriate for a further report to be presented to the next meeting highlighting all the areas raised so that the process could be discussed more fully with a view to changing the style of the Local Policing Plan for 2011 onwards.

There was also a proposal made to amend the Chair's foreword.

One Member queried how the divisional targets linked into the Local Policing Plan targets. The Deputy Chief Constable advised that, where appropriate, the Plan targets were disaggregated across the divisions. This resulted in differential targets across all the divisions relative to their performance.

18/09 RESOLVED:-

- 1 That the Chairman's foreword be amended as discussed;
- 2 That the Committee's thanks be passed on to those involved in the development of the Local Policing Plan;
- 3 That the Local Policing Plan be recommended to the Police Authority as the draft "issued version"; and
- 4 That a further report be presented to the next next meeting covering all the points highlighted and discussed in respect of the process and presentation of the Local Policing Plan for future years.

FRONTLINE POLICING MEASURE

Members considered a report concerning the definition and measurement for frontline policing in Lancashire. It highlighted that discussions had taken place over the last couple of years and a number of prototypes had been developed which had utilised the Constabulary's Duty Management system. However, a number of inconsistencies had been identified and further work had been commissioned.

Mrs Hendrix and Mr Sarwar had been involved with the Constabulary in developing the latest prototype of the frontline policing measure which was now presented for the Committee's consideration.

There were two aspects to the proposal, namely;

Definition of the roles and ranks to be included in the 'frontline'

It was proposed that these should include

- Response
- Neighbourhood Policing including PCSOs
- Reactive CID (territorially based)
- Public Protection Units (territorially based)
- Communications Staff
- Roads Policing Unit (RPU) to include H Division motorway (the above to include PC, Sergeants and team leaders within the above roles)

Frontline Policing Measure (template)

A template was presented for consideration and discussion.

It was noted that the template would be populated by the HRS system from 1 April 2010 and would be considered on a monthly basis by STCG / TTCG.

Members were concerned that the HRS system would only provide planning activity on frontline, but not a realistic indication of the actual activity. However, there was an expectation that once the template had been populated and the information was presented month on month, any variances would become apparent and both the Authority and Senior Management Team would have the necessary information to begin scrutinising the information to a greater extent.

Mrs Hendrix and Mr Sarwar thanked the officers who had developed the definition / template and had managed to encapsulate all the areas highlighted during the discussions.

Members were keen to ensure that wider resourcing decisions were taken into account, for example recruitment and abstractions and the implications these factors would have on resources. It was noted that it was important that the Authority was able to assess the outcomes whilst not getting involved in direction and control matters.

The Chair advised that similar concerns had been raised through the Authority's Improvement and Scrutiny Group and it had been agreed to compare actuality with the plan further down the line. It was acknowledged that significant progress had been made and further development / scrutiny would evolve once the HRS information was available.

The Deputy Chief Constable assured Members that the information was a useful management tool. The definition would help guide discussions and links would be built in to ensure HR and abstractions were firmly aligned to frontline resources. The development of the definition and template was the first stage in a number of further developments. In relation to the assessment of need in each division, he informed Members that forecasting had always been undertaken.

It was agreed that the measure would be bedded in over the next couple of quarters and this would provide the Authority with the information needed to ascertain the direction of travel and any further development activity required. Members were pleased with the progress but were a little concerned about the accuracy of the information to be presented via the HR system. One Member cited occasions when discrepancies had appeared in HR papers.

The Deputy Chief Constable reassured Members that the Constabulary had a fully realistic structure chart for all officers and staff and this equated to the DFM. He also advised that where secondments from frontline rolled over beyond a month, this would be reflected in the template.

19/09 RESOLVED:-

- 1 The frontline policing definition be agreed;
- 2 The frontline policing measure be populated and considered further over the next 6 months with a view to greater scrutiny as required; and
- 3 Officers be thanked for the work undertaken in the development of this measure.

QUARTER 3 EFFICIENCY PLAN 2009 / 2010 UPDATE

Members considered the latest information presented for quarter 3. Overall the predicted savings equated to around 2.5% rather than the 3% target. It was noted that divisional overspends, procurement contracts, delay in efficiency gains from digital recording and variance in Quest 2 savings had impacted on the projected efficiencies to be achieved, however, the Constabulary was confident that the 3 year target would be achieved. Ms Taylor informed Members that divisions held their own efficiency plans which linked into the Corporate Efficiency Plan.

In respect of QUEST 2 activity, A/Assistant Chief Constable Rhodes advised that officers had found it difficult to input crimes within the timescale identified by KPMG although this was now improving.

Members were reassured that activity was taking place to bring the Efficiency Plan back on track for 2010 / 11; and the Strategic Resourcing Group would co-ordinate the required activity.

20/09 RESOLVED:- That the report be noted.

BASIC COMMAND UNIT (BCU) REPORTS

Member considered the reports to date from Members of the Authority in respect of meetings at BCU reviews. Mr Sarwar advised that he had not attended the Pennine Division BCU.

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

21/09 RESOLVED:- That the report be noted.

QUARTERLY PERFORMANCE INDICATOR BULLETIN

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

Overall, the results were very good, and Members passed on their congratulations to the Constabulary for the excellent results in respect of criminal damage (LI28). Members sought clarification in respect of a number of areas shown below.

PACE searches (white / me persons) LI 46 (a) and (b)

The Deputy Chief Constable acknowledged the decreasing numbers of searches leading to arrest when compared to previous years. He advised that the number of searches had actually increased under Section 60 in two specific areas of Lancashire, one relating to organised crime groups and the other in relation to football matches, although the information appeared to indicate that this did not lead to any increase in arrests. He agreed to undertake further research to ascertain whether the Constabulary was being over-prolific in the use of PACE searches and to present profiles across the force. Further information would be presented to the next meeting.

AGREED: That further information would be presented to the next meeting.

Sanction detections to end December 2009 – Lancashire and BCUs

Members were concerned that Eastern Division's relative position appeared to be deteriorating in four specific areas. A / Assistant Chief Constable Rhodes informed Members that the issue related to vehicle crimes in particular. He advised that the Division was unlikely to meet the previous year's out-turn figure although there had been significant improvements in the last quarter of the year. The Division was making great efforts to improve the situation and this was subject to scrutiny through the quarterly performance reviews.

The Deputy Chief Constable highlighted that the information presented for Lancashire overall in relation to sanction detections illustrated what a great position Lancashire was in.

Young People and Restorative Justice (RJ) Interventions

It was noted that this had been raised at the previous meeting and a fully comprehensive report would be presented to the next meeting.

AGREED: That a fully comprehensive report on RJ activity and young people would be presented to the next meeting.

22/09 RESOLVED – That the matters discussed and actions agreed be noted.

INDEPENDENT LAY MEMBER OBSERVATION OF POLICE AUTHORITY MEETINGS

Members considered a copy of a report presented to the Audit and Standards Committee by Mr Williams (one of the Authority's Independent Lay Members) following his

observations of the Planning and Performance Review Committee meeting which had taken place on 8 September 2009.

23/09 RESOLVED:- That the report be noted.

DATE OF NEXT MEETING

24/09 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 8 June 2010.

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ITEM 7

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 8 JUNE 2010

PART I

LOCAL POLICING PLAN 2010 / 2013 – PUBLISHED VERSION

(Appendices A and B refer)

Issue for Consideration

The published version of the Local Policing Plan for 2010 / 2013 and the development of the Local Policing Plan for 2011 / 2014 and beyond.

Information

Local Policing Plan 2010 / 2013 – published version

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

The guidance requires police authorities to approve and issue their local policing plans by 31 March each year and to publish their local policing plans by 30 June. Lancashire's "issued" version of the Local Policing Plan was submitted to the Home Office on 31 March 2010 and was published on both the Authority and Constabulary websites.

The Authority is required to 'publish' its Local Policing Plan by 30 June 2010. The published version includes the performance data for the full 12 month period and any updated contextual information. A copy of the Local Policing Plan 2010 / 2013 (issued version) was considered by this Committee in March 2010 and a number of comments were made in respect of further development of future local policing plans. For completeness, a copy of the performance indicators and targets for 2010 / 2011, which have been included in the Local Policing Plan, is attached to this document at Appendix A for the Committee's information. The full document will be submitted to the Home Office as the "published" Local Policing Plan by the end of June 2010.

Development of the Local Policing Plan 2011 / 2014 and beyond

Attached at Appendix B is a copy of the draft collection plan for the 2011 / 2014 Policing Plan. This was considered by the Planning Working Group on 27 May 2010. You will note

that the proposed collection plan reduces the size of the finished document by approximately one third. Comments and suggestions flagged up by Members of the Committee in March have also been incorporated into the draft collection plan and will be considered as part of the planning process. The planning cycle will commence in September 2010.

The Planning Working Group recommended that a small task and finish group be established to take forward the activity of developing a more simplified, user friendly policing plan for next year. The starting point for this work will be the draft collection plan, including the comments made by Members of this Committee. However, as work progresses, it may become necessary to modify the format of the plan even further. The membership of the task and finish group will consist of nominated Members of the Committee and / or Planning Working Group along with officers from the Constabulary and Chief Executive's office. The group will report back to the Planning and Working Group, with updates to the Planning and Performance Review Committee as required.

Decision Required


The Committee is asked to:

- 1 Note the report and the indicators and targets attached at Appendix A;
- 2 Recommend the submission of the published version of the Local Policing Plan 2010 / 2013 to the Home Office by the end of June 2010; and
- 3 Endorse the activity being undertaken in respect of the development of the local policing plan for 2011 / 2014.

Background Papers

None

Report Author

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Performance Indicators and Targets 2010 - 11

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

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

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

Public Safety

APACS PI 9.1 (i) Number of people killed or seriously injured in road traffic collisions					
Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	986	890	819	N/a
	Desired Level		955	872	778
	MSF Average				
	National Average				
APACS PI 9.1 (ii) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled					
Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	7.9	7.1	6.4	N/a
	Desired Level		7.6	7.0	6.0
	MSF Average	6.3	5.5	N/a	N/a

	National Average				
Local Indicator 4 Number of children killed seriously injured in road traffic collisions per 100 million vehicle kilometres travelled					
<p>Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers.</p> <p>The number of child casualties is low and is subject to volatility which presents practical problems when attempting to set definitive desired levels.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	1.21	1.0	0.8	N/a
	Desired Level	1.28	None Set	None Set	None Set
	MSF Average				
	National Average				

APACS PI 15.1 Building resilience to violent extremism					
This indicator is new for 2010/2011 and no historical data are available.					2010/2011
	Level				N/a
	Desired Level				None Set
	MSF Average				N/a
	National Average				N/a

Anti-Social Behaviour

APACS PI 4.1 Percentage of people who perceive a high level of anti-social behaviour in their local area					
<p>The data for this indicator are currently collected by the British Crime Survey. The figures for 2009/2010 are for the 12 months ending December 2009.</p> <p>*The 2010/2011 desired level is to have no increase on the 2009/2010 level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	15%	14%	14%	N/a
	Desired Level	18%	None Set	No increase	*No increase
	MSF Average	17%	16%	15%	N/a
	National Average	16%	17%	15%	N/a

APACS PI 4.2 Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area

This indicator was new for 2008/2009. The figures for 2009/2010 are for the 12 months ending December 2009. *The 2010/2011 desired level is to have no increase on the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	24%	27%	22%	N/a
	Desired Level	None Set	None Set	No increase	*No increase
	MSF Average	26%	26%	24%	N/a
	National Average	25%	26%	24%	N/a

APACS PI 2.1 Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime in their area

This indicator was new for 2008/2009 and no historical data are available. The figures for 2009/2010 are for the 12 months ending December 2009. *The 2010/2011 desired level is to have no decrease on the 2009/2010 level.			2008/2009	2009/2010	2010/2011
	Level		49%	50%	N/a
	Desired Level		None Set	No decrease	*No decrease
	MSF Average		45%	47%	N/a
	National Average		45%	N/a	N/a

APACS PI 2.2 Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area

This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		56%	56%	N/a
	Desired Level		None Set	55%	59%
	MSF Average		50%	51%	N/a
	National Average		49%	51%	N/a

APACS PI 2.6 Percentage of people who agree that the police are dealing with anti-social behaviour and crime issues that matter in their area

The data for this indicator are collected by the British Crime Survey. This indicator is new for 2010/2011. The figures for 2009/2010 are for the 12 months ending December 2009.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	54%	55%	60%	N/a
	Desired Level				*No decrease

*The 2010/2011 desired level is to have no decrease on the 2009/2010 level.	MSF Average	52%	54%	55%	N/a
	National Average	51%	54%	55%	N/a

Local Indicator 28 Criminal Damage Offences per 1,000 population

This indicator was a Local Improvement Priority Indicator for 2008/2009 and as such had both "Desired level" and "Stretch" targets set. There is no longer a requirement to have Local Improvement Priority Indicators and therefore for 2010/2011 only a "Desired Level" has been set. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	22.2	20.4	17.2	N/a
	Desired Level	None Set	21.7	< 2009/2010	16.4
	Stretch Target		20.2		
	MSF Average	20.9	18.1	15.4	N/a
	National Average	19.5	17.3	N/a	N/a

Local Indicator 59 Number of Anti-Social behaviour Incidents per 1,000 population

This indicator is new for 2010/2011 and limited historical data are available. *The 2010/2011 target is currently expressed as a percentage reduction on 2009/2010 and can only be calculated after March 2010 and therefore the actual target, in numerical terms, will be included in the Published Annual Policing Plan.			2008/2009	2009/2010	2010/2011
	Level		109.3	96.8	N/a
	Desired Level				92.0
	MSF Average				N/a
	National Average				N/a

Local Indicator 60 Percentage of ASB callers that are satisfied with the service provided by the police

This indicator is new for 2010/2011 and no historical data are available.				2010/2011
	Level			N/a
	Desired Level			80%
	MSF Average			
	National Average			

Acquisitive Crime

APACS PI 5.2 Number of serious acquisitive crimes per 1,000 population

This indicator was new for 2008/2009. This indicator includes the following crime types; Domestic Burglary, Vehicle crimes and Robbery. The desired level for 2009/2010 has been achieved.

*The 2010/2011 desired level is to have no increase on the 2009/2010 out-turn level.

	2007/2008	2008/2009	2009/2010	2010/2011
Level	12.2	11.6	9.6	N/a
Desired Level		12.0	No increase	*No increase
MSF Average		16.9	14.2	N/a
National Average		16.7	N/a	N/a

Local Indicator 49 Percentage of serious acquisitive crimes resulting in a sanction detection.

This indicator was new for 2009/2010. This indicator includes the following crime types; Domestic Burglary, Vehicle crimes and Robbery. The desired level for 2009/2010 has been achieved.

	2007/2008	2008/2009	2009/2010	2010/2011
Level	23%	25%	27%	N/a
Desired Level		None Set	> 2008/2009	28.6%
MSF Average		17%	17%	N/a
National Average		N/a	N/a	N/a

APACS PI 6.2 Percentage of serious acquisitive offences brought to justice

This indicator was new for 2008/2009. The figures for 2009/2010 are for the 12 months ending December 2009.

	2007/2008	2008/2009	2009/2010	2010/2011
Level	23%	22%	24%	N/a
Desired Level	None Set	None Set	None Set	None Set
MSF Average	14%	15%	16%	N/a
National Average	12%	13%	N/a	N/a

Violent Crime

APACS PI 5.5 Number of gun crimes per 1, 000 population					
This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.17	0.09	0.11	N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	N/a	0.12	N/a	N/a
	National Average				
APACS PI 5.1 Number of most serious violent crimes per 1,000 population					
This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.74	0.93	0.83	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		0.6	0.62	N/a
	National Average		0.8	N/a	N/a
Local Indicator 50 Percentage of most serious violent crimes resulting in a sanction detection.					
This indicator was new for 2009/2010. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	52%	48%	57%	N/a
	Desired Level		None Set	> 2008/2009	59.6%
	MSF Average		44%	51%	N/a
	National Average		N/a	N/a	N/a

APACS PI 5.6 Number of serious violent knife crime offences per 1,000 population

<p>This indicator was new for 2008/2009 but limited historical data are available.</p> <p>This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.51	0.58	0.43	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		0.5	N/a	N/a
	National Average		0.7	N/a	N/a

APACS PI 6.1 Percentage of most serious violent offences brought to justice

<p>This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire. The figures for 2009/2010 are for the 12 months ending December 2009.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	68%	30%	31%	N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	52%	28%	27%	N/a
	National Average		22%	N/a	N/a

APACS PI 6.4 Percentage of serious sexual offences brought to justice

<p>This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire. The figures for 2009/2010 are for the 12 months ending December 2009.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	63%	51%	52%	N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average	35%	34%	35%	N/a
	National Average	32%	35%	N/a	N/a

APACS PI 5.4 Number of domestic homicides per 1,000 population

<p>This indicator was new for 2008/2009. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	0.004	0.003	0.003	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a	N/a	N/a
	National Average		N/a	N/a	N/a

APACS PI 14.1 Repeat incidents of domestic violence reviewed at MARAC (Multi-Agency Risk Assessment Conference)

This indicator was new for 2009/2010 and no historical data are available.		2009/2010	2010/2011
	Level	26%	N/a
	Desired Level	None Set	None Set
	MSF Average	N/a	N/a
	National Average	N/a	N/a

Substance Misuse

APACS PI 5.3 Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences

This indicator was new for 2008/2009 but limited historical data are available. Assault with less serious injury relates to recorded offences of Actual Bodily Harm and other less serious wounding offences and is seen by the Home Office as a proxy measure for "alcohol-fuelled" violence. The desired level for 2009/2010 has been achieved. *The 2010/2011 desired level is to have no increase on the 2009/2010 out-turn level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	8.4	7.4	6.6	N/a
	Desired Level		8.2	7.2	*No increase
	MSF Average		6.9	6.5	N/a
	National Average		6.9	N/a	N/a

APACS PI 4.3 Percentage of people who perceive drug use or drug dealing to be a problem in their local area

This indicator is based upon information collected by the British Crime Survey. The desired level for 2009/2010 has been achieved. The figures for 2009/2010 are for the 12 months ending December 2009. *The 2010/2011 desired level is to have no increase on the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	26%	28%	27%	N/a
	Desired Level	< = 27%	None Set	No increase	*No increase
	MSF Average	27%	26%	25%	N/a
	National Average	26%	28%	26%	N/a

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

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

Offending and Re-Offending

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

This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		- 25.8%	N/a	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average				
	National Average		- 17.5%	N/a	N/a

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

This indicator was new for 2008/2009 and no historical data are available.			2008/2009	2009/2010	2010/2011
	Level		11.1%	N/a	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average				
	National Average				

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

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

	National Average		1.03	N/a	N/a
APACS PI 11.3 Number of first-time entrants to the Youth Justice System aged 10-17					
This indicator was new for 2008/2009 but limited historical data are available. The data for 2009/2010 are for the period April to September 2009		2007/2008	2008/2009	2009/2010	2010/2011
	Level	1,797	1,358	965	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average				
	National Average		1,469	N/a	N/a

Serious and Organised Crime

APACS PI 8.1 Value of cash forfeiture orders and confiscation orders per 1,000 population					
The value of the assets of those convicted at court has a marked effect upon this indicator and the level can vary considerably from year to year.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	£ 1,850	£ 4,648	£ 1,991	N/a
	Desired Level	£ 1,296	£ 2,000	None Set	None Set
	MSF Average	£ 1,702	N/a	N/a	N/a
	National Average	£ 2,952	£ 2,775	N/a	N/a

Service Delivery

APACS PI 1.1 Percentage of users that are satisfied with the overall service provided by the police.					
This indicator is an aggregation of the responses from those who were victims of domestic burglary, violent crime, vehicle crime and those involved in road traffic collisions. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	86%	84%	85%	N/a
	Desired Level	At least 85%	At least 07/08	At least 08/09	*At least 09/10
	MSF Average	79%	84%	N/a	N/a

*The 2010/2011 desired level is to at least maintain the 2009/2010 level.	National Average	81%	83%	N/a	N/a
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APACS PI 1.2 Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided the police.

<p>The users will be those who were victims of domestic burglary, violent crime, vehicle crime, racist incidents and those involved in road traffic collisions. This indicator will be used to monitor the equality of the service provided to the community of Lancashire. A statistical test shows that there is no significant difference between the satisfaction levels of white and minority ethnic users. The desired level for 2009/2010 has been achieved.</p> <p>*The desired level for 2010/2011 is to have both a high level of satisfaction and no disparity.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	White Level	86%	83%	85%	N/a
	BME Level	80%	77%	81%	N/a
	Desired Level	No disparity	No disparity	No disparity	*No disparity
	White Nat. Ave.	81%	86%	N/a	N/a
	BME Nat. Ave.	76%	80%	N/a	N/a

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

<p>This indicator will be an aggregation of the satisfaction of users with the whole experience of the service provided. The desired level for 2009/2010 has been achieved.</p> <p>*The 2010/2011 desired level is to have an increase on the 2009/2010 level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	81%	78%	79%	N/a
	Desired Level	At least 73%	At least 07/08	At least 08/09	*> 2009/2010
	MSF Average	73%	80%	N/a	N/a
	National Average	76%	N/a	N/a	N/a

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

<p>This indicator is an aggregation of the responses from those who were victims of domestic burglary, violent crime, vehicle crime and those involved in road traffic collisions. This indicator was a Local Improvement Priority Indicator for 2008/2009 and as such had both "Desired level" and "Stretch" targets set. There is no longer a requirement to have Local</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	51%	56%	60%	
	Desired Level		54%	> 2008/2009	*> 2009/2010
	Stretch Target		57%		
	MSF Average				

Improvement Priority Indicators and therefore for 2010/2011 only a "Desired Level" has been set. The desired level for 2009/2010 has been achieved. *The 2010/2011 desired level is to have an increase on the 2009/2010 level.	National Average				

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

These data are collected by the Home Office. The percentage will represent those who when asked "Taking everything into account, how good a job do you think the police in this area are doing?", answered 'excellent' or 'good'. The desired level for 2009/2010 has been achieved. *The 2010/2011 desired level is to have no decrease on the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	55%	53%	58%	N/a
	Desired Level	> = 53%	At least 07/08	No decrease	*No decrease
	MSF Average	47%	53%	55%	N/a
	National Average	53%	53%	56%	N/a

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

This indicator was new for 2008/2009 and no historical data are available. The data for this indicator will be collected by "WAVES" (Witness and Victim Experience Survey). The data for 2009/2010 are for the period 12 months ending June 2009.			2008/2009	2009/2010	2010/2011
	Level		85%	85%	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		N/a	N/a	N/a
	National Average		N/a	N/a	N/a

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

This indicator was new for 2008/2009 and no historical data are available. The data are to be provided by the British Crime Survey. The figures for 2009/2010 are for the 12 months ending December 2009.			2008/2009	2009/2010	2010/2011
	Level		32%	38%	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		36%	40%	N/a
	National Average		38%	41%	N/a

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

<p>This indicator was new for 2008/2009 and no historical data are available. The data are to be provided by the British Crime Survey.</p> <p>The figures for 2009/2010 are for the 12 months ending December 2009.</p>			2008/2009	2009/2010	2010/2011
	Level		53%	60%	N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		57%	58%	N/a
	National Average		59%	59%	N/a

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

<p>The proper and sensitive use of stop/search is dependent upon the suspicion of criminal activity rather than achieving a particular level. A specific level would be detrimental operationally as it may dissuade or encourage the use of these powers in order to achieve that level rather than to exercise an effective policing tactic. In 2009/2010 there was no significant disparity in the arrest rates.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	White Level	14%	12%	10%	N/a
	M E Level	13%	11%	9%	N/a
	Desired Level	No disparity	No disparity	No disparity	No disparity
	MSF Average				
	National Average				

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

<p>This indicator covers a variety of different of crimes, including criminal damage and violence offences that were considered to be racially or religiously aggravated. The desired level for 2009/2010 has been achieved.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	67%	63%	68%	N/a
	Desired Level	60%	None Set	60%	60%
	MSF Average		45%	51%	N/a
	National Average		40%	N/a	N/a

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

<p>The desired level is consistent with national call handling standards and the Policing Pledge. The desired level for 2009/2010 has been achieved.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	95%	93%	94%	N/a
	Desired Level	> 90%	> 90%	> 90%	> 90%
	MSF Average				

	National Average				
Local Indicator 34 Percentage of non-999 calls answered within a 40 seconds response time					
The desired level is consistent with national call handling standards and the Policing Pledge. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	94%	95%	93%	N/a
	Desired Level	At least 90%	> 90%	> 90%	> 90%
	MSF Average				
	National Average				
Local Indicator 24 User satisfaction with the way in which their non-999 call was handled.					
Whilst the level for 2009/2010 shows an apparent decrease on the level for 2008/2009, due to the way that the results of surveys are calculated and compared, there is actually no statistically significant difference between the results. *The 2010/2011 desired level is to at least maintain the 2009/2010 level.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	96%	98%	96%	N/a
	Desired Level	At least 92%	At least 07/08	At least 08/09	*At least 09/10
	MSF Average				
	National Average				
Local Indicator 14 Percentage of responses to incidents requiring immediate response within a 15 minute response time					
This is, and will continue to be, an important indicator of response to calls for immediate assistance. However, there are important safety issues to be considered in respect of responding to these types of incidents. The safety of the public and police staff are extremely important and to remove the pressure upon Constabulary staff in attempting to reach specific levels of achievement, no desired level has been set for 2010/2011. Nevertheless, the Constabulary will still attempt to arrive at the scene of this type of incident as quickly and as safely as possible.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	86%	84%	89%	N/a
	Desired Level	> 90%	None Set	None Set	None Set
	MSF Average				
	National Average				

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

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used to monitor the level of response to those incidents where attendance was required within one hour in compliance with the Policing Pledge.		2009/2010	2010/2011
	Level	80%	N/a
	Desired Level	None Set	90%
	MSF Average	N/a	N/a
	National Average	N/a	N/a

Local Indicator 52 Percentage of non-emergency incidents attended within 48 hours

This indicator is new for 2009/2010 and no historical data are available. This indicator will be used to monitor the level of response to those incidents where attendance was required within 48 hours in compliance with the Policing Pledge.		2009/2010	2010/2011
	Level	83%	N/a
	Desired Level	None Set	90%
	MSF Average	N/a	N/a
	National Average	N/a	N/a

Management

APACS PI 12.1 Delivery of net cashable, efficiency and productivity gains

This indicator was new for 2008/2009. The desired level for 2009/2010 has not been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	3%	3%	2.5%	N/a
	Desired Level		3%	3%	2.1%
	MSF Average				
	National Average		3%	N/a	N/a

APACS PI 13.1 Percentage of working hours lost due to sickness for police officers

In common with most of the police forces in England and Wales, Lancashire Constabulary records sickness absence in days lost and not hours lost. A definitive method for converting from working days to working hours to computing the indicator is awaited from The Home Office.		2007/2008	2008/2009	2009/2010	2010/2011
	Level				
	Desired Level				
	MSF Average				

	National Average				
Working days lost per officer. Until a definitive method of calculation is received from the Home Office the indicator and Desired Level will be represented in measured in days lost per officer per annum. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	8.0	6.0	7.46	N/a
	Desired Level	8.5	Less than 8.5	Less than 7.5	Less than 7.5
	MSF Average				
	National Average				

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

In common with most of the police forces in England and Wales, Lancashire Constabulary records sickness absence in days lost and not hours lost. A definitive method for converting from working days to working hours to computing the indicator is awaited from The Home Office.		2007/2008	2008/2009	2009/2010	2010/2011
	Level				
	Desired Level				
	MSF Average				
	National Average				
Working days lost per member of police staff Until a definitive method of calculation is received from the Home Office the indicator and desired level will be represented in measured in days lost per member of staff per annum. The desired level for 2009/2010 has been achieved.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	9.0	8.7	8.0	N/a
	Desired Level	8.5	Less than 8.5	Less than 8.5	Less than 8
	MSF Average				
	National Average				

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

This indicator will be used by the Authority to monitor the management of the Constabulary's staff. Financial constraints mean that there will be very		2007/2008	2008/2009	2009/2010	2010/2011
	Level	6%	7%	7%	N/a

<p>limited recruitment of police officers during 2010/2011. Due to the recruitment processes, the diversity of the only cohort of potential recruits that may be appointed during next year is already known. This means that for 2010/2011 the desired level of 4% is more realistic than the previous desired level of 6%. The desired level for 2009/2010 has been achieved.</p> <p>¹The percentage in parentheses represents the proportion of people from minority ethnic groups in the economically active population (data provided by Home Office).</p>	Desired Level	6% (5%) ¹	6% (5%) ¹	6% (5%) ¹	4% (5%) ¹
	MSF Average				
	National Average				

APACS PI 3.2 Percentage of female police officers compared to the overall force strength					
<p>This indicator will be used by the Authority to monitor the management of the Constabulary's staff. The desired level for 2009/2010 has been achieved.</p> <p>*The 2010/2011 desired level is to have an increase on the 2009/2010 out-turn level.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	25%	26.5%	27.1%	N/a
	Desired Level	> 23%	> 25%	> 2008/2009	*> 2009/2010
	MSF Average	21%	25%	N/a	N/a
	National Average		25%	N/a	N/a

Local Indicator 53 Percentage of minority ethnic police officers compared to the overall force strength					
<p>This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.</p>				2009/2010	2010/2011
	Level			3%	N/a
	Desired Level			None Set	None Set
	MSF Average			N/a	N/a
	National Average			N/a	N/a

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

This was a new indicator for 2008/2009 and no historical data are available.

The indicator measures the percentage of officers moving out of the key posts (Divisional Commander, Geographic Inspector, Community Beat Manager) that have fewer than two years service in that post.

	2008/2009	2009/2010	2010/2011
Level	23%	33%	N/a
Desired Level	None Set	None Set	None Set
MSF Average			
National Average			

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

This indicator will be used by the Authority to monitor the management of the Constabulary's staff. The desired level for 2009/2010 has been achieved.

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

	2007/2008	2008/2009	2009/2010	2010/2011
Level	50%	40%	45%	N/a
Desired Level	> 36%(46%) ¹	At Least 36%	> 2009/2010	None Set
MSF Average				
National Average				

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

This indicator was new for 2008/2009.

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

	2007/2008	2008/2009	2009/2010	2010/2011
Female Level	5.0%	5%	6%	N/a
Male Level	8.1%	9%	9%	N/a
Desired Level		No disparity	None Set	None Set
MSF Average		N/a	N/a	N/a
National Average		N/a	N/a	N/a

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

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.		2009/2010	2010/2011
	ME Level	6%	N/a
	All Level	8%	N/a
	Desired Level	None Set	None Set
	MSF Average	N/a	N/a
	National Average	N/a	N/a

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

This indicator provides some insight into whether the Constabulary is attracting applications from minority ethnic communities. Due to financial constraints, recruitment was suspended during 2009/2010.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	9%	11%	0%	N/a
	Desired Level	9%	None Set	None Set	None Set
	MSF Average				
	National Average				

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

This indicator provides some insight into whether the Constabulary is attracting applications from women. Due to financial constraints, recruitment was suspended during 2009/2010.		2007/2008	2008/2009	2009/2010	2010/2011
	Level	34%	29%	0%	N/a
	Desired Level	> 32%	None Set	None Set	None Set
	MSF Average				
	National Average				

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

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff. The recruitment processes for Police and Community Safety Officers differ from those for police officers which means that the higher desired level of 6% is realistic and can be set for 2010/2011.

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

	2009/2010	2010/2011
Level	4%	N/a
Desired Level	None Set	6% ¹ (5%)
MSF Average	N/a	N/a
National Average	N/a	N/a

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

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

	2009/2010	2010/2011
Level	46%	N/a
Desired Level	None Set	None Set
MSF Average	N/a	N/a
National Average	N/a	N/a

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

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

	2009/2010	2010/2011
Level	2%	N/a
Desired Level	None Set	None Set
MSF Average	N/a	N/a
National Average	N/a	N/a

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

This indicator was new for 2009/2010 and no historical data are available. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.		2009/2010	2010/2011
	Level	46%	N/a
	Desired Level	None Set	None Set
	MSF Average	N/a	N/a
	National Average	N/a	N/a

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

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Local Indicator 35 Percentage of Opinion respondents who feel safe

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

Local Indicator 26 Percentage of Opinion respondents who have confidence in Lancashire Constabulary.

<p>Opinion is a citizens' panel managed by the Police Authority and Constabulary that is used to monitor public confidence in the constabulary and to identify the reasons why people express confidence or lack of confidence.</p> <p>The Opinion citizens' panel has been discontinued and the results the perceptions of the communities in Lancashire are being captured by other means, which means that the results for 2009/2010 and 2008/2009 are not comparable.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	91%	92%	86%	N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average				
	National Average				

APACS PI 7.1 Number of deliberate primary and secondary fires per 10,000 population

<p>This indicator has been removed from the APACS Performance Indicator suite for 2010/2011 The desired level for 2009/2010 has been achieved.</p>		2007/2008	2008/2009	2009/2010	2010/2011
	Level	49.8	41.8	34.2	N/a
	Desired Level		52.8	49.3	N/a
	MSF Average				
	National Average		29.4	N/a	N/a

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Draft Collection Plan

Local Policing Plan 2011-2014 (10/05/2010)

Chair of the Police Authority - Foreword	A message from the Chair of the Police Authority (One page)
Chief Constable's Foreword	A message from the Chief Constable (One page)
Executive Summary	<ul style="list-style-type: none"> - Purpose of the Local Policing Plan - Strategic Priorities - Key messages and achievements (PPR) (One page)
About Lancashire and its Constabulary	General overview of the county of Lancashire and the Constabulary (One page)
Policing Pledge	Policing Pledge description and summary of progress (One page)
How we developed this Plan (including details of consultation *)	A description of the process used by the Police Authority and Constabulary in the development of the Local Policing Plan (including overview of accountability) (PPR) (One page)
Structure of our Plan	A table showing how our shared Ambition is supported by the Citizen Focus Hallmarks and Strategic Priorities to improve confidence and customer satisfaction (One page)

Our Ambition	The shared ambition of the Constabulary and the Police Authority (One page)
Operational Objective for 2011 - 2014	Chart showing the Operational Objective and introducing the various Areas of Emphasis (One page)
Overview of the Operational Objective	Overview of our Operational Objective and how it is supported by the Areas of Emphasis (half page)
- Counter Terrorism	Our approach to combating terrorism (One page)
- Anti-Social Behaviour	Our approach to addressing Anti-Social Behaviour (One page)
- Violent Crime	Our approach to addressing Violent crime (One page) (One page)
- Serious and Organised Crime	Our approach to addressing serious and organised Crime (One page)
- Acquisitive Crime	Our approach to addressing Acquisitive crime (One page)
- Substance Misuse	Our approach to addressing Substance Misuse (One page)
- Offending and Re-offending	Our approach to Offending and re-offending (to include section on custody - PPR) (One page)
- Public Safety	Our approach to Public safety (to include section on victims - PPR) (One page)
- Service Delivery	Our approach to Service delivery (to include section on e-learning - PPR) (One page)
- Confidence	Our approach to the Single Numerical Target to increase public confidence (1/4 page)
Performance -	Tables of Performance Indicators and Targets

Indicators and Targets *	(approx 20 pages)
Financial Information *	Description of the Constabulary's financial programme (1/4 page)
- Capital Programme *	Description of the Constabulary's planned capital expenditure programme (One page)
- Summary of Budget *	A summary of our budget (One page)
- Value for Money Statement *	A description of how the Constabulary is achieving value for money (approx 7 pages) including details of collaborative arrangements *
Appendices:	Various documents of interest
- National Strategic Policing Priorities *	The National Strategic Policing Priorities for 2011 - 2014 (One page)
- Glossary	A Glossary of terms and abbreviations (Four pages)
- Protective Services Improvement Plans *	Details of our Protective Services Improvement Plans (approx five pages)
- Map of Lancashire Constabulary Area	Map of the Constabulary area and details of Divisional Commanders (One page)
- Police Authority Description	Description of the Lancashire Police Authority and details of membership (One page)
- How members of the public can contribute	How members of the public can contribute to the work of the Constabulary (One page)
- Questionnaire	Opportunity for readers to provide feedback on this Local Policing Plan. (One page)

* = Legislative requirement

PPR= Resulting from March 2010 PPR Committee actions

NB. Total proposed number of pages = approx 57 (last issued version of LPP = 87 pages)

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ITEM 8

PLANNING AND PERFORMANCE REVIEW COMMITTEE

PART I

EFFICIENCY PLAN 2009 / 2010

(Appendices A and B refer)

Issues for Consideration

- 1 Quarter four – 2009 / 2010 year end position statement on the efficiency plan
- 2 Efficiency plan for 2010/11

Information

Overall the year end position for 2009/10 shows that 78.7% of our planned savings were achieved which equates to a 2.5% efficiency saving instead of the 3.2% target (Appendix A refers).

The reasons for this have been outlined previously and include:

- The overspend on Divisions, in part due to being overstaffed during earlier quarters.
- The issue around procurement. This report highlights new efficiency savings for procurement contracts awarded in 2008/9 and not cumulative savings from prior year contracts. This has resulted in a reduction of over £1 million in gains previously reported for procurement.
- The ongoing delay in efficiency gains from digital recording due to the delay in new legislation.
- The variance in Quest 2 savings as a result of amount of officer time saved being less than anticipated.

However the following actions were implemented in order to try and bring the plan back on track for 2009 - 2010;

- All Divisions who were overspending have had an action plan in place.

- Meetings between Finance and the Senior Management Teams took place to provide greater scrutiny and support.
- Recruitment was stopped to assist Divisions to achieve their budgeted post position.

Whilst the above actions did not achieve the savings required, improvements were made during quarter 4 of 2009/10.

Also attached is the proposed efficiency plan for 2010/11 (Appendix B). The intention is to achieve a 2.1% efficiency saving for the year which equates to £5.988 million. If achieved, this will make a three year efficiency saving of 10.9% equating to £31.357 million, which will exceed the Home Office target for 2008/11 of 10.3%

The intention is to ensure the above actions continue and to closely monitor the 2010/11 plan in order to achieve the three year Home Office target.

Decision Required

Acknowledgement of the current position statement and efficiency plan for 2010/11

Background Papers

None.

Report Author

Name: Supt S Oldham
Organisation: Corporate Development  01772 410891

Lancashire Constabulary - Efficiency Plan for 2009/10

	Total Planned Savings £'000	In Year				Savings in Future Years £'000	Total Forecast savings £'000	Variance against Total Planned Savings £'000	Comments
		Total Planned Savings in year £'000	Savings achieved as at Qtr4 £'000	Variance against expected savings £'000	Forecast savings for year as at Qtr 3 £'000				
Planned New Gains									
Pro rata Budget Reductions	1,131	1,131	444	687	414	444	687	Overstrength position has impacted on some division's ability to fully implement their plan	
Additional Budget Reductions	650	650	641	9	632	641	9	Overspending has impacted on ability to deliver budget cuts	
Other Divisional Efficiency Savings	2,780	2,630	2,358	272	2,013	2,358	422	Main shortfalls on Northern catering review and planned review of public enquiry desks which have been delayed. Shortfalls on Western & Southern due to overstrength position	
Re-Prioritisation in Protective Services	1,443	1,443	1,471	-28	1,481	1,471	-28	Achieved	
Work Force Modernisation	299	299	299	0	299	299	0	Achieved	
QUEST 2									
Cashable savings	725	300	300	0	300	425	725	0	Redundancy costs of £220k have been met from additional savings achieved.
Officer Time	700	700	437	263	490	437	263	263	Savings in officer time less than anticipated due to a longer average input time per crime than originally estimated.
Sub Total QUEST	1,425	1,000	737	263	790	425	1,162	263	
CJS Initiatives	500	300	155	145	153	200	355	145	Digital Recording of Interviews £200k of savings delayed pending change in legislation which comes into force 1/5/10.
Procurement Savings	1,725	1,500	725	775	892	225	950	775	NEW efficiency savings for procurement contracts awarded in 2008/9 amount to £225k, not £1.67m as previously reported which included cumulative savings from prior year contracts.
OSRs									
Finance	380 to 480	150	96	54	102	304	400	-20	Part year savings of £235k achieved which will cover redundancy costs of £139k. Full year savings £400k
HR	589	150	114	36	160	475	589	0	Part year OSR savings of £215k achieved which will cover implementation costs of £101k. Full year savings 2010/11 £430k
Fleet	750	0	0	0	0	750	750	0	Savings due to materialise 2010/11 onwards
Estates	143	0	0	0	0	143	143	0	Savings due to materialise 2010/11 onwards
Contact Management	930	0	160	-160	163	770	930	0	Part year savings achieved
CSIs	315	0	36	-36	27	279	315	0	Part year savings achieved
CJS	428	0	43	-43	0	385	428	0	Part year savings achieved
Sub Total OSRs	3,155	300	449	-149	452	3,106	3,555	-400	
Force Totals	13,108	9,253	7,279	1,974	7,126	3,956	11,235	1,873	

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**Lancashire Constabulary
Efficiency Plan 2008 - 2011**

	£'000	£'000	%
Gains carried forward from 2007-08		8,300	2.9
New gains achieved 2008-09		9,790	3.4
New gains achieved 2009-10		7,279	2.5
2010-11 New Gains			
Agreed Budget Reductions (as per 5 year forecast)	2,122		
Other Divisional Efficiency Savings (as per divisions budget submission less budget reductions above)	2,029		
Digital Recording of Interviews (c/f from 2009/10.)	200		
Procurement Savings (estimate based on 2009/10 actual)	225		
QUEST 2 (CIB)	425		
Phase 1 OSRs			
Finance (Recurring savings of £400k less £96k claimed in 2009-10)	304		
HR (Recurring savings of £430k less £114k claimed in 2009-10)	316		
Fleet (Recurring savings of £250k)	250		
Estates (Recurring savings of £75k)	75		
Contact Management (Recurring savings of £200k less £160k claimed in 2009-10)	40		
CSIs (Recurring savings of £38k less £36k claimed in 2009-10)	2		
		<u>5,988</u>	<u>2.1</u>
		<u>31,357</u>	<u>10.9</u>
Home Office Target (increased from 9.3% in the 2009 Budget)			10.3



PLANNING AND PERFORMANCE REVIEW COMMITTEE

8 JUNE 2010

PART I

YOUNG PEOPLE AND RESTORATIVE JUSTICE (RJ) INTERVENTIONS

(Appendix A refers)

Issues for Consideration

A review of Restorative Justice activity and young people.

Information

A report detailing Restorative Justice activity and young people is attached at appendix A.

Decision Required

The Committee is asked to note the report

Report Author

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☎
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Review of Restorative Justice

This report provides a response to concerns raised by the Police Authority Planning and Performance Review Group who have requested a report explaining the apparent inconsistent use of RJ across the Constabulary in respect of young people and their representation per 1000 population. The following includes:

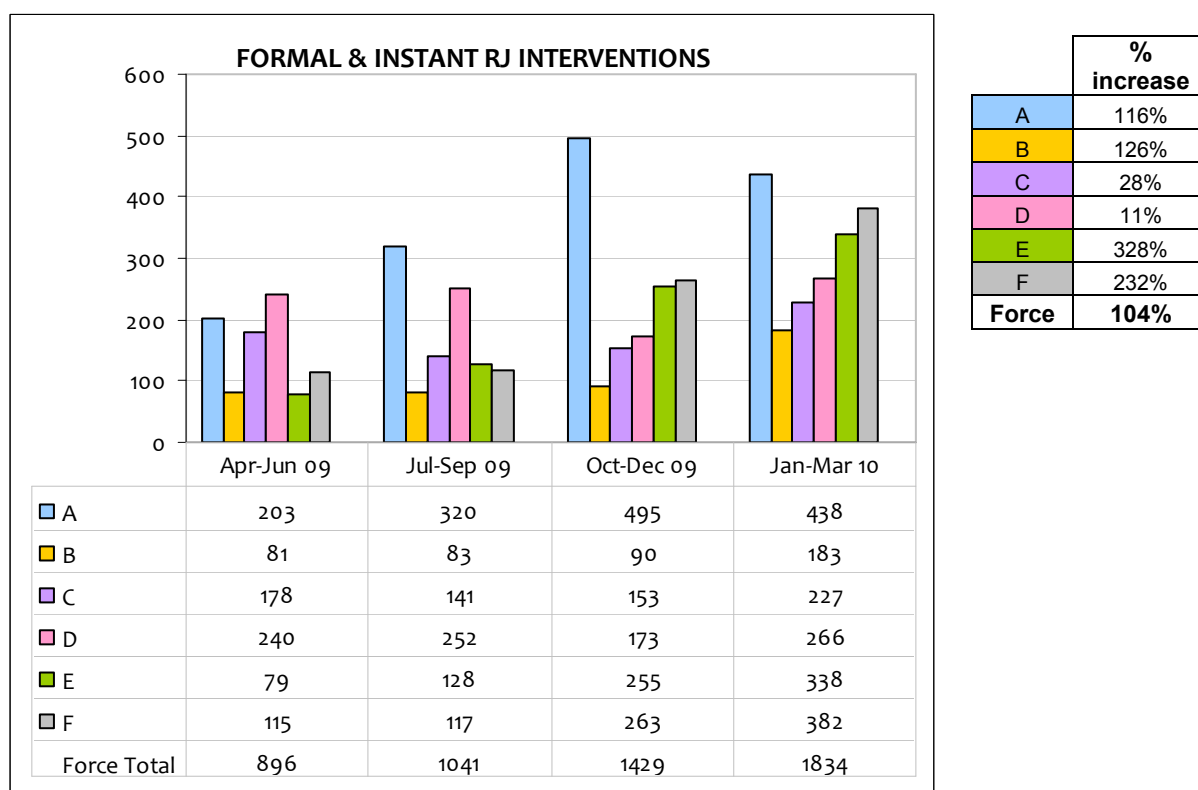
- An examination of RJ records for the period Jun 09 through to Mar 10;
- An account of divisional activity which is based on, feedback from Divisional Champions and
- Details of the Constabulary's response which seeks to address the inconsistent use of RJ.

The performance information that gave rise to the concern looked at RJ interventions for both incidents and crime per 1,000 population for the period April to Dec 2009 for young people aged 17 yrs or younger. Notable were the figures for Central, Western and Southern Division which showed a significantly higher use of RJ in comparison to neighbouring divisions. It should be noted that these three divisions consistently use RJ to a greater extent for adults as well as young people.

1. Performance Overview

(Source: CJ HQ Monthly RJ performance Report produced by Anna Bracewell)

The data in this section presents the combined RJ activity for adults and young people. Compared with a monthly average of 307 Instant and Formal RJs noted in Sep 09 the Constabulary now conducts on average 433 RJs per month. On average 802 harmers double that recorded in the previous year¹ are involved in either an Instant or Formal RJ, of these 52% relate to young people aged 17yrs and under. A quarterly comparison of Apr-Jun 09 and Jan-Mar 10 shows a significant increase of 104%. This increase is demonstrated across all divisions, the percentage increase is noted below.



¹ Figures based on Jun 09 – Mar 10 data

It is important to note that the Constabulary does not take a targeted/quota approach. RJ activity is monitored by the Centre and performance data is seen as a useful diagnostic tool that can highlight performance trends decline which are raised directly with Divisional RJ Champions.

2. Analysis of RJ data

Per 1000 Population

Although figures are slightly modified for the period queried by the Planning & Performance Review Committee there still remains a significant differential use of RJ across the Constabulary as illustrated below in table 1. As demonstrated above the use of RJ across the force is showing an upward trend – there is a concern that the performance tool used to inform the LPA is different from the measure used to drive performance in force and this is leading to only a partial picture being depicted and it does not provide a full account of how Divisions divert young people from the criminal justice system or the that RJ is used by partner agencies and therefore some instances that may have come to the police's attention are managed for example by the local school.

Table 1

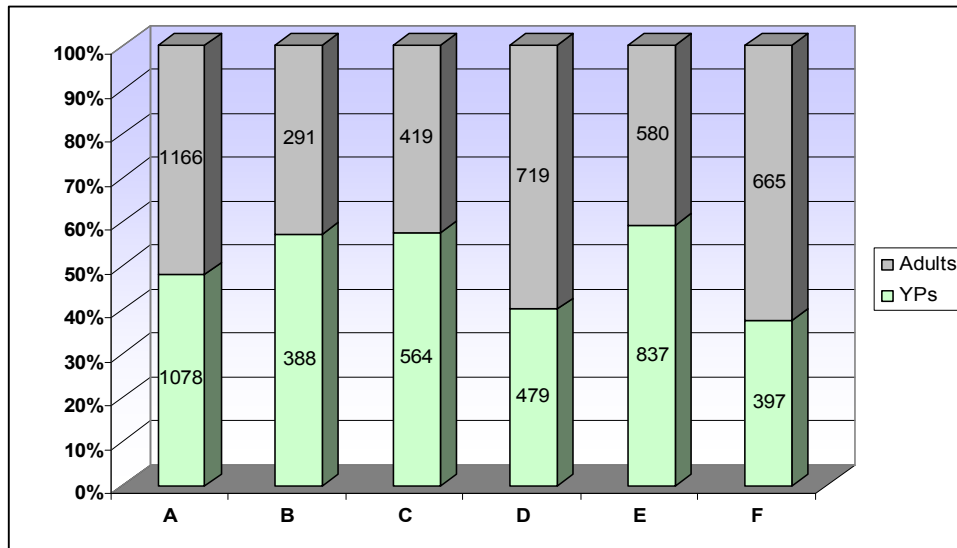
17yrs and under		A	B	C	D	E	F	Force
Apr - Jun 09	No. of YP receiving an RJ	213	83	163	178	81	96	814
	per 1,000 population	0.97	0.33	0.51	1.35	0.29	0.39	0.56
Jul - Sep 09	No. of YP receiving an RJ	291	110	145	177	130	93	946
	per 1,000 population	1.33	0.43	0.45	1.34	0.46	0.38	0.65
Oct - Dec 09	No. of YP receiving an RJ	351	71	130	82	300	111	1045
	per 1,000 population	1.60	0.28	0.41	1.61	0.94	0.45	0.72
Jan - Mar10	No. of YP receiving an RJ	287	147	200	131	333	139	1237
	per 1,000 population	1.31	0.58	0.62	0.99	1.18	0.57	0.85
Grand Total	No. of YP receiving an RJ	1078	388	564	479	837	397	3743
	per 1,000 population	4.92	1.53	1.76	3.63	2.98	1.62	2.58

Population	Western	Northern	Southern	Central	Eastern	Pennine	Force
	218,934	254,383	3,206,000	131,906	281,148	244,455	4,336,826

Age Profile

RJ data in this area requires some attention as 11% of all RJ records are missing DOB details. Taking into account the Constabulary's use of RJ for both Adults and Young People (YPs) an examination of the data sought to reveal whether the use of RJ at a divisional level would highlight similar inconsistencies when comparing the percentage distribution between adults. As Chart 1 shows there is a differential split between the two age groups with Central and Pennine Divisions having a more pronounced difference from the Constabulary 49% (YPs) and 51% (adults) split.

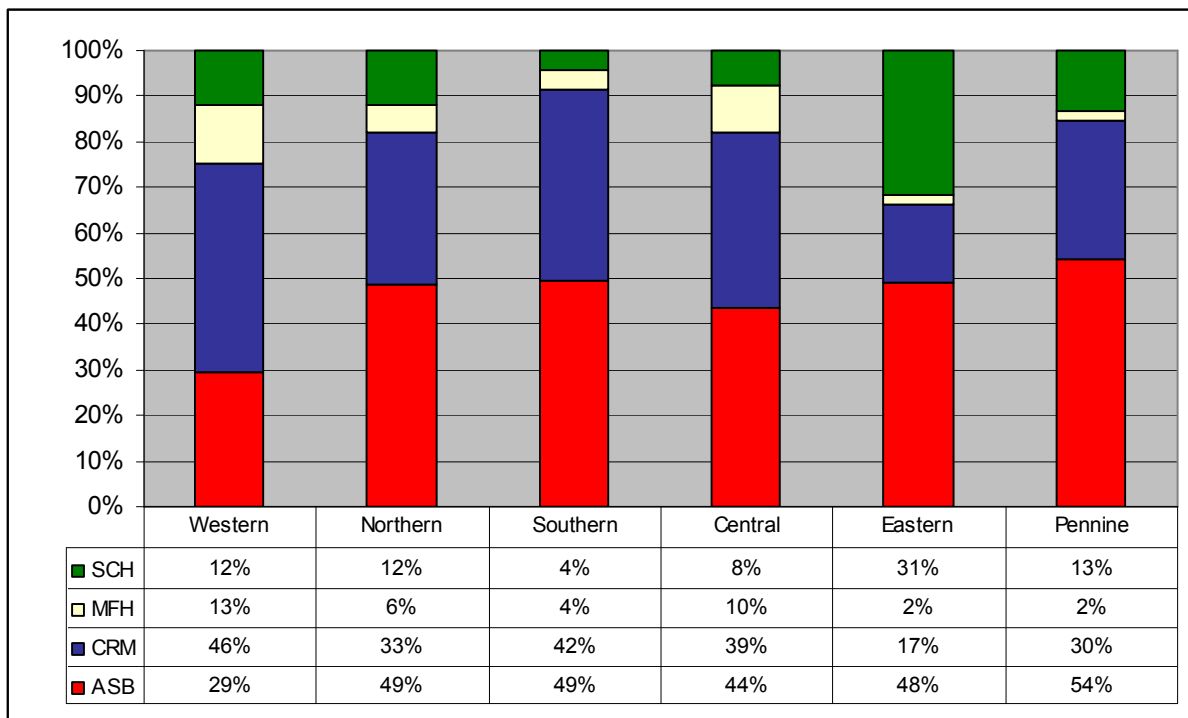
Chart 1



Incident/crime breakdown

Chart 2 shows differing trends in the use of RJ when data is viewed by incident/crime. The percentage distribution of RJ between ASB, Crime and School based incidents having little correlation between one division to the next.

Chart 2



When a closer look at the types of incidents and crimes for which divisions use RJ the picture that emerges is one where there is some level of commonality. The tables below show the five most common uses for RJ and although the percentage distribution varies the type of behaviour that receives an RJ disposal does not differ to greatly.

Western Division	%
CRM - Assault (e.g. S39)	17%
CRM - Theft (including shoplifting)	15%
ASB - Nuisance/inconsiderate behaviour	13%
MFH - Missing From Home	13%

Central Division	%
ASB - Rowdy or inconsiderate behaviour	22%
CRM - Theft (including shoplifting)	20%
ASB - Nuisance/inconsiderate behaviour	13%
MFH - Missing From Home	10%

CRM - Criminal Damage	12%
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CRM - Criminal Damage	10%
-----------------------	-----

Northern Division	%
ASB - Rowdy or inconsiderate behaviour	28%
CRM - Theft (including shoplifting)	13%
CRM - Assault (e.g. S39)	9%
CRM - Criminal Damage	9%
SCH - School based conflict/dispute	6%

Eastern Division	%
ASB - Rowdy or inconsiderate behaviour	38%
SCH - School based inconsiderate behaviour	19%
CRM - Assault (e.g. S39)	7%
ASB - Nuisance/inconsiderate behaviour	6%
CRM - Criminal Damage	5%

Southern Division	%
ASB - Rowdy or inconsiderate behaviour	34%
CRM - Criminal Damage	20%
CRM - Theft (including shoplifting)	9%
CRM - Assault (e.g. S39)	9%
MFH - Missing From Home	4%

Pennine Division	%
ASB - Rowdy or inconsiderate behaviour	42%
CRM - Assault (e.g. S39)	13%
CRM - Criminal Damage	12%
SCH - School based conflict/dispute	6%
ASB - Nuisance/inconsiderate behaviour	6%

The picture is slightly different for adults however with Pennine Division notably using RJ for motoring offences which may account for the lower volumes of young people. A number of operations have focused on offences that would not normally be associated with the majority of the age group 17yrs and under.

Additional Sanction/Intervention

As with DOB information RJ data relating to additional sanctions/interventions also requires some attention 45% of paperwork submitted that related to young people did not indicate whether an additional sanction or intervention was administered alongside the RJ. If the assumption is made that officers omit to complete this section because no additional sanction or intervention was administered then RJ data shows that the majority of RJs issued are stand alone RJs. Charts illustrating the breakdown by division and additional sanction are provided at the end of this document.

3. Issues

Based on the analysis of the RJ data and consultation with Divisions the review of RJ has determined that the following factors have contributed to the inconsistent use of RJ across the Constabulary:

- Lack of clarity as to when RJ should be used
- Level of ownership by senior management down to PC
- A number of officers have expressed a lack of confidence or a lack of faith in the RJ process consequently some trained officers have avoided using the RJ disposal
- Cultural and ideological resistance
- Insufficient representation of trained officers across teams/wards/sectors
- RJ Corporate Strategy Group has not met regularly due to competing Constabulary priorities
- Focus of operations using RJ more geared to adult offending
- Lack of compliance with RJ record keeping, officers failing to complete all aspects of the corporate forms which consequently impacts on the ability to provide accurate performance data which ultimately is used to drive performance.
- Limited administrative resources in CJS have impacted on the timely updating of the RJ database which is used to inform performance.
- Lack of understanding on how to properly submit electronic RJ forms has resulted in an under-reporting of RJs.

4. Constabulary Response

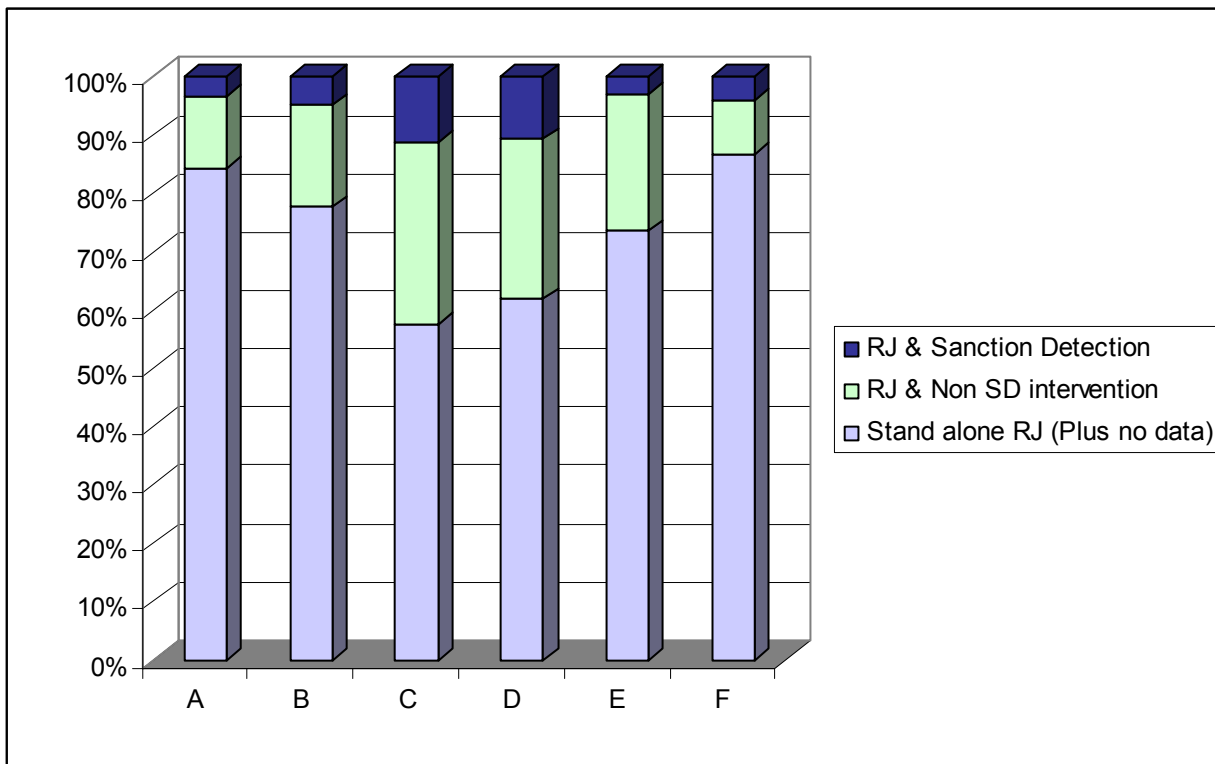
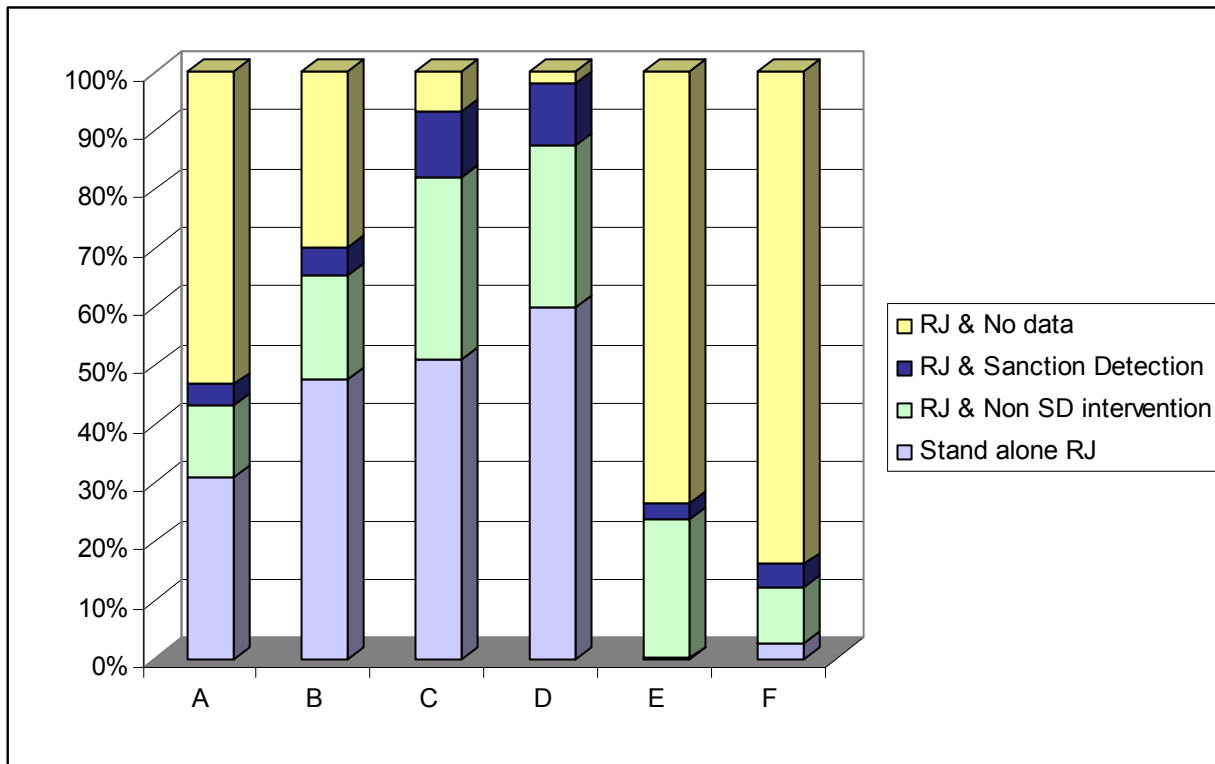
- 4.1 ACC responsible for RJ at QPR meetings and the RJ Corporate Strategy Group has given clear directives as to the importance of the appropriate use of RJ and that a consistency approach must be achieved across the Constabulary.
- 4.2 To address the inconsistency use and provide clarity a Policy Statement covering the use of RJ will be issued. A draft version of the statement is out for consultation and the Constabulary will aim to have this policy direction in place by 1 July 2010.
- 4.3 In addition to the issuing of a policy statement officers will receive an RJ Aid Memoir.
- 4.4 Included in the recommendations for the new Criminal Justice Structure are three RJ Coordinator posts. The intention is that these posts will be held by RJ experts who will ensure the integrity and appropriate use of RJ is maintained in a consistent manner across the Constabulary.
- 4.5 Pennine Division is running a Pilot Pathfinder Project which aims to establish an approach that will provide greater numbers of victims an opportunity to participate in an RJ conference. Processes and procedures established by the project will be cascaded across the Constabulary.
- 4.6 Divisional RJ Champions and Coordinators are reviewing individual officer performance, identifying gaps and where appropriate organising re-training or enacting action plans to address officer shortcomings.
- 4.7 Divisions are continuing to deliver training and where appropriate have prioritised training to address the issues of teams having little or no resource of a RJ trained officer.
- 4.8 Performance data is scrutinised to a higher level and now pays equal attention, type of RJ, age profile, offence/incident profile and how this relates to the use of RJ as a stand alone disposal or when coupled with an additional sanction/non sanctioned intervention.
- 4.9 RJ Champions through divisional QA process will reinforce the need for officer compliance when completing forms.
- 4.10 IT development work for a corporate RJ system is progressing and awaiting sign off from Cumbria and Durham. The new system will have mandatory data fields which will reduce the issues associated with manual form completion.
- 4.11 An organisational review of Criminal Justice has resulted in a refined administrative process which has reduced delays previously experienced in updating the RJ database.
- 4.12 Constabulary PDA Champions are tasked with organising the delivery of addition/refresher training and the system which receives the electronic forms is being upgraded.
- 4.13 Previous reviews of the use of RJ have shown that Divisions with a higher use of RJ commonly have all or the majority of the characteristics listed below in the 'Good Practice Model'. All Divisions are working towards adopting the elements listed.

Good Practice Model

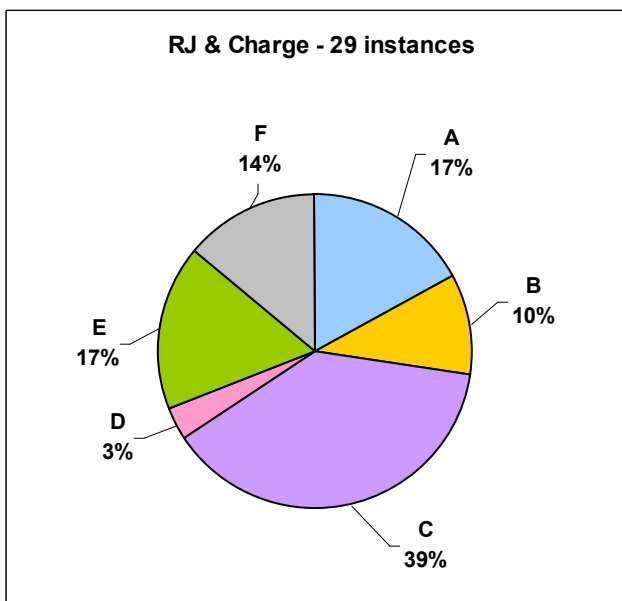
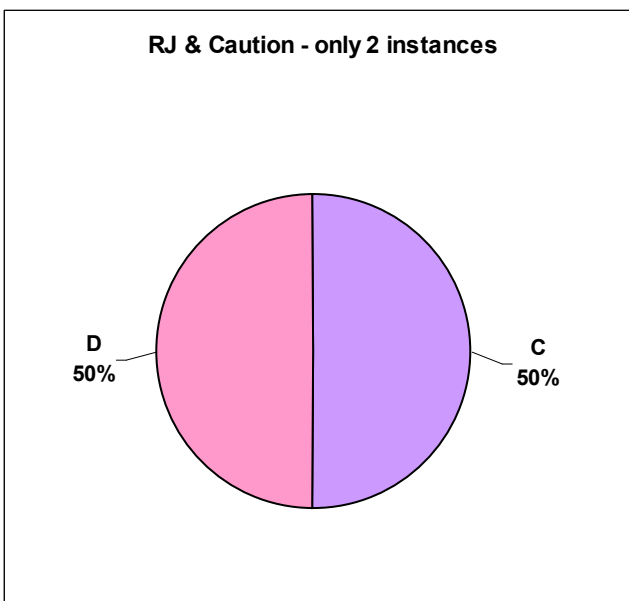
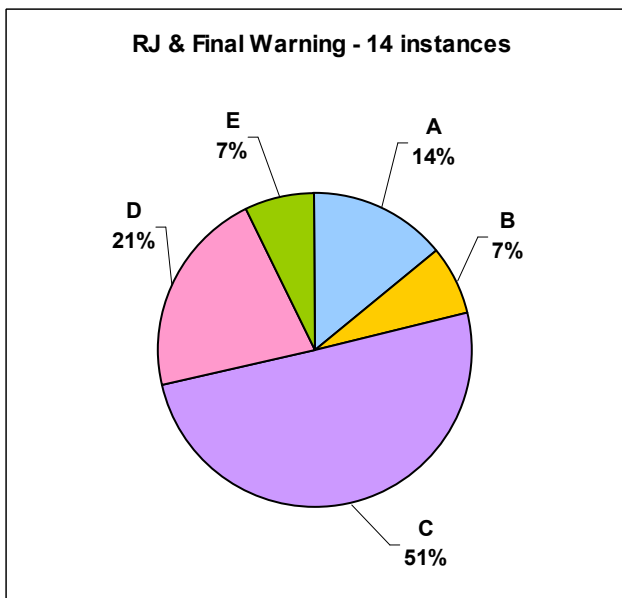
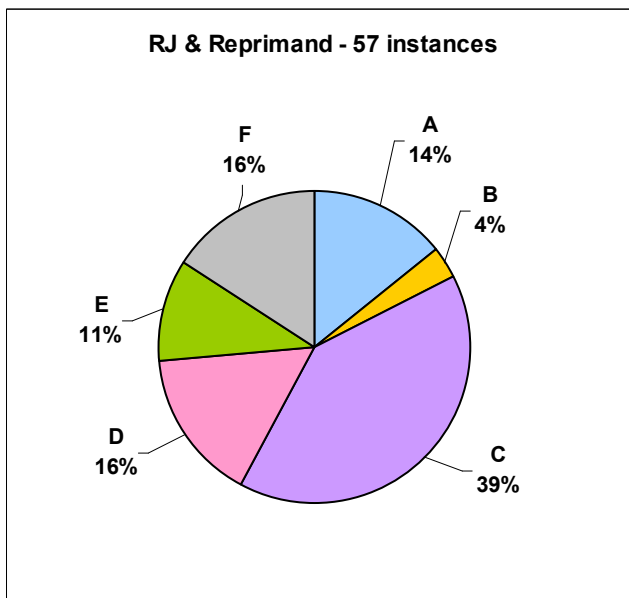
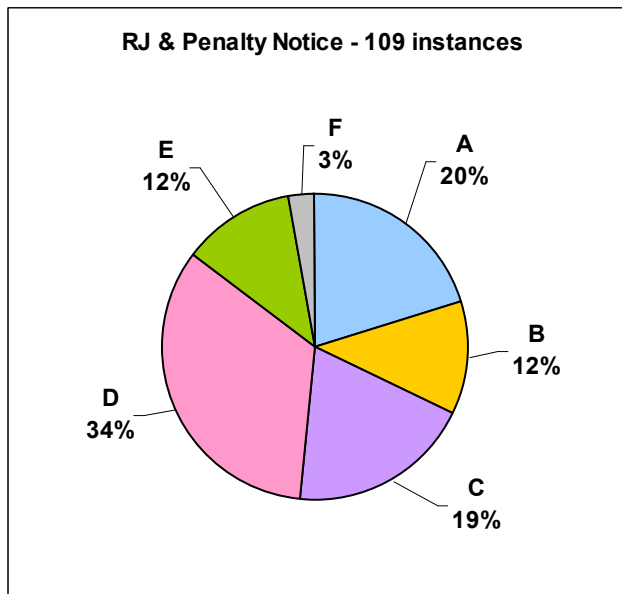
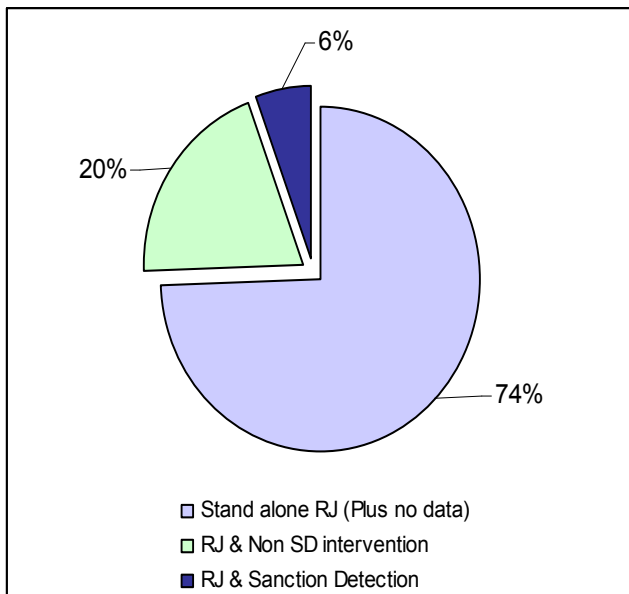
- Proactive engagement at SMT level providing consistent scrutiny of the use of RJ.
- An RJ Champion who has been in post for 18 months or more.
- RJ performance management clearly defined as a Geographic Insp and Sgts responsibility. Officers providing weekly/fortnightly reports.
- An established RJ good practice/performance recognition system that acknowledges officers work e.g. divisional commendations, RJ of the month, RJ POP award.

- A system that continually reviews RJ trained officers to identify whether officers have used RJ and where practice is absent supervision/RJ coordinator makes contact with the officer and appropriate support is put in place e.g. offer of refresher training and the option to buddy/shadow a more experienced RJ practitioner.
- Have at some point run one or more RJ operation/initiative or Awareness Seminar.
- Have an RJ coordinator who routinely reviews performance data and uses this to address performance issues on a number of levels e.g. individual officer use, sector comparisons and compliance with procedures.
- Have a positive outlook when reviewing colleagues successes; engaging with them with a view to learning 'what works' and what can be adopted to improve performance.
- Have regular contact with the centre who provide specialist advice, knowledge and support.
- Have within their locality links with partners who are also running/developing Restorative Approaches Projects. These include:
 - **Restorative Approaches in Schools**
Lancashire County Council's Restorative Approaches Project
Blackpool's Young People's Community & Inclusion Department
 - **Lancashire Restorative Justice Centre**
A treasury funded project led by Nacro & based in Preston

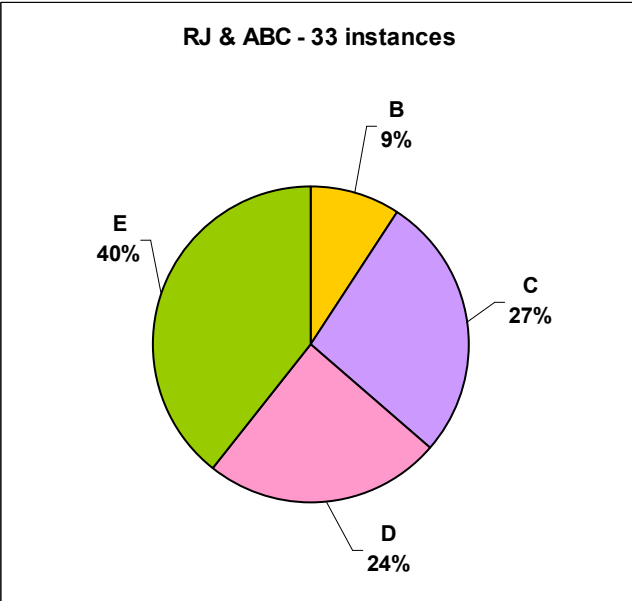
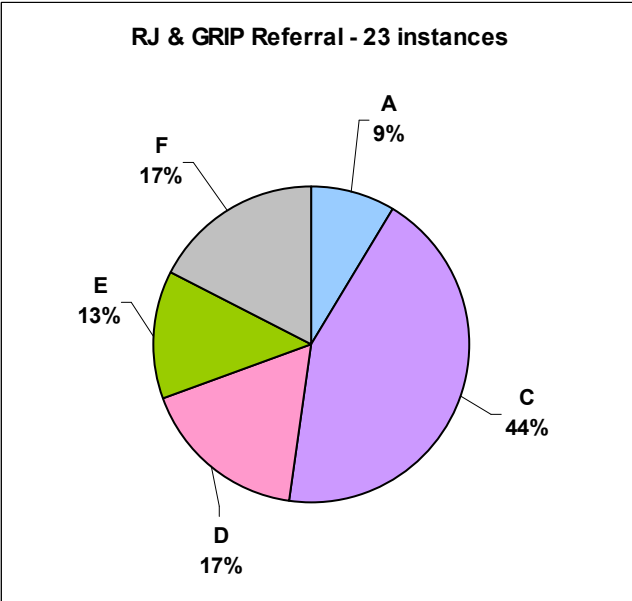
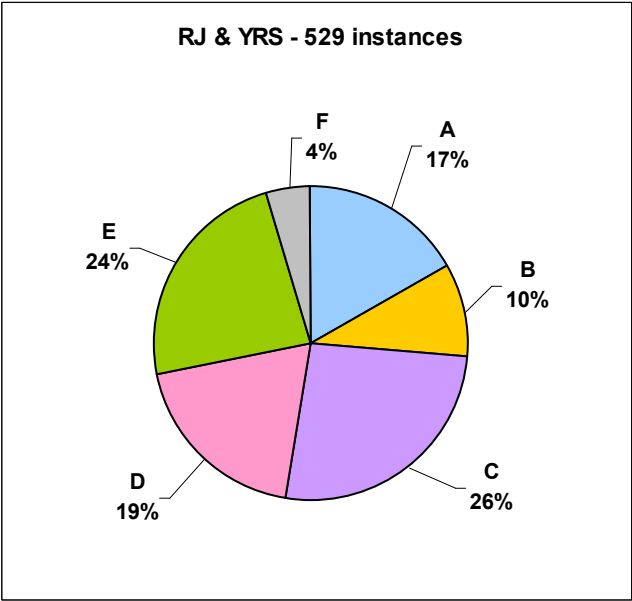
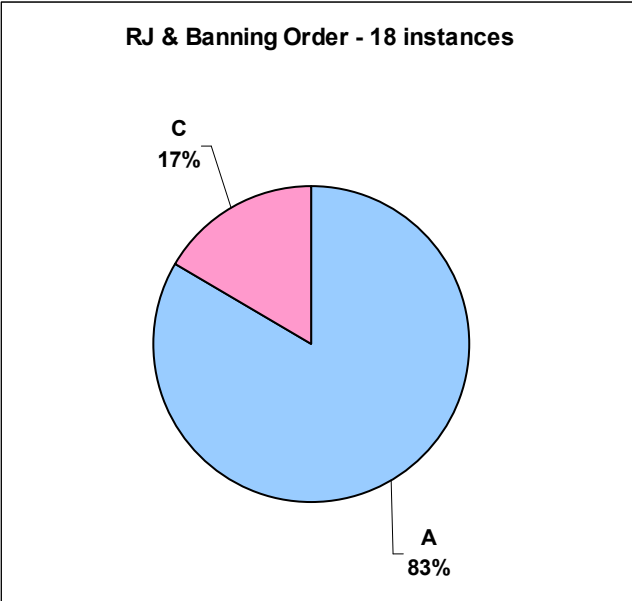
RJ by additional intervention/sanction



RJ by Additional Sanction/intervention



RJ by Additional Sanction/intervention



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