
PLANNING & PERFORMANCE REVIEW COMMITTEE

**TUESDAY 10 MARCH 2009 AT 10.00 AM
IN CABINET ROOM C, COUNTY HALL, PRESTON**

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

AGENDA

PART I (OPEN TO PRESS AND PUBLIC)

1 APOLOGIES FOR ABSENCE

2 DISCLOSURE OF MEMBERS INTERESTS

Members are asked to consider any personal/prejudicial interests they may have to disclose to the meeting in relation to any matters under consideration on the Agenda. If the personal interest is a prejudicial interest, then the individual members should not participate in a discussion on the matter and must withdraw from the meeting room.

3 MINUTES OF THE MEETING HELD ON THE 25 NOVEMBER 2008

Copy enclosed for confirmation at item 3.

4 MATTERS ARISING

There are no matters arising.

ITEM FOR DECISION

5. LOCAL POLICING PLAN 2009 / 2012 - ISSUED VERSION

A report on the final draft of the Local Policing Plan for 2009-2012 (issued version) is presented at item 5.

Report to Follow.

ITEMS FOR INFORMATION

6 QUARTERLY PERFORMANCE INDICATOR BULLETIN

A report is presented at item 6.

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

7 BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

A report on the attendance by Members at the BCU quarterly review meetings is presented at item 7.

8 HOME OFFICE EFFICIENCY AND PRODUCTIVITY STRATEGY FOR THE POLICE SERVICE 2008/2011 AND EFFICIENCY PLAN MONITORING

A report on the revised Efficiency Strategy and the impact on the planning process is presented at item 8, together with a position statement for the end of the third quarter of 2008 / 2009.

9 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.

10 DATE OF NEXT MEETING

The next meeting of the Committee is scheduled to be held at 10.00 am on Tuesday 2 June 2009 at County Hall, Preston.

Miranda Carruthers-Watt
CHIEF EXECUTIVE



PLANNING & PERFORMANCE REVIEW COMMITTEE

**MEETING HELD ON TUESDAY 25 NOVEMBER 2008 AT COUNTY HALL,
PRESTON**

MINUTES

PRESENT

Mr D Edmundson - Chair

Councillor M T Doherty
Mrs F Hendrix
Mr B Jassi
County Councillor G W Roper
Mr M S Sarwar
County Councillor J Stuart
Ms A Webster
County Councillor D M Whipp

IN ATTENDANCE

DCC M Cunningham
Mr A Brown
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 Miss Afzal, County Councillor Jones and ACC Weigh.

APPOINTMENT OF VICE CHAIR

23/08 RESOLVED: - That Mr Sarwar be appointed as Vice-Chair of the Committee for the remainder of the 2008 / 2009 administrative year.

MEMBERSHIP

24/08 RESOLVED: - That the Membership for 2008 / 2009 be confirmed as detailed in the report.

DISCLOSURE OF MEMBERS' INTERESTS

County Councillor Whipp declared a personal and non-prejudicial interest in item 10 - Police Community Support Officer (PCSO) Funding - as District Councillor for Pendle Borough Council and as a member of the Safer Lancashire Board.

MINUTES OF THE MEETING HELD ON 9 SEPTEMBER 2008

25/08 RESOLVED: - That the Minutes of the meeting held on 9 September 2008 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

Equity of Service - noted that satisfaction levels for white / ME had shown increases. Closing the gap was difficult, but persistent scrutiny ensured the continued focus on satisfaction levels.

County Councillor Whipp confirmed that a substantive report would be presented to External Relations. He relayed his gratitude for the discussions at Planning & Performance Review Committee.

Efficiency Planning - DCC Cunningham commented that QUEST 1 was being evaluated in respect of incident resolutions. An early draft of the report would be shared with the Police Authority in due course. He further reported that QUEST II and QUEST III were currently being developed / trialled in Burnley and Eastern Division respectively. A full report would be shared with the Police Authority in due course.

EFFICIENCY AND PRODUCTIVITY STRATEGY 2008 / 2011 - MONITORING

Members considered a report giving the position at the end of the second quarter against the three-year Efficiency and Productivity Strategy 2008 / 2011.

All forces were required to demonstrate cumulative efficiency and productivity gains of at least 9.3% over the three years April 2008 to March 2011.

A number of areas where gains had still to be realised included:

- Forensic science contract collaboration

- Savings in the ICT, Estates and Legal Departments and G Division. These had not been claimed as the departments were not living within their reduced budget
- Mobile data

A lengthy discussion ensued during which it was advised that procurement, savings were being drawn retrospectively. Details relating to forensic procurement delays would be considered by the Resources Committee at its meeting on 2 December 2008.

In respect of the mobile data, DCC Cunningham provided the Committee with a revised usage figure of 77.5%. This was an improvement on the figures shown in the Efficiency Plan position statement.

Mr Jassi expressed his concern that some departments were not living within their budgets and queried the impact this would have on the achievement of the required savings. In response, Mr Brown confirmed that any deficit would be carried forward into the next year.

Mrs Hendrix sought clarification into the reasons for the delay relating to the forensic procurement delays. This had been highlighted as a great step forward in terms of financial savings. Ms Carruthers-Watt highlighted a number of matters that had contributed to the delay. The forensic procurement contract involved fourteen forces working together with the NPIA. It had been the largest joint procurement exercise undertaken and a number of issues had arisen that had led to the delay; one being the role of the client. County Councillor Roper had been the lead Member on this arrangement and he had been working closely with the procurement team and senior Constabulary officers.

It was noted that the information in the efficiency plan, as presented, was not detailed enough in respect of the work relating to the forensic procurement contract.

Ms Carruthers-Watt commented that the former Governmental forensic agency had lost out to the emerging market, although the market overall was fragile due, in part, to the new business area.

County Councillor Roper provided Members of the Committee with the historical background to the procurement process which went back over two and a half years. There had been scope to improve the services provided by the Government Agency which had been running the service. However, there had been issues around governance arrangements.

County Councillor Roper advised of the need to make sure that all collaborative arrangements were fully scrutinised to ensure that both quality and cost were in line with expectations.

DCC Cunningham suggested that he and the Director of Resources should meet with the Chair / Vice-Chair of Planning & Performance Review Committee and the Chief Executive to consider the presentational requirements of the Efficiency and Productivity Strategy monitoring information.

26/08 RESOLVED: - That

1 The report be noted;

- 2 That a meeting be arranged in order to consider presentational requirements for the Efficiency and Productivity Strategy updates for the future committees.

QUARTERLY PERFORMANCE INDICATOR BULLETIN

The Committee considered the Performance Bulletin for the period covering April to September 2008, covering the areas of particular relevance to the Committee.

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

Members of the Improvement and Scrutiny Group had highlighted the very good results in respect of the handling of 999 and non-999 calls. Mr Whipp agreed, especially given the dip in May when STORM had been introduced. He thought the work undertaken was very commendable and it was agreed that the Authority would write a letter of congratulations to the Constabulary in respect of call handling.

LI 14 - Response to incidents within 15 minutes

Members were concerned to note the figures showing a decrease of 5% on the previous year's performance. They were also concerned about the divisional disparity, especially taking into account the percentage spend per division on Response and Neighbourhood Policing activity.

Members were keen to ensure that the recording processes and interpretation of the data extracted from the STORM system would be able to inform the planning process for the following year's plan. DCC Cunningham commented that this suggestion would be welcomed.

LI 47 - Notifiable offences resulting in sanction detection - Members extended their congratulations to the Constabulary on the performance.

Page 37 - Satisfaction with the whole experience

County Councillor Whipp commented that the Police Authority had pushed for greater scrutiny of victim satisfaction with the whole experience, to identify those who were fairly, very and completely satisfied. He confirmed that this would be considered in greater detail at the forthcoming External Relations Committee.

Page 38 - Young People

DCC Cunningham advised that ACC Weigh had undertaken a full review of the approach adopted by the Constabulary when dealing with young people. An action plan had been developed and this was to be considered by the Young Persons' Steering Group.

Pages 41 and 42 - Response and Neighbourhood Policing

Members were concerned that there still appeared to be anomalies in the data presented. Mr Weir advised that this was due in part to the previous quarter's data being carried forward into the current statistics. The Chair sought confirmation that guidance had been issued to officers.

Members commented that it would be helpful to see the whole picture in respect of budgetary allocation to response and neighbourhood policing, including “G” and “H” Divisions allocations, together with the full picture for Chief Inspector level and above.

SPI 5.2 - Number of Serious Acquisitive Crimes per 1,000 population

County Councillor Whipp expressed an interest in this discussion in relation to his roles as a member of the Safer Lancashire Board and District Councillor. He commented that meeting the target of Serious Acquisitive Crimes was one of the factors the Safer Lancashire Board identified as being a risk area, although limited funding was allocated to a bid supporting this area. County Councillor Whipp advised that he was pursuing this with the Indicator Lead.

Page 39 - Restorative Justice Interventions

Mrs Webster referred to the number of pre-court disposals and their application in different divisions. She was concerned to ensure there was sufficient flexibility and effectiveness across the divisions.

27/08 RESOLVED: - That the matters discussed be noted.

SERIOUS VIOLENT CRIME

DCC Cunningham presented a report which provided Members with an update on the data relating to offences of Grievous Bodily Harm (GBH) with intent, a category included in the Most Serious Violent Crime definition. GBH with intent offences constituted half of all the offences of Most Serious Violent Crime

From 1 April 2008 the Home Office counting rules guidance relating to the recording of GBH with intent was revised to reflect the actions / behaviour of the offender(s). If these indicated a deliberate attempt to cause serious bodily harm, then GBH with intent should be recorded. The recording of GBH with intent was previously based on the seriousness of the injury sustained by the victim. This was in common with a number of other forces in England and Wales.

Initially the change in counting rules resulted in an increase in the recording in Lancashire of GBH with Intent of 263 offences in the period April to June 2008 when compared to the same period the previous year.

A quality assurance assessment had been undertaken by the Constabulary's Force Crime Registrar to ensure that the Constabulary was adhering to the revised guidance. This highlighted not only the increase in offences, but also that the increase appeared to be out of step with the majority of forces in England and Wales. Following representations to the Home Office by Lancashire Constabulary and other forces seeking further clarification, it was felt there was a need to revisit all of the offences originally recorded as GBH with intent from 1 April 2008 and, where necessary, re-classify them to the correct Home Office offence.

The publication of the National Crime Statistics Bulletin for the period April to June 2008 took place in October. On the back of this information, the Home Office wanted to assess how much of the increase could be attributed to the change in the counting rules. Lancashire was one of 18 forces identified to undertake this work, using the old counting

rules (ie those prior to 1 April 2008) to state how many offences of GBH with intent would have been recorded since 1 April 2008 had the rules not been changed. This work indicated a percentage increase of 4% on the April to June 2007 figures.

County Councillor Whipp advised he was reassured by the outcome of the recent piece of work which indicated the 4% increase on GBH with intent as opposed to a +200% increase as originally recorded.

DCC Cunningham commented that dealing with serious violent crime may require use of force. He advised that this may include the use of tasers; the Home Office had recently announced that 30,000 police officers would be trained to carry tasers. He confirmed that Lancashire Constabulary had no firm view in respect of the use of tasers although it was acknowledged that it was a useful conflict resolution model.

County Councillor Whipp commented that he would expect the Police Authority to have the opportunity to discuss Lancashire Constabulary's policy in respect of the use of tasers.

Mr Jassi referred to the Government's response to the Casey Report. He asked for comments in respect of the first 6 months statistics compared to the statistics highlighted in the committee report; and whether any other categories had been affected by the changes introduced by the Home Office. He also sought clarification about the methodology adopted to revisit all the offences between April and June.

In response, DCC Cunningham advised that the new definitions had impacted on Lancashire. The new counting rules had been implemented more stringently in their application than in a number of other forces. He confirmed that other categories of crime had been affected, however, he advised that overall, all violent crime had reduced.

Mr Weir commented that violence against the person category had reduced by 7%. He advised that the way in which the offences had been revisited started by establishing, from the officers report, clear intent. Home Office guidance was difficult to interpret.

Mr Jassi sought clarification that any lessons learnt had been picked up. Mr Weir confirmed that clearer guidance had been issued for officers.

DCC Cunningham advised that the introduction of QUEST II would help to ensure consistency in recording and subsequent action.

Mrs Webster commented that the vagueness of the Home Office guidance was unhelpful but, it had to be balanced against addressing the public's concern.

28/08 RESOLVED: - That:

- 1 The report be noted; and
- 2 The Police Authority be provided with the opportunity to discuss the use of taser by Lancashire Constabulary.

POLICE COMMUNITY SUPPORT OFFICER (PCSO) FUNDING

DCC Cunningham commented that this was a high level risk area. It was noted that sustaining the number of PCSOs without the other funding mechanisms continuing would be difficult. It was noted that some organisations had mainstreamed the funding. District Councils had had a particularly difficult settlement.

County Councillor Whipp commented that some additional funding had been earmarked to support district funding of PCSO and analyst posts through the Safer Lancashire Board.

DCC Cunningham advised that a fuller report on PCSO funding was due to be considered by Resources Committee.

29/08 RESOLVED:- that the report be noted.

PRE-COURT YOUTH DISPOSALS

DCC Cunningham advised that a report had been prepared in respect of pre-court youth disposals and an action plan had been developed.

It was agreed that consideration of pre-court youth disposals would be the subject of a Police Authority Seminar topic.

30/08 RESOLVED:- that pre-court youth disposals be considered at a future Police Authority Seminar.

SCRUTINY PLAN SCHEDULE - POSITION STATEMENTS REFERRED FROM THE IMPROVEMENT AND SCRUTINY GROUP

No reports had been referred to the Committee.

31/08 RESOLVED: - That the update be noted.

BASIC COMMAND UNIT (BCU) REPORTS

Members considered a report which highlighted a number of areas that had been raised at BCU meetings throughout October and November 2008, including evidence of good practice in Southern Division through the Citizen Focus Bureau and call handling network transfers.

32/08 RESOLVED: - That the report be noted.

DATE OF NEXT MEETING

33/08 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 10 December 2009 at County Hall, Preston.

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY, 10 MARCH 2009

PART I

LOCAL POLICING PLAN 2009 / 2012 – ISSUED VERSION

(Appendix A refers)

Issue for Consideration

The final draft Local Policing Plan for 2009 /2012.

Information

The draft Local Policing Plan has been developed and endorsed by the 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 before 31 March each year and to 'publish' their local policing plans by 30 June. The Plan attached at Appendix A, will be 'issued' once agreed by the full Authority at its meeting on 25 March 2009. The issued version will contain all the Statutory Performance Indicators (SPIs) and Local Indicators. The 'published' version will contain full 2008 / 2009 outturn data.

The Efficiency Plan and other financial information is still subject to ongoing development and this will be added to the issued version before submission to the Home Office on 31 March 2009.

The consultation process has assisted in the development of the draft Local Policing Plan. Extensive consultation has taken place with people across Lancashire through the citizens' panel 'Opinion', on-line surveys, via the website and through the Police Authority Community meetings. From this consultation, the operational objective and the associated areas of emphasis for 2009-2010 were developed.

The Operational Objective for 2009-2010

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

- **Counter-terrorism**
- **Violent Crime**
- **Acquisitive Crime**

- **Serious and Organised crime**
- **Substance Misuse**
- **Anti-Social Behaviour**
- **Offending and re-offending**
- **Public Safety**
- **Service Delivery**

The National Community Safety Plan contains the national Statutory Performance Indicators (SPIs) that must be included in authorities' local policing plans.

In order to maintain continuity throughout the Plan, the SPIs have been ordered under the relevant emphases.

Members are asked to consider these Indicators which are contained in the performance section of the Annual Plan.

Notes regarding Performance Indicators and Targets

- (a) In the absence of any consultation by the Home Office on the proposed Statutory Performance Indicators (SPIs) for 2009/2010, the Indicators contained in the Plan are the same SPIs used in 2008/2009 plus all of the Local Indicators agreed through the Planning Working Group process. When any guidance regarding SPIs is received from the Home Office it may be necessary to revise the current list of Indicators in the draft Plan.
- (b) **SPI 2.2 (Page 33) Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crimes that matter in their area.**
This target is to be set for each force by the Home Office. This information has not yet been received.
- (c) **SPI 5.3 (Page 36) 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.**
The 2009/2010 desired level will be reflective of the targets agreed within the Local Area Agreements currently being "refreshed" in negotiations between partner agencies and Government Office for the North West.

Issue and Publication

Following approval by the Authority at its meeting on 25 March 2009, the 'issued' Local Policing Plan will be included on the Authority and Constabulary internet websites and a copy sent to the Home Office by 31 March 2009.

Decision Required

The Committee is asked to consider and recommend to the Authority the Local Policing Plan for 2009 / 2012.

Background Papers

None

Report Author

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 Organisation: Lancashire Constabulary  01772 412610



APPENDIX A



**Lancashire
Constabulary**
police and communities together

Local Policing Plan 2009-2012

Version 19
3 March 2009

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Chair of Police Authority's Foreword

Over the last twelve months, Lancashire Constabulary has once again been assessed as a top performing police force, delivering a service that aims to meet local people's needs and expectations.

Lancashire was the only police force in England and Wales to be assessed as 'exceeding the standard' in two areas of particular importance to the public: neighbourhood policing and developing citizen focus. This illustrates that, when setting the strategic direction for the Constabulary, the Police Authority not only listened to what people said were their priorities, but acted appropriately, providing the Chief Constable with the resources to police Lancashire efficiently and effectively.

Impressive performance figures prove that crime is most definitely being tackled: burglary is at a 35 year low; vehicle crime is at its lowest for 28 years; and criminal damage is reducing significantly.

It is the Police Authority's role to provide the Chief Constable with a clear direction for policing the County in the future, one that takes into account the views of local people and challenges we all face.

This year, in the current turbulent economic climate, we have focused our attention on the need to protect previous investments to maintain performance levels, while providing additional protection for the most vulnerable people in our society. We have asked the Constabulary to continue to make efficiency savings and re-prioritise some areas of service and thereby deliver the same excellent levels of service with fewer resources.

Performance in all areas will be scrutinised carefully. As representatives of the public we hold the Chief Constable to account and therefore, believe that our members are equally accountable to local people. We are pleased that in Lancashire, through our Investors in Policing campaign, people are aware of the Police Authority and trust us to take their opinions into account when considering this local policing plan.

This plan is designed to reflect their views. Throughout the coming year, we will continue to listen, to talk, to inform and to feed back the outcomes of the strategies in place.

Increased focus will be placed on engaging with younger members of society. Young people are our future and we will work with youth parliaments and other young people to encourage them to become involved in shaping the delivery of policing services.

Through this plan, we aim to protect the provision of local policing in communities, which we know is tremendously important, service levels will be sustained and more will be done to protect vulnerable people. We believe that through its delivery, the public will have greater confidence in the service provided.

As can be seen throughout the following pages, we are asking for, and expecting to see, a programme of continuous improvement to help keep safe those people who live and work in and visit Lancashire.

Malcolm Doherty
Chair
Lancashire Police Authority

Chief Constable's Foreword

Developing the Local Policing Plan always provides a valuable opportunity to reflect on what we have achieved and identify what needs to be done to maintain Lancashire Constabulary's position as a top performing force.

The most recent national assessments of policing reveal plenty of reasons for us to take pride in what we have achieved. At a time when police forces across the UK are adapting to major changes in the way services are delivered, Lancashire remains ahead of the game and continues to 'punch above its weight' in influencing the way modern policing services are designed and delivered. The fact that Lancashire Constabulary is the only police force in England and Wales to be assessed as 'exceeding the standard' in two key areas, neighbourhood policing and developing citizen focus, is testament to the commitment and vision that our people display in delivering the best possible policing services throughout the county.

As we look to the future, it is clear that the most significant challenge we face is maintaining our current high levels of service delivery, and continuing to improve the services we provide in the face of challenging budgetary situations. We are well placed to meet these challenges through planned activities aimed at improving our processes to make us more efficient and productive. Important projects such as our well established Sustaining Excellence Programme and Organisational Support Reviews will continue to scrutinise the way core aspects of our business are delivered and design new ways of working to ensure that we are using all our resources to best effect.

As we approach the period covered by this plan, the Government have signalled that only one 'top down' target will be set for police forces and that this will relate to improving public confidence. Simultaneously, the Police and Crime Bill introduces a new 'policing pledge' which sets out in clear terms what the public can expect from their police service, including a number of standards for service delivery. Taken together, these developments demonstrate a clear direction for policing in the UK and it is one that I am pleased to say is entirely consistent with the way the Constabulary has been moving for several years. Our work in this area has contributed to the development of national 'hallmarks of citizen-focused policing' which are integral to our Sustaining Excellence Programme and will continue to guide the development of the Constabulary over the life of this plan.

Our Ambition: 'To consistently be the best police force in the country' demands that we never allow ourselves to be complacent and continually examine our services in the light of new and emerging threats to public safety to ensure that the public of Lancashire continue to benefit from high quality policing services that provide good value for money. This plan sets out how the Constabulary will be the best that we can be every day over the next three years, how our performance will be monitored and managed during the financial year 2009-2010, and the service areas where improvements will be targeted. I am confident that in the face of challenging economic circumstances Lancashire Constabulary will continue to move purposefully in the right direction, whilst never losing sight of the fact that as we improve, the risk of becoming a victim of crime or anti-social behaviour in Lancashire reduces.

Steve Finnigan
Chief Constable
Lancashire Constabulary

About Lancashire

The county of Lancashire covers an area of 2,903 square kilometres with 124 miles of coastline and 256 miles of motorway. It is a diverse county, with a population of around 1.5 million, where towns with a proud industrial history sit alongside extensive rural areas, cities, universities and popular tourist destinations. The county has a culturally rich population and is home to a wide range of communities from differing ethnic, religious and racial backgrounds.

The Constabulary values the diversity of Lancashire and works hard to ensure that high quality services are delivered equitably to everyone. Dealing with 2150 incidents per day, the Constabulary employs around 3,700 police officers and 2,500 police staff, including 420 Police Community Support Officers (PCSOs) and many others in front line roles such as Crime Scene Investigators, Public Enquiry Assistants and Custody Detention Officers. Regular staff are supported by 400 Special Constables and 600 Community Volunteers, all of whom play a vital part in making Lancashire a safer place.

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

The Constabulary has an excellent track record of delivering results and pioneering new ways of working in all of these areas. We have earned a reputation for being at the forefront of modern policing in the UK, which we will continue to build on through 2009-2012 and beyond. We will do this by relentlessly pursuing the *Ambition* that is shared by the Authority and the Constabulary, keeping a clear focus on our strategic priorities and valuing the positive qualities that our people consistently display.

Lancashire Police Authority

Current Membership

Elected Members



Cllr Malcolm Doherty
Chair of the Authority



Cllr Geoff Roper
Vice-Chair of the Authority



Cllr Gary Bell



Cllr Graham Davis



Cllr Clive Grunshaw
Chair of Resources



Cllr Tony Jones



Cllr Nikki Penney



Cllr Joyce Stuart



Cllr David Whipp
Chair of External Relations

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

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Independent Members



Saima Afzal



David Edmundson
Chair of Planning & Performance Review



Frances Hendrix
JP



Bruce Jassi



Ibbby Mastor
Chair of Human Resources



Trish McGirr
Chair of Professional Standards



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 Divisional Commander
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Operations Support Division
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 Divisional Commander
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 (01772) 413201

Lancashire Constabulary contact details

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

Introduction to the Local Policing Plan 2009-2012

Lancashire Constabulary has gained an enviable reputation as one of the leading police forces in England and Wales. This view has been borne out in recent years by the gradings achieved against Home Office national assessment frameworks, which took full account of achievements against ambitious performance targets as well as Her Majesty's Inspectorate of Constabulary's wide-ranging assessments of our organisation.

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

This plan sets out how we will keep Lancashire Constabulary at the forefront of developments in modern policing by constantly working towards a clear *Ambition* and focusing on four strategic priorities: Neighbourhood Policing, Quality, Diversity and Protecting People. It also describes in greater detail our policing objective for the financial year 2009 – 2010, the key actions we will be taking to move the Constabulary forward and full details of how our performance will be measured.

Our Ambition

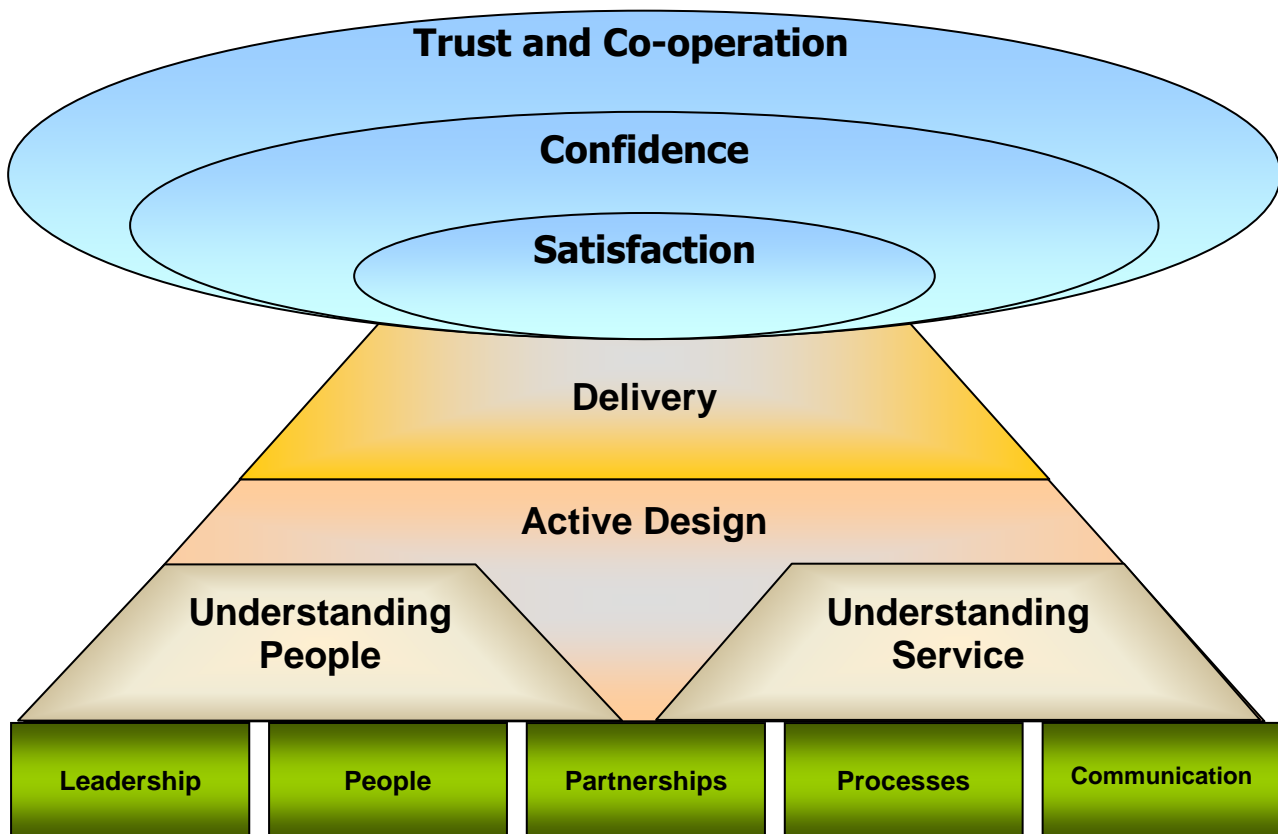
After leading the way for several years, our continuing challenge is to maintain that position for the benefit of all Lancashire's communities. We will achieve this by relentlessly pursuing an *Ambition* that is shared by both the Constabulary and Police Authority:

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

Being the best that we can be every day, means we cannot be complacent. It means that we must continually review what we do in order to achieve the best possible **performance** with the resources available to us.

There are many aspects to police performance. Whilst we work relentlessly to drive down crime, tackle anti-social behaviour and protect the most vulnerable members of society, we are simultaneously striving to improve the quality of our services in the ways that matter most to the citizens of Lancashire. By working on all these fronts, we seek to become a truly **citizen-focused** organisation, putting the needs of our customers first and continuing to develop our understanding of the needs of Lancashire's diverse communities.

Our approach is wholly consistent with the Government's new focus on public **confidence** in judging police performance. Nationally, the Constabulary has taken a lead in identifying the 'hallmarks' of citizen-focused policing. These enable stakeholders and regulators to identify and assess key elements of the design and delivery of services to improve customer satisfaction and build confidence. This should lead to greater trust and ultimately develop co-operation between the police, communities and the many public and voluntary bodies that contribute to community safety. The following diagram sets out the hallmarks and shows how each one is essential in working towards these aims.



Being the best we can every day, demands that we continuously improve our organisation and services in ways that enable us to achieve planned outcomes. We recognise that in order to succeed in enhancing customer satisfaction, building public confidence and securing increased co-operation and trust, we must first:

- **Understand people**; including those who use or need our services, those who commit offences or are at risk of engaging in anti-social behaviour, and our workforce and partners upon whom we rely to consistently meet customer expectations.
- **Understand our services**, continually looking at what we do and why we do it, to ensure that our services reflect the needs of the public and provide value for money.
- **Actively design** our organisation and processes, based on our understanding of people and services, to ensure high levels of productivity and efficiency.
- **Deliver** high quality services that reflect our understanding of people and achieve demonstrable results; underpinned by effective leadership; clear communication; robust, efficient processes; a workforce equipped with the right skills, attitudes, behaviours and resources; and partnerships that achieve tangible benefits for our customers and communities.

The hallmarks of citizen-focused policing and the principles outlined above are driving our **'Sustaining Excellence'** programme¹ which ensures that we keep the key enablers of performance – **leadership, people, partnerships, processes and**

¹ The Sustaining Excellence programme is described in greater detail later in this document. (See page 18).

communication– under constant review and make changes where there are clear benefits in terms of quality of service, productivity or cost.

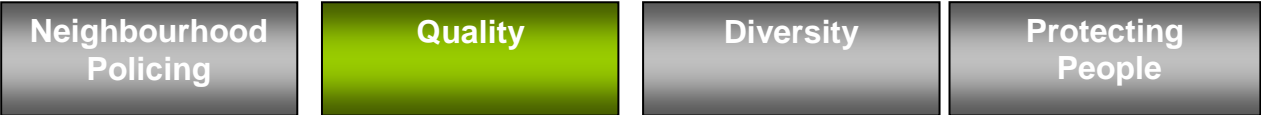
Our strategic priorities

To sustain excellence, we need to be very clear about where we are going as an organisation and where our improvement activities will be focused. Our chief officers have provided that all important sense of direction by setting four strategic priorities that will guide the development of the Constabulary over the three years covered by this plan. These are:



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

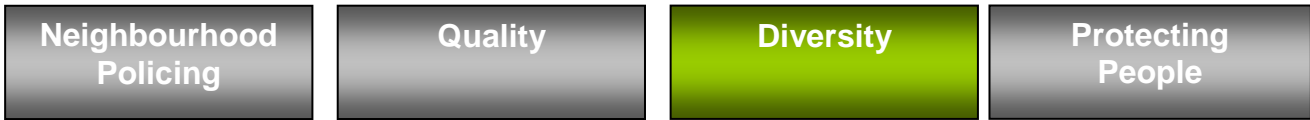
- ✓ ensuring that we meet our commitments, as outlined within the policing pledge and that our neighbourhood teams understand all our communities’ needs, so that problems can be identified and solved
- ✓ employing a problem-oriented approach to improving neighbourhoods, in partnership with other agencies and local communities
- ✓ actively participating in neighbourhood management schemes
- ✓ managing offenders by focusing on those causing most harm
- ✓ making appropriate use of restorative approaches.



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

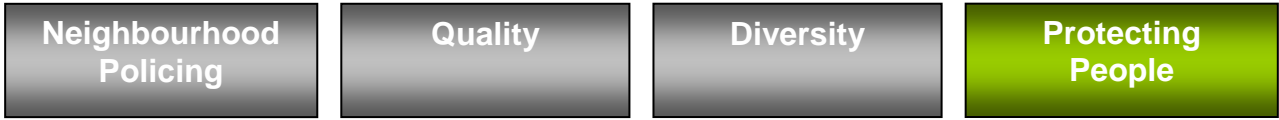
Quality is essentially the cornerstone in the delivery of a *citizen-focused policing service*. In providing a quality service that meets the needs of individuals and communities, the Constabulary aims to secure and maintain high levels of satisfaction and confidence and provide a service that its people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

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



We aim to respond to the different needs of communities and to treat everyone with respect and dignity. We will achieve this by:

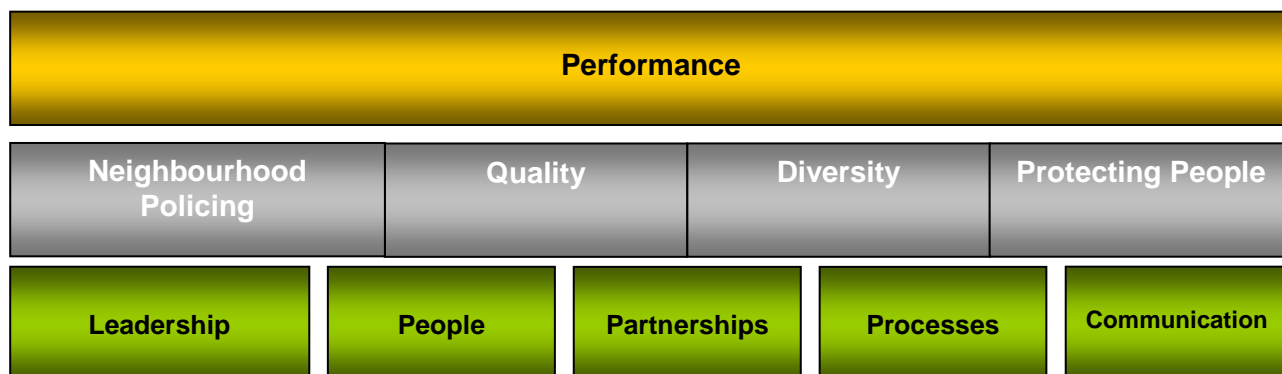
- ✓ improving our quality of service for all by introducing a Single Equality Scheme which brings together the issues of Disability, Gender and Race whilst encouraging high standards across all areas of diversity
- ✓ recognising that everyone is unique and that by treating people, including our own staff,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



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

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

The Enablers that Improve Performance



Sustaining excellence involves constantly reviewing the Constabulary's **leadership**, how the Constabulary is resourced and structured (its **people**), how it works with others (its **partnerships**), the systems and procedures through which services are delivered (its **processes**) and how it **communicates**. By ensuring proper attention to all of these 'enablers' we can be confident that the actions we take towards our strategic priorities will be rewarded with improved **performance** that delivers safe, secure and confident communities.

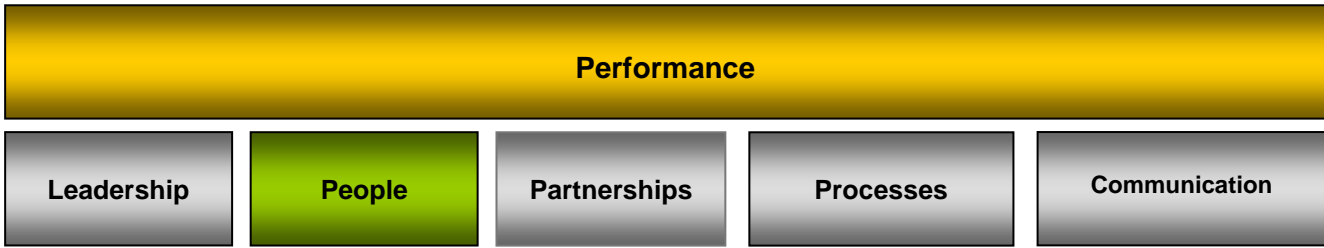


A recent Sustaining Excellence survey highlighted that staff wanted both effective **leadership** and the discretion to make leadership decisions. In response to this survey, a Leadership Development Framework has been introduced to drive forward the Constabulary's Sustaining Excellence Leadership action plan and place leadership development at the heart of our People portfolio. This work will be further developed to ensure that our whole organisation benefits from the highest possible standards of leadership.

We will achieve this by:

- ✓ providing leaders that set high standards and demonstrate commitment to improved performance mentoring
- ✓ coaching and supporting our people
- ✓ developing leadership through a comprehensive Continual Personal Development programme for all staff, including critical incident training and people management skills
- ✓ delivering our Frontline Leadership Programme².

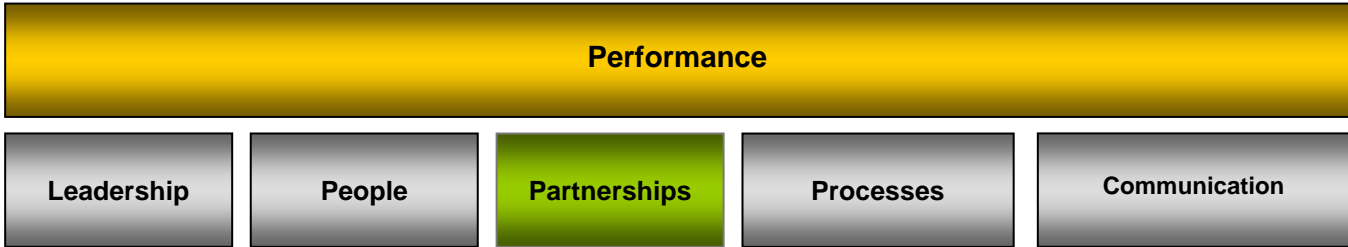
² The Frontline Leadership Programme is aimed at allowing all individuals seeking promotion to be offered the same opportunities in a structured approach that supports a joint organisational and self development ethos towards promotion.



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

We will achieve this by:

- ✓ mentoring, coaching and supporting our people
- ✓ maximising the potential of every individual
- ✓ recognising and rewarding good performance
- ✓ addressing poor performance or attendance
- ✓ encouraging innovation
- ✓ transforming the delivery of human resources services
- ✓ delivering our Achieving Higher Standards Programme³.



Policing is part of wider community safety and criminal justice services in which a multitude of other bodies and agencies play vital roles. This is reflected in a number of statutory and centrally driven **partnerships** and initiatives which are now an established part of the policing landscape. Lancashire Constabulary and the Police Authority are active participants in a number of these partnerships and often play an important role in helping to decide joint performance priorities, set targets and focus activities towards the achievement of tangible outcomes. The following partnerships and agreements will all help to make Lancashire a safer place during the life of this plan:

Comprehensive Area Assessment (CAA)

Comprehensive Area Assessment (starting in April 2009) will provide the first holistic independent assessment of the prospects for local areas and the quality of life for

³ The Achieving Higher Standards Programme is designed to harness the potential within Constabulary officers and staff to suggest innovative ways of improving our performance. One of the first actions resulting from the programme was the publication of common standards to be applied across the force.

people living there. The process will put the experience of citizens, people who use services and local taxpayers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. Reducing inequalities and discriminatory outcomes for all members of the community will be central to CAA. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.

The Lancashire Partnership

The Lancashire Partnership brings together civic leaders and key public sector agencies such as the Constabulary, Lancashire Fire and Rescue, Lancashire Probation Service, Lancashire County Council, the District Local Authorities, Blackpool and Blackburn with Darwen Unitary Authorities and the National Health Service. The Partnership enables members to exchange ideas and collectively sharpen thinking for the future well-being of Lancashire.

Local Strategic Partnerships (LSPs) and Crime and Disorder Reduction Partnerships (CDRPs)

The fourteen Local Strategic Partnerships (LSPs) and the chairs of the CDRPs are part of the Safer Lancashire Board, which has a key role in delivering the community safety priorities for the county. The partners which include the Constabulary and Police Authority, focus on long, medium and short term solutions to crime and disorder. The annual strategic assessments for the county's Crime and Disorder Reduction Partnership areas have informed the development of this policing plan by helping to identify the areas of emphasis associated with the agreed operational objective for 2009-2010.

Local Area Agreements (LAAs)

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

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

Public Service Agreements (PSAs)

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

PSA 23 *'make communities safer'* is consistent with government strategy to build on successes around crime reduction and tackle the most serious crime categories experienced by communities. The PSA places an onus on police and partners to tackle serious violent crime, serious acquisitive crime, anti-social behaviour, to improve the management of offenders and to build public confidence that the issues of concern are being addressed by public services.

PSA 25, *'reduce the harm caused by alcohol and drugs'* incorporates the negative impact substance misuse has on crime and disorder, as well as reflecting wider health and social consequences.

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

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

Local Criminal Justice Board

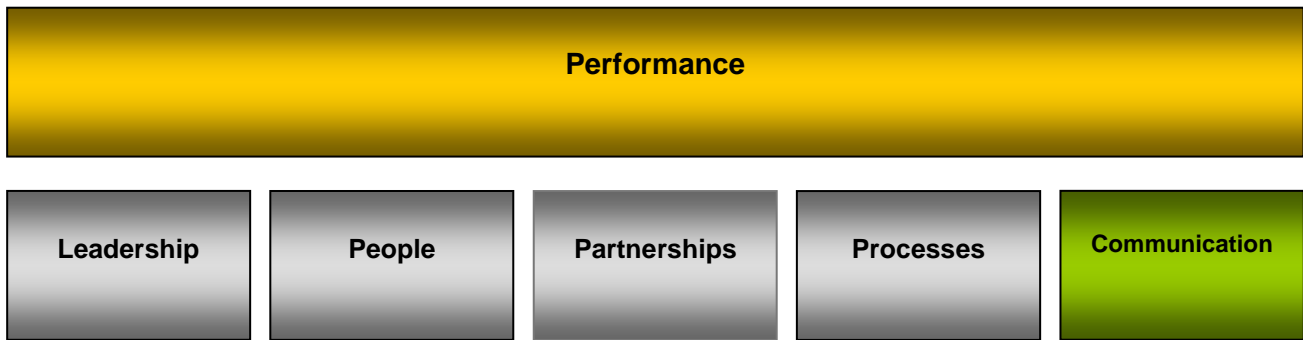
The Lancashire Criminal Justice Board (LCJB) is made up of chief officers from the police, crown prosecution service, courts, probation service, prisons, victim support and youth offending teams. The LCJB has 'Beacon Area' status and is implementing a programme of 24 criminal justice initiatives, including Criminal Justice – Simple Speedy Summary (CJSSS) and conditional cautioning. The Constabulary will also lead on the introduction of a streamlined process which will introduce a more concise prosecution file for court and will mean that, in general, less paperwork will be required thereby releasing officers back to frontline duties more quickly. The LCJB also supports the collaboration between the police and the court enforcement officers in the county, currently working on joint operations to arrest those people who are wanted by either agency.



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

Operation QUEST is a major programme of work aimed at building capability to deliver ongoing and sustainable operational process improvements with lasting effect to remove process waste. It is supported by leading experts KPMG and backed by the Home Office. Our Organisational Support Review (OSR) programme uses QUEST methodology to review all the back office functions of the Constabulary to

ensure it is using its resources as effectively as possible as we move towards becoming a truly citizen focused organisation.



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

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

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

We will achieve effective communication by:

- ✓ promoting an ongoing 'conversation' with communities through a wide range of forums and media
- ✓ developing our Police and Communities Together (PACT) processes to make our services even more accessible and determine neighbourhood priorities
- ✓ continually refining and developing the Constabulary's web site to ensure greater access to information: www.lancashire.police.uk
- ✓ ensuring access to local community safety information through MADE Public available at www.saferlancashire.co.uk/statistics/
- ✓ inspiring confidence by actively marketing the Constabulary's services and celebrating success
- ✓ refining and streamlining internal communication, reducing bureaucracy and freeing up time to deal with priority issues.

Performance: Accountability for service delivery



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

The Government has indicated that there will only be one centrally determined performance target for police forces and that this will relate to improvements in public confidence. Performance will, however, continue to be monitored through a range of Statutory Performance Indicators (SPIs), which will enable comparison between police forces, especially those which are deemed to be 'most similar' to each other.

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

Each year the Police Authority work with the Constabulary to decide the operational objective for the following 12 months and 'areas of emphasis' which are based on consultation with the public and also take account of the national strategic policing priorities.⁴ Once these have been decided, a joint working group examines how well the agreed areas of emphasis are served by national SPIs and, where appropriate, supplements them with Local Indicators (LIs) to monitor issues which are of particular concern to the public of Lancashire. Where it is appropriate and useful to do so, local performance targets are agreed to maintain good performance or drive improvement.

Taken together, the SPIs and LIs provide the main framework for assessing the performance of the Constabulary. Details of all the performance indicators and targets that will apply during the financial year 2009-2010 can be found on page 28 of this plan.

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

- an annual scrutiny plan which sets out the actions and results that the Police Authority will monitor and
- a regular performance bulletin produced by the Constabulary

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

⁴ Please see Annex A for a list of the National Strategic Policing Priorities for 2009-2010

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

Alongside the national, local and internal performance management arrangements, the Constabulary is increasingly accountable for playing its part in delivering shared targets with partners. The Public Service Agreements and Local Area Agreements⁵ in operation across Lancashire have their own performance management arrangements and contain a number of performance indicators and targets which are to varying degrees dependant on police activity. This gives rise to additional external scrutiny to ensure that performance against these indicators and targets is being measured according to agreed standards.

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

Throughout 2009-2010 the Constabulary and Police Authority will maintain their drive for **continuous improvement**, having regard to a combination of effectiveness, efficiency and economy. This balancing of cost and quality will primarily be achieved through our **Sustaining Excellence** programme which focuses on our four strategic priorities by reviewing the 'enablers'⁶ that help us to achieve improved performance. The programme brings together a number of key projects aimed at improving the services we provide to the public and pursuing our aim to become a truly citizen-focused organisation.

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

Quest

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

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

There are currently three Quest projects at different stages of development and implementation:

Quest 1 focused on call handling and deployment and developed new ways of delivering improved services to the public through surgeries and scheduled deployments. The new processes are already in operation throughout the county;

⁵ For further description of Public Service Agreements and Local Area Agreements, please see Page 14

⁶ Please see Pages 10 and 11 for further information on the Four Strategic Priorities

Quest 2 developed new processes for crime recording and investigation. It has been piloted in Pennine Division and is scheduled for introduction in all of our territorial divisions during 2009;

Quest 3 will deal with custody and criminal justice processes and will be piloted in our Eastern Division.

Operational Support Review

The Constabulary has embarked upon a wide ranging Organisation Support Review (OSR) programme to ensure that administrative and support functions are delivered effectively and efficiently. The first wave of reviews took place in 2008 and included Human Resources, Finance, Fleet Management and Legal Services. Recommendations from those reviews have since been agreed and actions to implement improvements are being developed.

The second wave of reviews commenced in January 2009. It includes Criminal Justice Support, Crime Scene Investigation, Estates, Corporate Development, Call Handling, Resource Management and Training.

Further reviews of Headquarters Administration, Procurement, Corporate Communications and ICT are scheduled to take place in 2010.

The OSR is subject to robust project management and supported by a Governance Board which ensures that the process is quality assured to provide consistency and continuous improvement.

Workforce modernisation pilot scheme

As part of the '*Sustaining Excellence*' programme the Constabulary is exploring ways of improving service delivery whilst streamlining internal processes. In line with this approach, two of the Constabulary's territorial divisions have embarked on innovative pilot schemes based on the premise that some of the tasks currently carried out by police officers could be undertaken by Police Staff instead.

Blueprint: meeting current and future needs

The Constabulary continually profiles its services to identify gaps in its services. Where gaps are identified the options for closing them are carefully examined. These options include the ongoing pursuit of internal efficiencies, collaborative arrangements with other police forces or agencies and entering into partnerships with relevant service providers. Where shortfalls remain, an ongoing dialogue is opened between the Constabulary and the Police Authority to discuss the provision of additional resources by increasing the policing precept.

This process informs our ongoing 'Blueprint' for the development of the Constabulary. Blueprint is an effective tool for ensuring that the Constabulary and Police Authority make important resourcing decisions based on a realistic appreciation of current risks to communities and vulnerable people. It has become increasingly important in the current economic climate.

The most recent Blueprint assessment has demonstrated that a combination of internal efficiencies, realignment of resources and increases in the policing precept

have reduced a £20 million resourcing gap identified in 2007, especially in the areas of Neighbourhood Policing and Response Policing, to £7 million.

Nevertheless, as intelligence and technology continue to improve, new threats are identified revealing increased levels of risk, particularly in relation to Protective Services. The current Blueprint highlights very real threats in relation to child sex exploitation, vulnerable missing persons and the Constabulary's capacity to respond to potentially dangerous people, with particular regard to mental health issues. We will therefore be investing £1.3 million into Public Protection Units. This investment will consist of £1 million of reallocated resources within BCUs and £300,000 from the Council Tax precept. Additionally we will invest an extra £360,000 into tackling serious and organised crime, in collaboration with other forces in the region and a further investment of £250,000 in Road Policing. In common with other public services, the current economic downturn places additional financial pressure on the Constabulary and restricts the potential to make further investments. However we have already identified £1.45 million of efficiencies from Headquarters departments and intend to make further savings to the tune of £1.1 million across all budget headings.

The Constabulary has a good track record of consistently delivering high quality services and providing value for money. Lancashire's Band D council tax is the seventh lowest of all the shire police authorities in 2008/9 and is 13.7% under the average. The Constabulary recently achieved an overall level 4⁷ score in the Audit Commission's Police Use of Resources (PURE) assessments

By identifying the actions which will continue to improve our performance across a wide range of policing activities and developing our organisation to deliver our four strategic priorities, we are confident that we can achieve our shared Ambition **'to consistently be the best police force in the country'** while at the same time becoming even more citizen focused.

The next section of this plan focuses on the financial year 2009 – 2010. It sets out our operational objective, areas of emphasis, performance indicators and targets for the year and includes the key actions that we will be taking in pursuit of our strategic priorities.

7 .This is the third year that the Audit Commission and the Wales Audit Office have assessed police use of resources (PURE). A Level 4 score indicates – 'well above minimum requirements and performing strongly'.

Operational Objective for 2009 – 2010

The following operational objective and areas for emphasis have been agreed between the Chief Constable and the Police Authority after consulting the public of Lancashire. Account has also been taken of the national policing priorities, the recent performance of the Constabulary and a detailed assessment of current crime and disorder issues.⁸

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		
<i>by providing high quality, citizen focused policing services which give emphasis to:</i>		
Counter Terrorism	Violent Crime	Acquisitive Crime
Serious and Organised Crime	Substance Misuse	Anti-social Behaviour
Offending and re-offending	Public Safety	Service Delivery

Performance towards this objective will be monitored through national Statutory Performance Indicators (SPIs) supplemented by Local Indicators (LIs). Where it is useful to do so, targets have been set to maintain existing high levels of achievement or to drive further performance improvements. Details of all the indicators agreed between the Constabulary and the Police Authority can be found in Annex A to this plan. The following pages provide further information about the areas for emphasis highlighted above.

⁸ The Areas of emphasis detailed above were derived after considering a wide range of sources including CDRP Priorities, National Community Safety Plan, Strategic Police Priorities, OPINION results, PAC (Police Authority Community) meetings, LAAs, National Quality of Service Commitment, GONW:LAA Proposals, Force Control Strategy, Ambition Lancashire and the Police and Crime Bill.

Operational Objective for 2009 - 2010

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

Overview

The operational objective reflects the shared view of the Constabulary and Police Authority that policing should deal with the anti-social behaviour and crime issues that are of particular concern to the public. This involves rather more than the identification and prosecution of offenders and demands that we look carefully at all aspects of our service delivery. The various 'areas of emphasis' set out below have been chosen because our public consultation processes tell us that they affect community and individual perceptions of safety. Account has also been taken of national policing priorities.

Counter-terrorism

In line with our strategic priority: 'protecting people,' the Constabulary supported by the Police Authority, have invested new resources in this area of policing. As a result, the Constabulary is better trained and better equipped than ever before to combat the threat of international and domestic terrorism.

Our work in this area will support all four strands of the Government's CONTEST strategy: *prevent, pursue, protect and prepare* with a strong focus on prevention, which is primarily concerned with stopping people becoming or supporting terrorists or violent extremists by:

- undermining extremist ideology
- disrupting those who promote violent extremism
- supporting vulnerable institutions
- supporting individuals who are vulnerable to recruitment by violent extremists
- increasing the resilience of communities
- effectively addressing grievances.

During 2009-2010 we will:

- engage all the Constabulary's staff in driving home the message that *'communities defeat terrorism'*
- Ensure the continued involvement of our Special Branch in divisional tasking and regional meetings to coordinate activity around local and national priorities
- continually develop and test our ability to deal with the threats presented by terrorism through active participation in regional and national exercises.

Alongside its work to combat terrorism, the Constabulary will continue to actively monitor and disrupt the activities of groups that threaten the quality of life of those engaged in legitimate activities.

Violent crime

The term 'violent crime' refers to a wide spectrum of offences which range from minor public order incidents where no injury is inflicted, through to the most serious of crimes, including homicides. Our focus for the forthcoming year will be based on our commitment to protect the most vulnerable members of society and deal with the offences that the public tell us they are most concerned about. For these reasons, emphasis will be placed on domestic and alcohol-related violence.

The Constabulary's drive to continually improve its performance in relation to domestic violence is having effect. Over the past 12 months the level of reporting has increased in line with the target and the conviction rate has improved from 61% in 2007 to 78% in 2008.

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

During 2009-2010 our actions to combat domestic violence will include:

- developing and refining processes to enable other agencies, such as Health and Education, to make reports and risk assess victims of domestic violence
- improving the way we collect and record risk assessment data in order to achieve greater compatibility with partner agencies
- amending the way we collect and share data regarding children in households where domestic violence occurs to enable them to be included in risk assessments
- launching new procedures to deal with honour-based violence, stalking and harassment
- piloting a problem-orientated partnership in Central Division aimed at reducing repeat victimisation
- undertaking reviews of domestic homicide cases to identify the lessons that can be learned to improve policies and practice

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

We will address alcohol related violence issues by delivering the Alcohol Harm Reduction Strategy and through the Nightsafe initiative. These key priorities will enable a consistent and purposeful approach to be applied throughout Lancashire. Among the five strands of the strategy (enforcement, education, partnership, industry accountability and media) we have found that a combination of enforcement and partnership working appears to be the most effective. We shall:

- build upon the strong relationships that exist between trading standards officers and the Constabulary to carry on the joint visits to licensed premises that have proved effective over 2008 – 2009.
- commission an in-depth analysis of the impact of the Alcohol Harm Reduction Strategy
- co-ordinate the delivery of the strategy via the Divisional champions⁹ meetings

⁹ Divisional champions (usually Chief Inspectors) have been appointed throughout the Constabulary. Meetings are held every 3 months (chaired by Superintendent – Operations Support Division) with the objectives of sharing best practice, updating new legislation and developing partnership working.

Acquisitive crime

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

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

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

The number of robberies in Lancashire is relatively low and the Constabulary aims to ensure that the downward trend over the last few years continues. The vast majority of these offences are 'street crimes' committed against individuals rather than businesses and our territorial divisions will actively monitor when and where they occur so that appropriate steps can be taken to detect offenders and prevent trends from developing.

The current economic climate and rising unemployment presents a risk of more people committing acquisitive offences and the Constabulary is determined to maintain the downward pressure on this type of crime. During 2009 – 2010 we will continue to use a full range of approaches to ensure that we deal effectively with all types of acquisitive crime, including:

- using the National Intelligence Model to identify emerging crime trends and hotspots
- employing our problem-oriented partnerships approach to develop lasting solutions to local crime problems and to design out crime
- developing our use of Automatic Number Plate Recognition (ANPR) technology to deny criminals the use of Lancashire's roads
- making full and effective use of projects and initiatives described elsewhere in this plan, including Integrated Offender Management, Prolific and Priority Offender schemes and The Tower Programme

Serious and organised crime

During 2009-2010 we will maintain our drive to combat serious and organised crime and prevent the harm that it causes to individuals and communities. Our Serious and Organised Crime Unit (SOCU) will continue to provide specialist support to our territorial divisions targeting the individuals and groups whose activities pose the greatest threat. Special attention will be given to those who gain most from the illegal trafficking of drugs and the use of violence.

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

During 2009-2010 we will:

- develop stronger links with Neighbourhood Policing teams who are well placed to determine how and where organised crime is affecting local people
- maintain our leading position in the use of powers under the Proceeds of Crime Act, to prevent criminals profiting from their activities
- continue to provide trained financial investigators in all areas of the county
- respond effectively to organised illegal immigration in partnership with other agencies, including the Border Immigration Agency, HM Customs and Revenue, Home Office Managed Migration Unit, Gang Master Licensing Authority, Identity and Passport Agency and the United Kingdom Human Trafficking Centre in Sheffield
- support national operations co-ordinated by the United Kingdom Human Trafficking Centre
- develop a method of assessing performance around Protective Services and Organised Crime

Substance misuse

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

The Constabulary's commitment to combat problems associated with excessive alcohol consumption will continue to be guided by our Alcohol Harm Reduction Strategy. During 2009-2010 we will:

- work with multi-agency teams to target licensed premises who flout the law
- apply a consistent approach throughout the county to ensure that standards are established and understood
- continue our 'Nightsafe' operation to deal with alcohol-related crime and disorder, including the 'Best Bar None' initiative
- continually reinforce key messages in media releases
- target the groups who are responsible for the highest incidence of alcohol-related crime and disorder
- support the delivery of education packages in schools and within the drinks industry

The emerging issue of driving whilst impaired through drugs has been addressed over the last 12 months by training a majority of Roads Policing officers to conduct field impairment tests on motorists suspected of being impaired through drugs. Further training of the remaining Roads Policing officers will be carried out in 2009. In the absence of any type approved drug detection device, these tests provide officers with the evidence required to carry out arrests for impairment offences.

For several years the Constabulary has employed parallel approaches to tackle drugs problems by 'reducing supply' and 'reducing demand.' Working with partners, both within and outside the field of law enforcement, the force's intelligence-led approach promotes better understanding of drugs markets, supply chains and

organised crime groups. This in turn informs a range of harm reduction activities including the targeting of suppliers, improving the environment and providing treatment or rehabilitation opportunities for those who commit crime to fund a drug habit.

During 2009-2010 we will:

- Continue to support the highly acclaimed *Tower Programme*, which was pioneered by Lancashire Constabulary and is now administered through the Lancashire Drugs and Alcohol Action Team (DAAT).¹⁰
- Through Operation Nimrod, close and disrupt drug markets, target dealers, safeguard children and vulnerable people who are at risk from the harm caused by illegal drugs
- Signpost offenders and, where appropriate, their families and dependants into treatment through a Drugs Intervention Programme
- Work with partners to prevent drugs markets being re-established in target areas
- Deploy Police Community Support Officers (PCSOs) to support Operation Nimrod by making direct links with DAATs, working in communities to disrupt attempts to re-open drugs markets, reassuring communities and engaging with local addicts to fast track them into treatment.
- Securing crack house closure and eviction orders in respect of problem premises

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

Anti-social behaviour

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

The Constabulary's geographically-based model of policing and commitment to Neighbourhood Policing means that all members of the 'policing family' are empowered, supported and encouraged to deal with anti-social behaviour problems at a local level. Through our Police and Communities Together (PACT) process, Neighbourhood Policing teams are in regular contact with local people to ensure that local issues of anti-social behaviour are identified, understood and prioritised for action. Our 'Problem-Oriented Partnerships' (POP) approach is well established and aimed at tackling the root causes of community problems in conjunction with other public agencies, voluntary groups and local people.

Alcohol-related anti-social behaviour is a particular concern for many people and can affect residential areas and town centres alike. During 2009-2010 we will continue to

¹⁰ The Tower Programme aims to reduce demand for illicit drugs by breaking the cycle of offending, drug taking and prison through a wide range of interventions and support delivered by partner agencies, reinforced by rigorous enforcement action aimed at those who refuse to take advantage of the opportunities offered to them.

implement our Alcohol Harm Reduction Strategy¹¹ which is consistent with the Government's 'Safe, Sensible and Social' approach.

As well as directly tackling anti-social behaviour through Neighbourhood Policing measures, we will:

- work in partnership with Neighbourhood Management Schemes
- conduct test purchase operations with Trading Standards Departments,
- work with the Lancashire County Council Safer Travel Unit to reduce anti-social behaviour on bus networks
- collaborate with the Crown Prosecution Service to refine our use of Anti-Social Behaviour Orders for persistent offenders
- make early interventions through our Youth Referral Scheme,
- further develop our use of restorative justice and legislation such as the Violent Crime Reduction Act.

Offending and re-offending

The Constabulary is committed to reduce adult and youth re-offending, with a particular focus on the more serious types of crime. Our approach involves working in partnership with other statutory and voluntary agencies to tackle the root causes of offending. For those who do offend, we assist in finding ways to address the underlying issues which lead them to commit crime, and apply a proportionate, graduated response to prosecution.

During 2009-2010 we will:

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

Our approach is designed to minimise the number of young people who commit a disproportionate amount of crime and therefore reduce the numbers that require intensive support to help prevent them from re-offending. For those who continue to offend we will ensure they are targeted and brought to justice speedily in line with the Persistent Young Offenders (PYO) Pledge¹². To achieve this we will:

- have consistent and effective processes in place across the county to enable us to deal quickly and effectively with children and young people who offend

¹¹ The Alcohol Harm Reduction Strategy has the objective of reducing the impact of alcohol upon the communities of Lancashire by ensuring we target our resources at the issues generated by excessive alcohol consumption. The Strategy focuses on 5 areas : Enforcement, Education, Partnership Activity, Industry Accountability & Media and Communications.

¹² The PYO Pledge is to achieve an average time between arrest and sentence for all Persistent Young Offenders of 71 days or less.

- ensure policing responses are appropriate and graduated towards those young offenders who are at greatest risk of engaging in further crime and anti-social behaviour
- work with partners to prevent and deter young people in the criminal justice system from becoming persistent and prolific offenders
- target young people who, despite our efforts, become persistent and prolific offenders, using a combination of intelligence-led policing, multi-agency partnerships and neighbourhood action to ensure that they are brought to justice and progress as speedily as possible through the court system.

The issue of Prolific and Priority Offenders is a Government priority and features in CDRP crime reduction strategies throughout the county. The Constabulary supports a holistic approach to dealing with offenders who fall into these categories and has been successful in becoming one of five national pilot sites for Integrated Offender Management (IOM). The IOM pilot aims to improve crime reduction and detection by complementing existing schemes and interventions through the active participation of neighbourhood policing teams and community safety partners within the police stations. Intelligence-led case reviews identify appropriate and timely interventions by the police or partner agencies.

Public safety

The Constabulary continually monitors crime and social trends to ensure that it is well placed to protect the public from known and emerging threats. Through this process we are aware of public concerns regarding the risks presented by registered sex offenders and known violent offenders. These risks are managed within our Public Protection Units (PPUs), where Constabulary personnel work alongside partners in the Multi-Agency Public Protection Arrangements (MAPPA). During 2009-2010 we will:

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

Communities are also concerned about road casualties and the Constabulary will be playing an active role in making Lancashire's roads safer. To achieve this we will:

- work in partnership to improve road safety through enforcement, engineering and education
- work with the two groups of road users that are considered particularly vulnerable; young drivers and motorcyclists

- support the Lancashire Partnership for Road Safety in high profile initiatives, such as the 'Wasted Lives' programme¹³
- develop a new collision investigation model

In addition to reducing road casualties, the Constabulary's approach to roads policing will play a significant part in protecting the public from a wide range of criminal activities. We will:

- endeavour to deny criminals the use of Lancashire's roads by using Automatic Number Plate Recognition (ANPR)
- work collaboratively with other police forces and agencies to make roads policing more effective

Service delivery

Achieving our Ambition to consistently be the best police force in the country, demands that we consistently deliver high quality, citizen-focused services. The Constabulary's '*Sustaining Excellence*' programme, described on page 55, drives continuous improvement in this area and ensures that the Constabulary's services are actively reviewed and developed in response to peoples' needs and in ways that make best use of the skills and abilities of our staff.

During 2009-2010 we will be working to improve access to the Constabulary's services through our Contact Management Strategy. There will be a particular focus on our public enquiry counters and we will actively seek out opportunities to deliver some 'face to face' services jointly with partners, where this would better meet the needs of local communities. Alternative means of contacting the Constabulary, such as self-service kiosks and on-line services, will also be explored with a view to providing more choice for customers.

Our drive to become increasingly citizen-focused will be supported by the introduction of a Citizen-Focus Bureau in each of the Constabulary's six territorial divisions. The bureaus will play a crucial role as a point of contact for victims and witnesses who require updates on their cases, as well as ensuring that the local issues that have most impact on peoples' satisfaction and confidence in the Constabulary are identified and dealt with appropriately.

In order to be truly citizen-focused, it is essential that the Constabulary understands and responds to the needs of diverse communities. A key element is to ensure that we deliver services equitably. To help us achieve this, our actions and satisfaction levels will continue to be monitored through our Confidence and Equality Board (CEB) and its associated delivery group. Particular attention will be paid to proportionality issues, both in respect of the exercise of certain police powers and the recruitment, retention and progression of Constabulary staff.

We will work closely with our Independent Advisory Groups¹⁴ (IAGs), making sure that they accurately reflect the communities we serve in order to continuously

¹³ 'Wasted Lives' is a young drivers programme involving seminars, DVD resources and an ongoing media campaign

¹⁴ IAGs are our 'critical friends' from a wide range of communities, including young, deaf, gay and a wide range of religious and faith groups, who can provide truly representative feedback about our service delivery and then work with us to improve quality and fairness in our everyday activities.

improve our service delivery. This work will be complimented by developing our links with emerging communities to help us provide quality services that are fair and respectful of the different cultures within the county. The further development of our Police and Communities Together (PACT) programme to include more 'harder to reach' groups will help us to understand the policing requirements of all our communities and support our drive to become even more citizen focused.

During 2009-2010 the Constabulary will be involved in a range of initiatives to promote equitable service delivery, including:

- working with partners to develop the county-wide hate crime protocol
- researching 'places of safety' with the University of Central Lancashire
- continuing the development of partnerships with Lancashire's LGB groups
- promoting our SMS text messaging service for people who are deaf or hearing impaired
- implementing a range of new policies, such as Transgender Custody and Staff, Gypsy and Travellers Policies and Older Persons Strategy.

Alongside the initiatives listed above, the Constabulary will be focusing on the needs of young people and the opportunities that exist for positively influencing the communities of the future. The Constabulary and Police Authority view young people as valuable members of society who, with energy and enthusiasm, can often provide solutions to community problems. During 2009-2010 we will:

- through the Lancashire Partnership Against Crime (LANPAC), support the annual good citizen awards to celebrate and promote the good works of young people
- work with the newly established Children's Trusts across Lancashire to realise greater benefits for children and young people around the Every Child Matters agenda
- develop a new Youth Strategy which deal with three key themes: young people as citizens, young people as vulnerable persons and young people as offenders
- work with partners to develop a more consistent approach to (a) preventing young people entering the criminal justice system and (b) referring concerns regarding the vulnerability or safety of children or young persons
- review the schools packages delivered by our Neighbourhood Policing Teams addressing issues such as causing damage, anti-social behaviour, the harmful effects of alcohol and emerging issues such as knife crime.

Performance indicators and targets 2009-10

The Statutory Performance Indicators (SPIs) 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 Statutory Performance Indicators (SPIs) for 2009/2010, the indicators contained in the plan are the same SPIs used in 2008/2009 plus all of the Local Indicators agreed through the Planning Working Group process. When any guidance regarding SPIs 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

SPI 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. These efforts have been given further impetus by the Lancashire Partnership for Road Safety. (Due to changes in recording systems data are not available prior to 2007/2008)			2007/2008	2008/2009	2009/2010
	Level		986		N/a
	Desired Level			955	925
	MSF Average				
	National Average				
SPI 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. These efforts have been given further impetus by the Lancashire Partnership for Road Safety. (Due to changes in recording systems data are not available prior to 2007/2008)			2007/2008	2008/2009	2009/2010
	Level		7.9		N/a
	Desired Level			7.6	7.4
	MSF Average		6.3		N/a
	National Average				
Local Indicator 4 Number of children killed seriously injured in road traffic collisions per 100 million vehicle kilometres travelled					
Efforts continue to be made to influence driver behaviour and to work with other agencies, such as the Highways Agency, local authorities and vehicle manufacturers. These efforts have been given further impetus by the Lancashire Partnership for Road Safety. The number of child casualties is low and is subject to volatility which presents practical problems when attempting to set definitive desired levels. (Due to changes in recording systems data are not available prior to 2007/2008)			2007/2008	2008/2009	2009/2010
	Level		1.21		N/a
	Desired Level		1.28	None Set	None Set
	MSF Average				
	National Average				

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

This indicator was new for 2008/2009 and no historical data are available.		2006/2007	2007/2008	2008/2009	2009/2010
	Level				N/a
	Desired Level			52.8	49.3
	MSF Average				
	National Average				

Local Indicator 35 Percentage of Opinion respondents who feel safe

Opinion is a citizens' panel managed by the Police Authority and Constabulary that is used to identifying the reasons why people feel safe or unsafe, at home, in their neighbourhood and in town centres rather than rating feelings of safety.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	85%	85%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average				
	National Average				

Anti-Social Behaviour

SPI 4.1 Percentage of people who perceive a high level of anti-social behaviour in their local area

The data for this indicator are currently collected by the British Crime Survey. *The 2009/2010 desired level is to have no increase on the 2008/2009 level.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	18%	15%		N/a
	Desired Level	< 15%	18%	None Set	*No increase
	MSF Average	17%	17%		N/a
	National Average	18%	16%		N/a

SPI 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 but limited historical data are available. *The 2009/2010 desired level is to have no increase on the 2008/2009 level.			2007/2008	2008/2009	2009/2010
	Level		24%		N/a
	Desired Level		None Set	None Set	*No increase
	MSF Average		26%		N/a
	National Average		25%		N/a

SPI 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 2009/2010 desired level is to have no decrease on the 2008/2009 level.		2008/2009	2009/2010
	Level		N/a
	Desired Level	None Set	*No decrease
	MSF Average		N/a
	National Average		N/a

SPI 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. * This target is to be set for each force by the Home Office, this information has not yet been received.		2008/2009	2009/2010
	Level		N/a
	Desired Level	None Set	*Pending
	MSF Average		N/a
	National Average		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 2009/2010 only a "Desired Level" has been set. *The 2009/2010 desired level is to have a reduction on the 2008/2009 out-turn level.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	26.2	22.2		N/a
	Desired Level	26.1	None Set	21.7	* < 2008/2009
	Stretch Target			20.2	
	MSF Average	24.0	20.9		N/a
	National Average	22.1	19.5		N/a

Acquisitive Crime

SPI 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 2009/2010 desired level is to have no increase on the 2008/2009 out-turn level.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	14.5	12.2		N/a
	Desired Level			12.0	*No increase
	MSF Average				N/a
	National Average				N/a

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

This indicator is new for 2009/2010 but limited historical data are available. This indicator includes the following crime types; Domestic Burglary, Vehicle crimes and Robbery. *The 2009/2010 desired level is to have an increase on the 2008/2009 out-turn level.			2007/2008	2008/2009	2009/2010
	Level		23%		N/a
	Desired Level			None Set	* > 2008/2009
	MSF Average				N/a
	National Average				N/a

SPI 6.2 Percentage of serious acquisitive offences brought to justice

This indicator was new for 2008/2009 but limited historical data are available.			2007/2008	2008/2009	2009/2010
	Level		23%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		14%		N/a
	National Average				N/a

Violent Crime

SPI 5.5 Number of gun crimes per 1, 000 population

This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	0.65	0.56		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average		0.61		N/a
	National Average				

SPI 5.1 Number of most serious violent crimes per 1,000 population

This indicator was new for 2008/2009 but limited historical data are available. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.			2007/2008	2008/2009	2009/2010
	Level		0.74		N/a
	Desired Level			None Set	None Set
	MSF Average				N/a
	National Average				N/a

Local Indicator 50 Percentage of most serious violent crimes resulting in a sanction detection.					
<p>This indicator is new for 2009/2010 but limited historical data are available. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p> <p>*The 2009/2010 desired level is to have an increase on the 2008/2009 out-turn level.</p>			2007/2008	2008/2009	2009/2010
	Level		52%		N/a
	Desired Level			None Set	* > 2008/2009
	MSF Average				N/a
	National Average				N/a
SPI 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. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p>			2007/2008	2008/2009	2009/2010
	Level		0.51		N/a
	Desired Level			None Set	None Set
	MSF Average				N/a
	National Average				N/a
SPI 6.1 Percentage of most serious violent offences brought to justice					
<p>This indicator was new for 2008/2009 but limited historical data are available. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p>			2007/2008	2008/2009	2009/2010
	Level		68%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		52%		N/a
	National Average				N/a
SPI 6.4 Percentage of serious sexual offences brought to justice					
<p>This indicator was new for 2008/2009 but limited historical data are available. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p>			2007/2008	2008/2009	2009/2010
	Level		63%		N/a
	Desired Level		None Set	None Set	None Set
	MSF Average		35%		N/a
	National Average				N/a
SPI 5.4 Number of domestic homicides per 1,000 population					
<p>This indicator was new for 2008/2009 but limited historical data are available. This indicator concerns more serious offences that, reassuringly, occur infrequently in Lancashire.</p>		2006/2007	2007/2008	2008/2009	2009/2010
	Level	0.002	0.004		N/a
	Desired Level			None Set	None Set
	MSF Average				N/a
	National Average				N/a

Substance Misuse

SPI 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

<p>This indicator was new for 2008/2009 but limited historical data are available.</p> <p>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.</p> <p>*The 2009/2010 desired level will be reflective of the targets agreed within the Local Area Agreements currently being "refreshed" in negotiations between partner agencies and Government Office North West.</p>			2007/2008	2008/2009	2009/2010
	Level		8.4		N/a
	Desired Level			8.2	*
	MSF Average				N/a
	National Average				N/a

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

<p>This indicator is based upon information collected by the British Crime Survey.</p> <p>*The 2009/2010 desired level is to have no increase on the 2008/2009 level.</p>		2006/2007	2007/2008	2008/2009	2009/2010
	Level	27%	26%		N/a
	Desired Level	< 22%	< = 27%	None Set	*No increase
	MSF Average	26%	27%		N/a
	National Average	28%	26%		N/a

Offending and Re-Offending

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

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

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

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

SPI 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
	Level				N/a
	Desired Level			None Set	None Set
	MSF Average				N/a
	National Average				N/a
SPI 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.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	2,985	2,741		N/a
	Desired Level			None Set	None Set
	MSF Average				N/a
	National Average				N/a

Serious and Organised Crime

SPI 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.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	£ 1,703	£ 1,850		N/a
	Desired Level	£ 1,296	£ 1,296	£ 2,000	None Set
	MSF Average	£ 1,711	£ 1,702		N/a
	National Average	£ 1,899	£ 2,952		N/a

Service Delivery

SPI 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 2009/2010 desired level is to at least maintain the 2008/2009 level.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	85%	86%		N/a
	Desired Level	> 83%	At least 85%	At least 07/08	*At least 08/09
	MSF Average	80%	79%		N/a
	National Average	80%	81%		N/a

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

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.

*The desired level for 2009/2010 is to have both a high level of satisfaction and no disparity.

	2006/2007	2007/2008	2008/2009	2009/2010
White Level	83%	86%		N/a
BME Level	77%	80%		N/a
Desired Level	No disparity	No disparity	No disparity	*No disparity
White Nat. Ave.	80%	81%		N/a
BME Nat. Ave.	75%	76%		N/a

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

This indicator will be an aggregation of the satisfaction of users with the whole experience of the service provided.

*The 2009/2010 desired level is to at least maintain the 2008/2009 level.

	2006/2007	2007/2008	2008/2009	2009/2010
Level	71%	81%		N/a
Desired Level	> 70%	At least 73%	At least 07/08	*At least 08/09
MSF Average	75%	73%		N/a
National Average	74%	76%		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

This indicator is an aggregation of the responses from those who were victims of domestic burglary, violent crime, vehicle crime and those involved in road traffic collisions. This indicator was a Local Improvement Priority Indicator for 2008/2009 and as such had both "Desired level" and "Stretch" targets set. There is no longer a requirement to have Local Improvement Priority Indicators and therefore for 2009/2010 only a "Desired Level" has been set.

*The 2009/2010 desired level is to have an increase on the 2008/2009 level.

	2006/2007	2007/2008	2008/2009	2009/2010
Level	45%	51%		N/a
Desired Level			54%	> 2008/2009
Stretch Target			57%	
MSF Average				N/a
National Average				N/a

SPI 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 2009/2010 desired level is to have no decrease on the 2008/2009 level.

	2006/2007	2007/2008	2008/2009	2009/2010
Level	53%	55%		N/a
Desired Level	> 50%	> = 53%	At least 07/08	*No decrease
MSF Average	48%	47%		N/a
National Average	51%	53%		N/a

SPI 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. The data for this indicator will be collected by "WAVES" (Witness and Victim Experience Survey).

	2008/2009	2009/2010
Level		N/a
Desired Level	None Set	None Set
MSF Average		N/a
National Average		N/a

SPI 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. The data are to be provided by the British Crime Survey.

	2008/2009	2009/2010
Level		N/a
Desired Level	None Set	None Set
MSF Average		N/a
National Average		N/a

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

This indicator was new for 2008/2009. The data are to be provided by the British Crime Survey.

	2008/2009	2009/2010
Level		N/a
Desired Level	None Set	None Set
MSF Average		N/a
National Average		N/a

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

The proper and sensitive use of stop/search is dependent upon the suspicion of criminal activity rather than achieving a particular level. A specific level would be detrimental operationally as it may dissuade or encourage the use of these powers in order to achieve that level rather than to exercise an effective policing tactic.		2006/2007	2007/2008	2008/2009	2009/2010
	White Level	13%	14%		N/a
	M E Level	13%	13%		N/a
	Desired Level	No disparity	No disparity	No disparity	No disparity
	MSF Average				
	National Average				

SPI 6.3 Sanction detection rate for racially and religiously aggravated crimes

This indicator covers a variety of different of crimes, including criminal damage and violence offences that were considered to be racially or religiously aggravated.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	63%	67%		N/a
	Desired Level	55%	60%	None Set	60%
	MSF Average				
	National Average				

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

The desired level is consistent with national call handling standards.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	91%	95%		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.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	84%	94%		N/a
	Desired Level	At least 90%	At least 90%	> 90%	> 90%
	MSF Average				
	National Average				

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

*The 2009/2010 desired level is to at least maintain the 2008/2009 level.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	92%	96%		N/a
	Desired Level	At least 96%	At least 92%	At least 07/08	*At least 08/09
	MSF Average				
	National Average				

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

<p>This is, and will continue to be, an important indicator of response to calls for immediate assistance. However, there are important safety issues to be considered in respect of responding to these types of incidents.</p> <p>The safety of the public and police staff are extremely important and to remove the pressure upon Constabulary staff in attempting to reach specific levels of achievement, no desired level has been set for 2009/2010. Nevertheless, the Constabulary will still attempt to arrive at the scene of this type of incident as quickly and as safely as possible.</p>		2006/2007	2007/2008	2008/2009	2009/2010
	Level	85%	86%		N/a
	Desired Level	> 90%	> 90%	None Set	None Set
	MSF Average				
	National Average				

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

<p>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 one hour in compliance with the Policing Pledge.</p>				2009/2010
	Level			N/a
	Desired Level			None Set
	MSF Average			N/a
	National Average			N/a

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

<p>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.</p>				2009/2010
	Level			N/a
	Desired Level			None Set
	MSF Average			N/a
	National Average			N/a

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

Opinion is a citizens' panel managed by the Police Authority and Constabulary that is used to monitor public confidence in the constabulary and to identify the reasons why people express confidence or lack of confidence.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	90%	91%		N/a
	Desired Level	None Set	None Set	None Set	None Set
	MSF Average				
	National Average				

Management

SPI 12.1 Delivery of net cashable, efficiency and productivity gains

This indicator was new for 2008/2009 and limited historical data are available.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	3%	3%		N/a
	Desired Level			3%	3%
	MSF Average				N/a
	National Average				N/a

SPI 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.		2006/2007	2007/2008	2008/2009	2009/2010
	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.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	8.1	8.0		N/a
	Desired Level	8.5	8.5	Less than 8.5	Less than 7.5
	MSF Average				N/a
	National Average			N/a	

SPI 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.		2006/2007	2007/2008	2008/2009	2009/2010
	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.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	9.8	9.0		N/a
	Desired Level	8.5	8.5	Less than 8.5	Less than 8.5
	MSF Average				N/a
	National Average			N/a	

SPI 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. ¹ The percentage in parentheses represents the proportion of people from minority ethnic groups in the economically active population (data provided by Home Office).		2006/2007	2007/2008	2008/2009	2009/2010
	Level	7%	6%		N/a
	Desired Level	6% (5%) ¹	6% (5%) ¹	6% (5%) ¹	6% (5%) ¹
	MSF Average				N/a
	National Average				N/a

SPI 3.2 Percentage of female police officers compared to the overall force strength					
This indicator will be used by the Authority to monitor the management of the Constabulary's staff. *The 2009/2010 desired level is to have an increase on the 2008/2009 out-turn level.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	23%	25%		N/a
	Desired Level	> 22%	> 23%	> 25%	* > 2008/2009
	MSF Average		21%		N/a
	National Average				N/a

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

This indicator is new for 2009/2010. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

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

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

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

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

*The 2009/2010 desired level is to have an increase on 2008/2009.

	2006/2007	2007/2008	2008/2009	2009/2010
Level	36%	50%		N/a
Desired Level	> 36%(46%) ¹	> 36%(46%) ¹	At Least 36%	* > 2008/2009
MSF Average				N/a
National Average				N/a

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.

	2006/2007	2007/2008	2008/2009	2009/2010
Female Level	5.0%	5.0%		N/a
Male Level	8.0%	8.1%		N/a
Desired Level			No disparity	None Set
MSF Average				N/a
National Average				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 is new for 2009/2010. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.				2009/2010
	ME Level			N/a
	All Level			N/a
	Desired Level			None Set
	MSF Average			N/a
	National Average			N/a

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

This indicator provides some insight into whether the constabulary is attracting applications from minority ethnic communities.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	10%	9%		N/a
	Desired Level	8%	9%	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.		2006/2007	2007/2008	2008/2009	2009/2010
	Level	32%	34%		N/a
	Desired Level	32%	> 32%	None Set	None Set
	MSF Average				
	National Average				

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

This indicator is new for 2009/2010. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.				2009/2010
	Level			N/a
	Desired Level			None Set
	MSF Average			N/a
	National Average			N/a

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

This indicator is new for 2009/2010. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

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

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

This indicator is new for 2009/2010. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

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

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

This indicator is new for 2009/2010. This indicator will be used by the Authority to monitor the management of the Constabulary's staff.

	2009/2010
Level	N/a
Desired Level	None Set
MSF Average	N/a
National Average	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 2009-2010

Local Indicator 47 Percentage of notifiable offences resulting in a sanction detection.				
Sanction detections include Charges and Summons, Cautions, Penalty Notices and Offences Taken Into Consideration. Lancashire Constabulary is in the vanguard of using more community victim based disposals such as Restorative Justice. Restorative Justice aims to reduce re-offending by changing behaviour, enable victims to get a better closure on an offence and increase the quality of life in communities.		2006/2007	2007/2008	2008/2009
	Level	34%	35%	
	Desired Level	27.5%	30%	30%
	MSF Average	21%		
	National Average	26%		

Financial Information

This section of the plan contains information about the Constabulary's budget for 2009-2010, in comparison to the previous financial year, together with details of our Capital programme, a summary of our Efficiency Plan and details of our Procurement process. Details have also been provided of the major collaboration projects which enable economies of scale to be achieved whilst continuing to develop the capacity and capability to deal with the increasing and broadening demands for policing services.

Summary of Budget for 2009-2010

[Table to be inserted here when available](#)

Capital programme

[Information to be inserted here when available](#)

Efficiency and Productivity Plan

[Information to be inserted here when available](#)

Collaboration

Lancashire Constabulary has embarked on eight significant collaboration initiatives aimed at improving productivity and efficiency, especially within the field of Protective Services. This section of the report provides an overview of these projects and describes how they will contribute to the delivery of policing services in Lancashire in future years. Further opportunities for collaboration in the field of procurement are also being explored and will hopefully prove beneficial in the year ahead

Scientific Support collaboration

Lancashire has taken an active part in a huge forensic collaboration project led by Avon and Somerset Constabulary which brought together 14 North-West, South-West and Welsh police forces to collectively procure forensic services from providers who were required to tender for the work. This programme of work has now come to fruition and the majority of forensic services are now on a contractual basis. This programme has been described as the largest, most complex procurement exercise ever undertaken by the police.

ICT

Five strands of work have been identified that can be delivered regionally. They are Finance, Human Resources, Learning and Development, Information Management and Procurement. It has now been agreed to establish the post of Regional ICT Co-ordinator. The post will be jointly funded.

Cross-border Crime

The Cross Border Crime Team is a joint initiative between Lancashire and Cheshire Constabularies and the Merseyside Police. Its purpose is to tackle cross-force serious and organised crime through proactive and reactive targeting of organised crime gangs identified by the north-west Regional Intelligence Unit as causing most harm and risk in the region.

The Team will use all investigative means available and maximise use of the Proceeds of Crime Act to dismantle and disrupt organised crime gangs, whilst aiming to become at least partially self-financing. It will address all aspects of criminality identified in the regional control strategy, namely criminal use of firearms, trafficking and supply of class A drugs and robbery. It will also assist forces with current operations such as the response to time critical incidents.

On a more local level specialist teams have been established across the county to deal with the more localised organised crime. We appreciate that this is of concern to communities and we will continue to develop these teams to meet the changing and demanding threat of organised crime groups

Motorway Policing

In June 2008, Merseyside Cheshire and Lancashire forces, together with the Highways Agency, commenced a collaborative initiative to jointly police the motorway network of the 3 force areas. This has involved the setting up of a joint command and control facility at the Highways Agency regional Control Centre at Newton-le-Willows to enable all patrols to communicate on a single talk group, and the implementation of a structured tasking process for involved motorway resources. Already, efficiencies achieved through working together better has created additional capacity which is being used to disrupt organised criminality using the motorway network and better deliver the road policing protective services function.

ANPR

A significant bid (£3.7 million) has been made by the five NW Regional police forces to the Regional Development Agency to enhance the Automatic Number Plate Recognition infrastructure in the north-west. The bid proposes that a number of fixed installations are introduced across the region on motorways within Cumbria, Lancashire, Cheshire, Merseyside and greater Manchester Police areas.

Air Support

Lancashire Constabulary continues to play an active part in collaboration in this area and is involved in development work in areas such as pilotage and observing. We also take an active role within the North West Consortium which has been set up with the objective of maximising the provision of air support across the region.

Counter Terrorism

The main area of collaboration in this field is through the Regional Counter Terrorism Unit, incorporating the Regional Counter Terrorist Intelligence Unit. Through these Units the Constabulary can access a large number of external assets to assist in the fight against terrorism.

Covert Protection

Lancashire is the lead force in a collaboration with Cheshire and Cumbria in this area.

Lancashire Partnership Against Crime (LANPAC)

The Lancashire Partnership Against Crime (LANPAC) is an association between Lancashire Constabulary and over 280 organisations from the Private, Public and Voluntary Sectors, working together to reduce levels of crime and disorder across the county. Established in 1992, the Partnership has charitable status and uses revenue from members subscriptions to fund local community safety projects throughout Lancashire. In the last 10 years LANPAC has allocated over a £1 million of funding to

support a host of diverse projects submitted by Lancashire Constabulary employees. All of these initiatives were aimed at reducing crime by focusing on the causes, as opposed to responding repeatedly to the symptoms.

The introduction of the monthly Police & Communities Together (PACT) meetings has dramatically increased the demand and to address this during 2009-2010 LANPAC will:

- maintain and develop membership via imaginative recruitment initiatives
- support policing throughout the county by providing additional funding to support projects outside of the normal twice-yearly bidding rounds
- use its charitable status to secure external funding from trusts and grant giving organisations.

Procurement

The Constabulary is committed to procure goods and services effectively and efficiently, without compromising on quality, and must of course also ensure that procurement is conducted within the legal framework. Our procurement process ensures that the Constabulary makes the most effective use of resources, whilst at the same time ensuring compliance with national guidelines and recommendations. During 2007 - 2008 the Constabulary achieved savings of over £1.5 million by utilising national, regional and local contracts. In addition, we assisted other police forces in the region to save £780,000 through the use of collaborative contracts.

So far during the 2008-2009 financial year the following contracts have been finalised or are in the process of being introduced:

- Mobile data – forms
- Vehicle hire
- Vehicle hire – covert
- Call handling/telephony platform for Cumbria
- Emergency boarding service
- Laundry service
- PC monitoring system
- Keyholder scheme
- Post grading software
- Mobile data pocket point software
- Video conferencing equipment
- First aid training
- Voice recording system for Cumbria
- Message and document classification system

The North West Region Strategic Procurement Group commissioned the North-West Centre of Excellence to undertake a review of procurement to determine the best means of procuring goods and services for police forces in the region. The review was quite favourable with regard to current purchasing performance within the region and recommended that the current model is further developed to both enhance collaboration and produce further efficiencies.

National Strategic Policing Priorities

The policing priorities and associated areas of emphasis contained in this plan have been agreed between the Chief Constable and the Lancashire Police Authority, having due regard to the strategic policing priorities that have been set for all police forces in England and Wales. These national priorities are:

Strategic Policing Priorities 2009 - 2010

The Strategic Policing Priorities are:

- 1.** To increase public confidence in the police through tackling local priorities (One Top Down Numerical Target) (1TDNT)
- 2.** To reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with PSAs 23 and 25, and in a coordinated approach with other CJS partners, deliver an effective criminal justice response in line with PSA24;
- 3.** Work jointly with police forces and other agencies, such as SOCA and UKBA, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime;
- 4.** Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26; and
- 5.** Work in all of the above, in line with the Efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver: significant cashable improvements; more effective deployment of the workforce; and to realise benefits of new technology.

The Policing Pledge

THE POLICE SERVICE IN ENGLAND AND WALES WILL SUPPORT LAW ABIDING CITIZENS AND PURSUE CRIMINALS RELENTLESSLY TO KEEP YOU AND YOUR NEIGHBOURHOODS SAFE FROM HARM. WE

WILL:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival and:
 - If you are vulnerable or upset aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority (listed below) and attendance is required, we will aim to be with you within 60 minutes.
 - Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements. Your local arrangements can be found below.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

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

GLOSSARY OF TERMS & ABBREVIATIONS

ACPO	Association of Chief Police Officers
ACT Now	Community counter terrorism exercise designed to stimulate a lively and informative discussion by giving participants the chance to make critical decisions.
AHRS	Alcohol Harm Reduction Strategy
ANPR	Automatic Number Plate Recognition
APACS	Assessments of Policing and Community Safety
ASB	Anti-Social Behaviour
ASBO	Anti-Social Behaviour Order
B-ACE	Behaviour and Crime Education
Beacon	The Beacon Approach is a new way of managing the criminal justice reform programme nationally and of delivering sustainable improvements locally. The office for Criminal Justice Reform (OCJR) will work initially with 10 Local Criminal Justice Boards (LCJBs), including Lancashire, to develop the Beacon Approach
Blueprint	Blueprint assessments are produced by Lancashire Constabulary and Police Authority, continually reviewing our capacity and capability to meet current and future demands and realistically assessing the resources required.
BCS	British Crime Survey
BSL	British Sign Language
CBCT	Cross Border Crime Team
CBM	Community Beat Manager
CC	Chief Constable
CCTV	Closed Circuit Television
CDRP	Crime and Disorder Reduction Partnership
CEB	Confidence and Equality Board
CJSSS	Criminal Justice – Simple, Speedy, Summary
Connect	Constabulary programme which aims to provide an efficient and effective customer focused service in line with national requirements
CONTEST	Government counter-terrorism strategy which aims to reduce the risk from International Terrorism and reassure the public. The strategy contains four strands: Prevent – concerned with tackling the radicalisation of individuals, both in the UK and elsewhere, which sustains the international terrorist threat. Pursue – concerned with disrupting terrorists and their operations Protect – concerned with reducing vulnerability to a terrorist attack. Prepare – concerning with ensuring readiness to deal with the consequences of a terrorist attack
CPS	Crown Prosecution Service
CSS	Community Safety Strategy
CTU	Counter Terrorism Unit
DCC	Deputy Chief Constable
DIP	Drug Intervention Programme
DSU	Drug Support Unit
DES	Disability Equality Scheme
DV	Domestic Violence
DWP	Department of Work and Pensions

FMIT	Force Major Investigation Team
GES	Gender Equality Scheme
HARCC	Highways Agency Regional Control Centre
HMIC	Her Majesty's Inspectorate of Constabulary
Futures Group	The Futures Group was established in 2006 to examine what work should be taken forward from the halted collaboration with Cumbria, how we might work better with other forces in the North-West and how we should look to influence national developments
HMRC	Her Majesty's Revenue and Customs
HQ	Headquarters
IAG	Independent Advisory Group
ICT	Information Communications Technology
LAA	Local Area Agreement
LANPAC	Lancashire Partnership against Crime
LCJB	Lancashire Criminal Justice Board / Local Criminal Justice Board
LDAAT	Lancashire Drug and Alcohol Action Team
LI	Local Indicator
LPfRS	Lancashire Police for Road Safety
LPP	Local Policing Plan
LSP	Local Strategic Partnership
MAPPA	Multi-Agency Public Protection Arrangements
MAPS	Multi-Agency Problem Solving
MARAC	Multi-Agency Risk Assessment Conference
MEL Report	Measurement Evaluation Learning Report
NCS	National Crime Strategy
NCSP	National Community Safety Plan
NCTT	National Community Tension Team
NDS	National Drug Strategy
NIM	National Intelligence Model
NQoSC	National Quality of Service Commitment
NIMROD	Well established Constabulary operation aimed at reducing the supply of controlled drugs by tackling the street level dealers who cause most harm throughout the country
Nightsafe	Operation Nightsafe is a countywide multi agency initiative, which targets alcohol related crime and disorder by creating an environment where violence isn't acceptable or tolerated. The campaign aims to improve the quality of life for residents and visitors alike whilst raising awareness of the problems created through underage and binge drinking."
NP	Neighbourhood Policing Team
NPT	Neighbourhood Policing Team
NWRIC	North-West Regional Intelligence Cell
OCG	Organised Crime Group
OPINION	Name of the combined Police Authority / Constabulary Citizens' Panel
OIC	Organised Immigration Crime
PA	Police Authority
PAC	Police Authority Consultation
PACT	Police and Communities Together
PCSO	Police Community Support Officer
PDA	Personal Digital Assistant
PDR	Personal Development Review
PDSI Services	Physical Disability and Sensory Impairment Services
PEA	Public Enquiry Assistant

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

Protective Services improvement plans

In Autumn 2005 the Government put forward proposals to address a national gap in Protective Services¹⁵, identified in the HMIC report "Closing the Gap". Lancashire Constabulary embraced the ethos of change and continues to address the collaborative issues raised by the HMIC report.

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

- i) Each Protective Service area will conduct a SWOT¹⁶ analysis against the new National Policing Improvement Agency minimum standards map these to identify Lancashire's position against those standards.
- ii) Having identified the position against the standards, (i.e. fails to meet the threshold, meets the threshold or exceeds the threshold), improvement plans will be created to address any identified gap.
- iii) The lead officer (all Detective Superintendent Level) for each protective service will own the improvement plans and will be responsible for allocating resources to deliver it, taking account of staffing levels and resilience within their department. Some of these plans may involve working with internal partners, whilst others focus on professionalising a department or updating a policy.
- iv) The improvement plans are a standing item at each Senior Management Team meeting and reviewed for progress, results and effectiveness in addressing the relevant position against the minimum standards.
- v) In developing their plans each lead officer is tasked with considering existing and possible Service Level Agreements with partners, including other police forces, the Counter Terrorism Unit, NW Regional Intelligence Cell and the planned Regional Cross-Border crime team.

NB Protective Services Improvement Plans for Lancashire Constabulary are currently being developed. It is anticipated they will be completed in April 2009 and will therefore appear in the published version of this Local Policing Plan.

¹⁵ Protective Services is the term used to collectively describe seven serious and organised types of crimes, these being Major crime, Serious, Organised and cross border crime, Counter Terrorism and Extremism, Critical Incidents, Public Order and Strategic Roads Policing.

¹⁶ Strengths, weaknesses, opportunities and threats

Information regarding the 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 council
- 8 independent members selected following local advertisements, one of whom must be a magistrate

What does the Police Authority do?

The Police Authority:

- consult and engage with the people of Lancashire about policing, antisocial behaviour and the prevention of crime
- set local policing priorities and challenging targets for achievement
- monitor and scrutinise policing performance
- secure continuous improvement in policing
- publish a three year plan and an annual plan which tells local people what they can expect from their police service and reports back at the end of the year
- publish an annual local policing summary which reports on performance achieved
- set and monitor the police budget and decide how much council tax local people should pay for policing in Lancashire
- co-operate with other constabularies, where this is in the interests of efficient and effective policing
- appoint the Chief, Deputy and Assistant Chief Constables
- oversee complaints made against the police
- work with local partners (e.g. Community Safety Partnerships and local authorities)
- manage an Independent Custody Visiting Scheme using volunteers who visit their local police station to observe and report on the conditions under which people are detained and also provide an independent check on the way police officers carry out their duties with regard to detainees
- manage an Animal Welfare Scheme which oversees the welfare, training and transportation of police dogs and horses
- carry out our responsibilities having due regard to the equality duties

What's the Police Authority for?

To make sure that the local police are accountable for what they do for you – the people who live or work in the area and that you have a say in how you are policed.

The Police Authority places great importance on achieving demonstrable results on behalf of the public. Where it is considered useful to do so, targets are set as an aid to achieving performance improvements or maintaining high levels of performance that have already been achieved. The Police Authority has a structure in place to ensure that the Constabulary's performance is monitored closely.

Investors in Policing ... maximising performance thanks to Lancashire residents council tax investment.

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. The 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.

'Investors in policing' is about ensuring:

- maximising the involvement of residents - its 'Your County, Your Police, Your Say'
- maximising resident investment – we value the contribution residents make to police service delivery planning by sharing their views with us
- maximising your investment return – it's our job to make sure resident's council tax contributions result in a police service that meets their needs

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.



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 10 MARCH 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 December 2008 (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 10 MARCH 2009

PART I

BASIC COMMAND UNIT (BCU) QUARTERLY PERFORMANCE REVIEW MEETINGS – JANUARY / FEBRUARY 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 January / February 2009. The following meetings were attended by the Authority representatives indicated:-

Central Division	-	Ms M Carruthers-Watt
Southern Division	-	Mrs F Hendrix
G Division	-	County Councillor G Roper
Western Division	-	County Councillor J Stuart
Eastern Division	-	Mrs A Webster

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

- Divisions generally performing well.
- 17% reduction in acquisitive crime in Central Division - with the Division obtaining significant convictions.
- There are good examples of engagement activity with schools and young people.
- Overall reduction in anti-social behaviour in Southern Division with the neighbourhood policing team responding to community concerns.


Decision Required

This report is presented for information.

Background Papers

None

Report Author

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PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY, 10 MARCH 2009

PART I

EFFICIENCY AND PRODUCTIVITY STRATEGY 2008 / 2011 - POSITION AT THE END OF DECEMBER 2008 AND AN OUTLINE OF THE NEW ARRANGEMENTS FROM 2009-10

(Appendices A and B refer)

Issue for Consideration

The position at the end of the third quarter against the three-year Efficiency and Productivity Strategy 2008/11 and a broad outline of the recent change in guidance on efficiency planning effective from April 2009.

The most significant changes, in summary, are:

- While the Home Office is still subject to a 9.3% efficiency target by 31/03/11, that target will no longer be applied to individual forces and authorities.
- Police authorities are expected to set their own ambitious targets for efficiency and productivity.
- Efficiency and productivity planning should become a core responsibility for members and senior managers.

Information

Position at the end of December 2008

Attached at Appendix A is a summary of the position at the end of December 2008, nine months into a three year Efficiency and Productivity Strategy.

Members will recall that all forces were required to demonstrate cumulative efficiency and productivity gains of at least 9.3% over the three years April 2008 to March 2011.

At the end of December, new gains of £7.8 million or 2.7% have been achieved which, together with the 2.9% carried forward, represents a total of just over £16 million or 5.8% towards the 9.3% target.

The main areas where gains have yet to be realised are:

Budget reductions: the planned savings in Legal Services have not been claimed as efficiency gains since the department is not, at present, living within their reduced budget. The budget will continue to be monitored and savings will be claimed as efficiency gains only when they are living within their means.

Procurement: the expected savings from the forensic science contract collaboration have not yet been fully realised. A report on this issue was taken to Resources Committee in December which outlined some initial problems with the new contractual arrangements and the work being undertaken to ensure that savings are fully realised in due course.

Increasing productive time: some of the time savings attributed to new IT systems have yet to be fully realised. Mobile data is still being bedded in and the new Missing from Home arrangements have yet to be implemented. These systems will provide benefits at a later date than was originally reflected in the plan. Quest 1 has recently been undergoing an evaluation and the results of that evaluation, when available, will be used to fully assess the productivity benefits of Quest.

Given that some of the projects initially ear-marked for 2008-09 will not deliver benefits until next year, the plan has been adapted to include a “revised estimate” column which provides a more accurate assessment of the gains expected in the current year.

Overall, the force is on track to deliver new gains well in excess of the 3% target for 2008-09 and should achieve the three-year 9.3% target long before March 2011.

Assessment of performance

Members will recall that a methodology for assessing performance as part of the efficiency and productivity regime was agreed at a previous meeting. The methodology is based on the domains within APACS and the results to December 2008 are shown below.

Overall, the results show that performance in the five domains is stable or improved.

Promoting Safety Domain	Tackling Crime Domain	Serious Crime & Protection Domain	Confidence & Satisfaction Domain	Organisational Management Domain
FAIR STABLE	EXCELLENT IMPROVED	GOOD STABLE	FAIR STABLE	EXCELLENT IMPROVED
Perception of anti-social behaviour	Serious Acquisitive Crime rate	Serious violent crime rate	Residents' perception of police performance	Sickness absence rate
<i>FAIR STABLE</i>	<i>EXCELLENT STABLE</i>	<i>POOR DETERIORATED</i>	<i>FAIR STABLE</i>	<i>EXCELLENT IMPROVED</i>

Promoting Safety Domain	Tackling Crime Domain	Serious Crime & Protection Domain	Confidence & Satisfaction Domain	Organisational Management Domain
FAIR STABLE	EXCELLENT IMPROVED	GOOD STABLE	FAIR STABLE	EXCELLENT IMPROVED
Road traffic casualties	Assault with less serious injury rate	Detection rate: serious violent offences	Satisfaction with service delivery (police)	
<i>POOR DETERIORATED</i>	<i>FAIR IMPROVED</i>	<i>EXCELLENT STABLE</i>	<i>FAIR STABLE</i>	
Criminal Damage rate	Detection rate:serious acquisitive crime	Detection rate:serious sex offences	Comparative satisfaction with delivery (police)	
<i>FAIR IMPROVED</i>	<i>EXCELLENT IMPROVED</i>	<i>EXCELLENT STABLE</i>	<i>POOR STABLE</i>	
	Detection rate:racially & religiously agg. Crime	Asset recovery	Completely and Very satisfied with Follow-up	
	<i>EXCELLENT STABLE</i>	<i>GOOD N/A</i>	<i>GOOD STABLE</i>	
	Detection rate for all crime			
	<i>EXCELLENT STABLE</i>			
Implementing NHP (HMIC)		Major Crime (HMIC)	Citizen Focus (HMIC)	
<i>Exceeds the Standard</i>		<i>Meets the Standard</i>	<i>Exceeds the Standard</i>	

New guidance effective from April 2009

The Home Office has recently issued revised guidance on efficiency planning following from the Flanagan report, the key messages of which are:

- Ensuring that improving efficiency & productivity is treated as a core responsibility by all police authority members, chief executives & treasurers and by all chief officers & other police managers.
- Fostering good practice that is driven forward dynamically, and disseminated across the Service. The Flanagan Review has highlighted the importance of how we manage and share that knowledge for the benefit of all 43 authorities/forces.
- Ensuring that, nationally and locally, we can explain how the Service is making efficiency & productivity improvements and enable comparisons and benchmarking.

- Giving very high recognition to success in increasing efficiency and productivity in particular and, through the Audit Commission's Police Use of Resources Evaluation, assessing the delivery of value for money.
- Ensuring provision of support and assistance to authorities & forces, within the statutory framework, particularly if it appears that: efficiency and productivity targets set locally by police authorities could be more ambitious, or that plans could be enhanced, or more progress made towards ensuring that ambitious local targets will be met, having regard to the individual circumstances of each authority.
- As part of this work, the nature of the efficiency plans which are submitted by authorities/forces will change. The emphasis must move away from largely technical information gathering, so that the plans can form a key part of the conversation on good practice. To enable this efficiency plans will be replaced by coverage of efficiency & productivity as an integral part of Local Policing Plans. The Home Office would like these plans to be discussed at workshop sessions by groups of authorities and forces, assisted by the Home Office, in order to provide clear and constructive feedback to each authority/force. Just as important, or even more so, these discussions will enable the Service as a whole to learn from other authorities/forces. Additionally the Home Office will consider how best to reduce the costs of efficiency & productivity reporting, while still providing sufficient assurance, in particular through APACS, HMIC and the Audit Commission's PURE assessments, about the gains made in a context of keen public scrutiny.

The guidance goes on to describe what success will look like.

1. Authorities/forces achieve ambitious targets set locally by police authorities for net cashable efficiency & productivity gains, – sustainably deployed to where they are most needed. This is the basis on which taxpayers have provided the Service with funding.
2. Authorities/forces remain financially viable and deliver the best possible service with the resources available.
3. Authorities/forces and the Home Office, APA and ACPO have cultures that place sustainable resource management as a core responsibility, with making efficiency & productivity improvements seen as key for carrying out the Service's mission.
4. For the Home Office, success includes achievement by the service overall of aggregate cashable efficiency and productivity gains, including nationally allowed carry forward from SR04, worth at least 9.3% of 2007/08 Gross Revenue Expenditure by 31/03/11

The key changes from last year are that efficiency planning should not be a separate exercise but should be an integral part of the Policing Plan and that the responsibility for setting targets shifts from the Home Office to the individual police authority. The Home Office will still be held to account on achieving the 9.3% target by March 2011 but that target will no longer be applied to individual authorities and forces. Instead, authorities will be expected to set challenging local targets and will have a key role in monitoring achievement against those targets.

A copy of the guidance which has been issued by the Home Office is available upon request.

The draft plan for 2009-10

In the expectation that a target similar to the national one will be set locally, work has started to pull together the Efficiency Plan for 2009-10 and an early draft is enclosed at Appendix B.

The context in which the Plan is being drawn together is very much in line with the direction that the Home Office wishes to see.

The Police Authority already takes a keen interest in efficiency and productivity and, over the years, Lancashire has achieved efficiency gains that are considerably in excess of government targets.

A good deal of work is continuing to take place to ensure that planning and performance measurement becomes much more integrated with efficiency planning and that benefits realisation becomes core business. To this end, the finance and corporate development departments are working much more closely together to ensure that efficiency gains are articulated, measured, captured and costed.

The main areas covered in the plan are:


- £1.45 million of budget reductions agreed with HQ departments as part of the planning round
- £1.129 million of pro-rata budget reductions across all divisions and departments, agreed as part of the budget-setting process
- £1 million of re-prioritisation to fund improvements in Protecting Vulnerable People
- Schemes already identified in the 2008-09 plan and expected to deliver new gains during 2009-10
- New schemes identified for 2009-10. These will include Quest 2 and 3 and the first wave of Organisational Support Review savings.
- The plan is a living document and new gains will be added as they are quantified and costed. These are likely to include further gains from workforce modernisation and from subsequent Organisational Support Reviews.

Further work is underway on the detail of all this and a more detailed report will be brought to the next meeting of this committee.

Decision Required

Members are asked to note the position at the end of December 2008 and the arrangements for 2009-10.

Report Author

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Lancashire Constabulary 2008-10 Efficiency Plan

Appendix A

Position at end of Quarter 3, 2008/9

Project	Lead	Division											Original plan for year £'000	Revised estimate for year £'000	Total for year to date £'000	Comments	
		A £'000	B £'000	C £'000	D £'000	E £'000	F £'000	G £'000	H £'000	HQ £'000	Force-wide						
Workforce Modernisation Pilot Schemes <small>(pilot schemes at Western & Pennine)</small>	Divisions	306					306							612	612	461	
Budget Reductions at HQ (agreed as part of budget setting)																	
ICT	Stuart Fillingham													300	254	191	
Admin	Ian Butterworth													150	150	113	
Estates	Steve Hodkinson													150	150	113	
Legal	Niamh Noone													15	0	0	Dept projecting year-end overspend
Procurement																	
General Procurement Contracts	Peter Higson													1,000	1,575	1,575	Annual savings achieved 07-08 not previously claimed
Forensic Service Contract collaboration	Kath Mashiter													905	280	150	Further savings expected next year
Increasing Productive Time																	
Operation QUEST	Bill McMahon													2,121	1,060	1,060	Estimate, pending full evaluation
Networking in Comms Rooms	Bill McMahon													85	85	85	Already achieved in full
Restorative Justice	John Clucas													36	72	54	Over-achieved
CJSSS	John Clucas													15	25	17	
Voluntary Attendees	John Clucas													40	200	151	Over-achieved
ERP	John Clucas													101	0	0	
CPS Direct	John Clucas													150	150	113	New scheme during year
Mobile data	Stuart Fillingham													1,500	225	224	Technical issues have resulted in some functions being suspended
Improved management of Missing from Home cases	Stuart Fillingham													750	0	0	System not fully operational yet
Organisational Reviews / Shared Services																	
Shared management accounts service														36	36	27	
Facilities Management	Steve Hodkinson													75	0	0	Pending Org Review
Improved Records Management	Ian Butterworth													50	0	0	Savings unlikely in 2008-09
Joint Covert Protection Unit														13	13	12	
On-line Expenses	Linda Taylor													75	75	54	Limited roll-out in Q1
Environmental Initiatives																	
Recycling of Vehicle Equipment	Chris Malkin													80	80	60	
On-line payslips (savings on printing)	Linda Taylor													1	1	1	
Divisional Efficiency Plans																	
Restructuring	FAMs	222	228	262	250	786	350							2,118	2,118	1,564	
Budget reductions on divisions	FAMs	210	168	416	224	162	110	300	32					1,622	1,475	1,109	Delay in achieving savings in G Div
Other workforce modernisation	FAMs	226	52	226	131	234	69	27	12					977	900	665	
New Gains in the year														12,827	10,067	7,795	2.7%
Cashable gains b/fwd from previous years														8,300	8,300	8,300	2.9%
Force Total		964	448	904	605	1,182	835	1,245	64	746	14,284			21,127	18,367	16,095	5.6%

% of GRE achieved so far (inc gains c/fwd)	5.6%
Home Office Target 2008-9 to 2010-11 (based on £290 million GRE)	£27 million 9.3%

Appendix B

Draft Efficiency & Productivity Plan for 2009-11

	£'000	£'000	%
gains carried forward from 2007-08		8,300	2.9
estimated gains during 2008-09		9,500	3.3
<u>2009-10 new gains</u>			
Pro-rata budget reductions across all cost centres	1,129		
Budget reductions negotiated with HQ depts:			
Forensic Science savings	500		
CJS	35		
ICT	400		
Estates	140		
Admin	50		
Quest 2 - staff savings	300		
Quest 2 - officer time savings	700		
Quest 3 - estimated gains in 09-10	tbc		
Procurement savings	1,000		
Digital recording of interviews	200		
CJ initiatives	300		
OSR - Finance - estimated saving 09-10	150		
OSR - HR - estimated saving 09-10	150		
Divisional productivity gains:			
re-prioritisation into Protective Services	1,000		
Other restructuring/efficiency gains	2,500		
		<u>8,554</u>	<u>2.9</u>
		<u>26,354</u>	<u>9.1</u>
<u>Further gains in 2001-11</u>			
Likely budget reductions at HQ	1,000		
Likely procurement gains	1,000		
Quest 2 further savings	1,000		
Quest 3 further savings	tbc		
OSR - Finance	300		
OSR - HR	500		
		<u>3,800</u>	<u>1.3</u>
		<u>30,154</u>	<u>10.4</u>
		Home Office target	9.3