
PLANNING & PERFORMANCE REVIEW COMMITTEE

**TUESDAY 2 JUNE 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 member(s) should not participate in a discussion on the matter and must withdraw from the meeting room.

3 MINUTES OF THE MEETING HELD ON THE 10 MARCH 2009

Copy enclosed for confirmation at item 3.

4 MATTERS ARISING

There are no matters arising which are not covered elsewhere on the agenda.

ITEMS FOR DECISION

5 LOCAL POLICING PLAN 2009 / 2012 - PUBLISHED VERSION

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

A copy of the Local Policing Plan 2009 / 2012 is attached.

6 DRAFT ANNUAL SCRUTINY PLAN 2009 / 10

A report on the final draft of the Annual Scrutiny Plan for 2009 / 10 is presented at item 6.

Report attached.

7 RISK MANAGEMENT ARRANGEMENTS

A report updating Members on the proposed risk management arrangements for the Authority and Constabulary is presented at item 7. A copy of this report is also being considered by Improvement and Scrutiny Group on 26 May 2009 and the Audit and Standards Committee on 1 June 2009.

Report to follow.

ITEMS FOR INFORMATION

8 EFFICIENCY AND PRODUCTIVITY PLAN MONITORING

A report on the final quarter position statement for 2008 / 2009 is presented at item 8.

Report attached.

9 QUARTERLY PERFORMANCE INDICATOR BULLETIN

A report is presented at item 9.

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

10 BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

A report on the attendance by Members at the BCU quarterly review meetings is presented at item 10.

This will be sent out separately following consideration of the reports by the Improvement and Scrutiny Group which is due to meet on 26 May 2009.

Report to follow.

11 QUEST EVALUATION

A report on the evaluation of QUEST 1 is presented at item 11.

Report attached.

12 VISIBILITY STRATEGY

A verbal updated will be provided at the meeting.

13 SCRUTINY PLAN SCHEDULE 2008 / 2009 – POSITION STATEMENTS REFERRED FROM THE IMPROVEMENT AND SCRUTINY GROUP

The Improvement and Scrutiny Group (26 May 2009) will be considering the end of year progress reports identified in the Police Authority's Scrutiny Plan Schedule for 2008 / 2009. Where appropriate, some of these may be referred to the Planning & Performance Review Committee.

14 URGENT BUSINESS

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

15 DATE OF NEXT MEETING

The next meeting of the Committee is scheduled to be held at 10.00 am on Tuesday 7 July 2009 at County Hall, Preston. The business for that meeting is scheduled to be consideration of the Police Authority's and Chief Constable's Annual Reports.

The 2008 / 2009 end of year scrutiny position statements are central to the production of the Annual Report and it is therefore proposed that the Annual Reports be considered at the meeting in September 2009 and the July meeting be cancelled.

Miranda Carruthers-Watt
CHIEF EXECUTIVE



PLANNING & PERFORMANCE REVIEW COMMITTEE

**MEETING HELD ON TUESDAY 10 MARCH 2009 AT COUNTY HALL,
PRESTON**

MINUTES

PRESENT

Mr D Edmundson - Chair

Miss S Afzal

Mrs F Hendrix JP

Mr B Jassi

County Councillor G W Roper

Mr M S Sarwar

County Councillor D M Whipp

IN ATTENDANCE

DCC M Cunningham

ACC C Weigh

Mr S Heffernan

Mrs L Taylor

Mr L Weir

} Lancashire Constabulary

Mrs B Wood

Miss E Heath

} Lancashire Police Authority

PART 1

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Councillor Doherty, County Councillor Jones, County Councillor Stuart and Mrs A Webster.

MINUTES OF THE MEETING HELD ON 25 NOVEMBER 2009

34/08 RESOLVED: - That the Minutes of the meeting held on 25 November 2008 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

QUEST Evaluation - DCC Cunningham agreed to bring a written report back to the next meeting.

Use of Taser - a briefing / presentation would be given to Professional Standards Committee and full Police Authority later in the month.

PCSO Funding - ACC Weigh provided an update on the current position in respect of PCSO funding

LOCAL POLICING PLAN 2009 / 2012 (Issued Version)

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

The 'issued' Local Policing Plan had to be published before 31 March 2009; the issued version would contain all the Statutory Performance Indicators (SPIs) and Local Indicators (LIs). A further, more detailed 'published' document would be published by 30 June. The published version would contain full year outturn data.

During discussions, it was highlighted that the two former operational objectives had been collapsed into one overarching operational objective for 2009 / 2010.

The Home Office had announced that the single measure of confidence in policing would be measured by the British Crime Survey through SPI 2.2 - "How well would you agree or disagree that the police and local council are dealing with ASB and crime issues that matter in this area?" DCC Cunningham was able to advise that the target for Lancashire would be 63% over two years.

A number of comments were raised by Members, including:

- A rationale to be included in the Local Policing Plan in respect of the diagram illustrated in the section relating to Ambition.
- There was an awareness that increased police visibility offered greater levels of reassurance to communities - the Constabulary was considering the feasibility of developing a visibility strategy.
- The Association of Police Authorities were commencing work around the "Confidence" agenda - Miss Afzal and Mrs Walker would be involved in those considerations.

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

35/08 **RESOLVED**:- That the Police Authority be recommended to approve the final draft "issued" Local Policing Plan for 2009 / 2012.

QUARTERLY PERFORMANCE INDICATOR BULLETIN

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

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

In respect of the iQuanta information detailed in the bulletin, ACC Weigh clarified that the level of violence in Lancashire had reduced significantly. In the vast majority of areas highlighted, Lancashire was classed as being in the top performing category.

ACC Weigh referred Members to the high levels of sanction detections for All Crime indicated in the force overview report bulletin. He cautioned that Members may notice this appearing to deteriorate over the coming months due to the decision taken to move away from sanction detections rate target for All Crime.

Front Line Policing Measure - There was a discussion about the accuracy of the details provided in respect of the front line policing measure report. These matters had been raised previously, and Members were still unable to rely on the accuracy of the data provided. It was agreed that there was a need to rationalise the process across the Constabulary so that officers were able to interpret the requirements in a consistent way.

It was agreed that a substantive paper would be presented to the next meeting, providing a more accurate picture for Members consideration.

Restorative Justice Interventions - it was agreed that the tables would be amended to demonstrate the statistics per 1,000 population. This would help to illustrate the level of Restorative Justice (RJ) Interventions in each division. Further discussion ensued and it was agreed that this matter would be considered further at a Police Authority Seminar.

It was agreed that RJ Interventions would be considered at a future Police Authority seminar focused on young people.

36/08 RESOLVED:- That the matters discussed be noted.

BASIC COMMAND UNIT (BCU) REPORTS FROM MEMBERS

Members considered a report which highlighted a number of areas that had been raised at BCU meetings throughout January and February 2009, including good examples of engagement activity with schools and young people, an overall reduction in anti-social behaviour in Southern Division and Divisions generally performing well.

37/08 RESOLVED: - That the report be noted.

EFFICIENCY AND PRODUCTIVITY STRATEGY 2008 / 2011 - MONITORING

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

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

- Planned savings in Legal Services
- Forensic science contract collaboration
- IT system savings

Members were keen to be provided with more detailed information in respect of the areas which were underachieving. It was suggested that a greater explanation should be provided for these areas with detailed reports being considered by the Improvement and Scrutiny Group.

One Member commented that there was still a need to reflect the efficiency and productivity plan as an integral part of the Local Policing Plan.

DCC Cunningham confirmed that there was a need to project the efficiencies accurately with a commentary explaining how the projection had been arrived at. In year reports should provide a commentary on why efficiencies were above or below expectations. The integration of the efficiency into the Local Policing Plan would be considered at a future Planning Working Group and Futures Group. Mr Sarwar asked that the timescales for efficiencies should also be taken into account.

Mrs Taylor outlined the new regime on efficiency planning from April 2009. The most significant changes would be:

- While the Home Office would still be subject to a 9.3% efficiency target by 31 March 2011, the target would no longer be applied to individual forces and authorities.
- Police authorities were expected to set their own ambitious targets for efficiency and productivity.
- Efficiency and productivity planning would become a core responsibility for members and senior managers.

Mrs Taylor highlighted a draft efficiency plan for 2009 / 10 which had been based around the expectation that a target similar to the national one would be set locally.

Members asked that a number of areas be considered for inclusion in the 2009 / 10 plan, including:

- Legal OSR and links with civil claims
- Fleet OSR
- Workforce Modernisation
- QUEST - there was a need to ensure that savings for 2009 / 10 were captured as that would impact on the financial position for 2010 / 2011

38/08 RESOLVED: - That

- 1 The report be noted;
- 2 That the efficiency and productivity arrangements be considered further as part of the planning process through the Planning Working Group, taking into account the comments made by Members.

DATE OF NEXT MEETING

39/08 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 2 June 2009 at County Hall, Preston.



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 2 JUNE 2009

POLICE AUTHORITY SCRUTINY SCHEDULE 2009 / 2010

(Appendix A refers)

Issue for Consideration

The development of the Police Authority's Scrutiny Schedule for 2009 / 2010.

Information

The Local Policing Plan 2009 / 2012, which is for consideration elsewhere on the agenda, has been developed by the joint Police Authority / Constabulary Planning Working Group. This has been used as the catalyst for developing the draft Scrutiny Plan Schedule for 2009 / 2010.

The Constabulary is supportive of the proposed approach to scrutiny suggested by the Police Authority as it provides a planned, open and transparent mechanism for scrutiny throughout the year. This process was adopted last year and has proved to be an effective mechanism. The final end of year position statements for 2008 / 2009 are to be considered by the Improvement and Scrutiny Group at its meeting on 26 May 2009. Any areas deemed to be worthy of further scrutiny throughout 2009 / 2010 will be integrated into this year's Plan.

The scrutiny areas have been arranged into clusters under specific headings as shown in the attached Appendix. It is intended that scrutiny will be in the form of position statements, performance data, seminars or other formats as indicated in the Plan.

The final draft Scrutiny Plan is also to be considered by the Improvement and Scrutiny Group on 26 May 2009. This Group will receive position statements at six monthly intervals, commencing in October 2009.

The Committee is asked to consider and recommend to the Police Authority the draft Scrutiny Plan Schedule attached at Appendix A.

Decision Required

The Committee is asked to:

- 1 note the report; and
- 2 recommend to the Police Authority the draft Scrutiny Plan 2009 / 10 for approval.

Background Papers

None

Report Author

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SCRUTINY PLAN SCHEDULE

2009 – 2010

CONTENTS

AREAS FOR SCRUTINY TAKEN FROM THE LOCAL POLICING PLAN 2009 / 2012

AREAS IDENTIFIED FOR SCRUTINY 2009 / 2010

Pages 4 - 21

These are areas identified as requiring scrutiny through position statements / progress reports. A number of the areas contained in this section may be scrutinised via alternative mechanisms, in which case they will be moved to the relevant section of this document.

AREAS ALREADY BEING SCRUTINISED THROUGH THE 2008 / 2009 SCRUTINY PLAN

Pages 23 - 29

These are areas currently being scrutinised through last year's scrutiny process. Any areas identified as requiring further scrutiny will be incorporated into this year's plan.

AREAS TO BE SCRUTINISED VIA OTHER MECHANISMS

Pages 31 - 38

These are areas identified as requiring scrutiny for this year, but have been allocated to specific Police Authority Committees for scrutiny.

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‘POLICING PLEDGE’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
<p>1.This is contained under the Neighbourhood Policing Theme –</p> <p>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</p>	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	Ch Ins Puttock
<p>2.This is contained under the Quality Theme</p> <p>Putting victims and witnesses first ensuring that we meet our commitments, as outlined within the policing pledge</p>	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	Supt Pemberton
<p>3.This is contained under the Communication Theme</p> <p>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.</p>	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	Supt Pemberton

‘POLICING PLEDGE’ Cluster (cont)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
4.Making it easy to contact the police	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	Supt Pemberton
5.The provision of a professional and high quality service	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	Supt Pemberton
6.Dealing with initial enquiries	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	Supt Pemberton
7.Keeping people informed	NEW Policing Pledge	Yes and satisfaction data	Yes Policing Pledge	DCC Cunningham	Supt Pemberton
13. Ensuring access to local community safety information through MADE Public	NEW Policing Pledge	Yes	Yes Policing Pledge	DCC Cunningham	?
8.Utilising the Police and Communities Together (PACT) process to map communities so their policing needs are clearly understood	NEW (2009-2010 Scrutiny Plan)	Yes		DCC Cunningham	Ch Ins Puttock
11.Developing our Police and Communities Together (PACT) processes to make our services even more accessible and determine neighbourhood priorities	NEW (2009-2010 Scrutiny Plan)	Yes		DCC Cunningham	CH Ins Puttock

‘COMMUNICATION’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
10. Promoting an ongoing ‘conversation’ with communities through a wide range of forums and media	NEW (2009-2010 Scrutiny Plan)	Yes		DCC Cunningham	Jane Astle
12..Continually refining and developing the Constabulary’s web site to ensure greater access to information	NEW (2009-2010 Scrutiny Plan)	Yes		DCC Cunningham	Jane Astle
14.Inspiring confidence by actively marketing the Constabulary’s services and celebrating success	NEW (2009-2010 Scrutiny Plan)	Yes		DCC Cunningham	Jane Astle
15.(a) Refining and streamlining internal communication	NEW (2009-2010 Scrutiny Plan)	Yes		DCC Cunningham	Jane Astle

‘COUNTER TERRORISM’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
26.Engage all the Constabulary’s staff in driving home the message that <i>‘communities defeat terrorism’</i>	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner
27.Ensure the continued involvement of our Counter Terrorism Branch in divisional tasking and regional meetings to coordinate activity around local and national priorities	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner
28.Continually develop and test our ability to deal with the threats presented by terrorism through active participation in regional and national exercises	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner
61.Play a leading role within Lancashire’s criminal justice agencies by establishing the Lancashire Criminal Justice Board (LCJB) ‘Prevent’ sub group	NEW (2009-2010 Scrutiny Plan)	Yes	26,27,28	ACC Territorial Operations and CJS	Tim Ewen

‘DOMESTIC VIOLENCE’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
29. Developing and refining processes to enable other agencies, such as Health and Education, to make reports and risk assess victims of domestic violence	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 34, 70,30	ACC Special Operations	Ch Supt Gardner
34. Undertaking reviews of domestic homicide cases to identify the lessons that can be learned to improve policies and practice	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 29,30,70	ACC Specialist Operations	Ch Supt Gardner
30. Improving the way we collect and record risk assessment data in order to achieve greater compatibility with partner agencies	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 31,70 etc	ACC Special Operations	Ch Supt Gardner
31. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 30 etc	ACC Special Operations	Ch Supt Gardner
32. Launching new procedures to deal with honour-based violence, stalking and harassment	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Special Operations	Ch Supt Gardner

‘PARTNERSHIP’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
33.Piloting a problem-orientated partnership in Central Division aimed at reducing repeat victimisation	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 34, 39,42, 45, 55, 68, 69, 72, 74	ACC Specialist Operations	Ch Supt Gardner
39.Employing our problem-oriented partnerships approach to develop lasting solutions to local crime problems and to design out crime	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 42, 45, 55, 68, 69, 72, 74	ACC Specialist Operations	Ch Supt Gardner
42.Develop stronger links with Neighbourhood Policing teams who are well placed to determine how and where organised crime is affecting local people	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 39	ACC Specialist Operations	Ch Supt Gardner
69.Develop partnership arrangements by including non-statutory organisations	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 39	ACC Specialist Operations	Ch Supt Gardner
72.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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 39	ACC Specialist Operations	Ch Supt Gardner

‘PARTNERSHIP’ Cluster (cont'd)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
70.Promote multi-agency risk assessment conferences to enable the sharing of domestic violence information and improve the co-ordination of victim protection and support	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 29 and 34	ACC Specialist Operations	Ch Supt Gardner
71. Engage more effectively with harder to reach communities through a more cohesive partnership approach	NEW (2009-2010 Scrutiny Plan)	Yes	69	ACC Specialist Operations	Ch Supt Gardner

‘ACQUISITIVE CRIME’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
38.Using the National Intelligence Model to identify emerging crime trends and hotspots	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner
40. Developing our use of Automatic Number Plate Recognition (ANPR) technology to deny criminals the use of Lancashire’s roads	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Copley
41.Making full and effective use of projects and initiatives, eg Integrated Offender Management, Prolific and Priority Offender schemes and The Tower Programme	NEW (2009-2010 Scrutiny Plan)	Yes	Yes (IOM, Tower etc)	ACC Specialist Operations	Ch Supt Gardner

‘SERIOUS AND ORGANISED CRIME’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
43.Maintain our leading position in the use of powers under the Proceeds of Crime Act, to prevent criminals profiting from their activities	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner
44.Continue to provide trained financial investigators in all areas of the county	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner
47.Develop a method of assessing performance around Protective Services and Organised Crime	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner

‘SUBSTANCE MISUSE’ Cluster (Including Drugs Misuse and Alcohol Harm Reduction clusters)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
48. Apply a consistent approach (to substance misuse) throughout the county to ensure that standards are established and understood	NEW (2009-2010 Scrutiny Plan)	Yes	Yes (to all substance misuse entries)	ACC Specialist Operations	Ch Supt Copley
‘DRUGS MISUSE’ Cluster					
50. Continue to support the highly acclaimed <i>Tower Programme</i> , which was pioneered by Lancashire Constabulary and is now administered through the Lancashire Drugs and Alcohol Action Team (DAAT). ¹	NEW (2009-2010 Scrutiny Plan)	Yes	50, 51,52	ACC Specialist Operations	Ch Supt Gardner
51. Signpost offenders and, where appropriate, their families and dependants into treatment through a Drugs Intervention Programme	NEW (2009-2010 Scrutiny Plan)	Yes	50,52	ACC Specialist Operations	Ch Supt Gardner
52. Work with partners to prevent drugs markets being re-established in target areas	NEW (2009-2010 Scrutiny Plan)	Yes	50,51	ACC Specialist Operations	Ch Supt Gardner

¹ 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.

'DRUGS MISUSE' Cluster (cont'd)

53. 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.	NEW (2009-2010 Scrutiny Plan)	Yes	50	ACC Specialist Operations	Ch Supt Gardner
54. Securing crack house closure and eviction orders in respect of problem premises	NEW (2009-2010 Scrutiny Plan)	Yes	50	ACC Specialist Operations	Ch Supt Gardner

'ALCOHOL HARM REDUCTION' Cluster

39. Commission an in-depth analysis of the impact of the Alcohol Harm Reduction Strategy	NEW (2009-2010 Scrutiny Plan)	Yes	37	ACC Specialist Operations	Ch Supt Copley
37. Co-ordinate the delivery of the Alcohol Harm Reduction Strategy via the Divisional champions meetings	NEW (2009-2010 Scrutiny Plan)	Yes	36	ACC Specialist Operations	Ch Supt Copley
49. Target the groups who are responsible for the highest incidence of alcohol-related crime and disorder	NEW (2009-2010 Scrutiny Plan)	Yes	37 (AHR Strategy)	ACC Specialist Operations	Ch Supt Copley
35. 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.	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner

‘ANTISOCIAL BEHAVIOUR’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
57. Work with the Lancashire County Council Safer Travel Unit to reduce anti-social behaviour on bus networks	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Territorial Operations and CJS	?
58. Collaborate with the Crown Prosecution Service to refine our use of Anti-Social Behaviour Orders for persistent offenders	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Territorial Operations and CJS	Tim Ewen
55. Work in partnership with Neighbourhood Management Schemes	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 39	ACC Territorial Operations and CJS	?
56. Conduct (alcohol) test purchase operations with Trading Standards Departments	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 48	ACC Territorial Operations and CJS	?

‘YOUTH OFFENDING ’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
59. Make early interventions through our Youth Referral Scheme,	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 64	ACC Territorial Operations and CJS	Tim Ewen
64. 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.	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 59	ACC Territorial Operations and CJS	Tim Ewen
65. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 48	ACC Territorial Operations and CJS	Tim Ewen
66. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 67, 74-78	ACC Territorial Operations and CJS	Tim Ewen

‘YOUTH OFFENDING ’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
67. Work with partners to prevent and deter young people in the criminal justice system from becoming persistent and prolific offenders	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 66	ACC Territorial Operations and CJS	Tim Ewen
68. 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.	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 39	ACC Territorial Operations and CJS	Tim Ewen

‘YOUTH STRATEGY’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
75. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 66	ACC People	Supt Eastwood
76. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 66	ACC People	Supt Eastwood
77. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 66	ACC People	Supt Eastwood
78. 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.	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 66	ACC People	Supt Eastwood
74. Through the Lancashire Partnership Against Crime (LANPAC), support the annual good citizen awards to celebrate and promote the good works of young people	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 39, 66	ACC People	Supt Eastwood

‘CHILD EXPLOITATION’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
73. Introduce a new database of primary Victim risk assessments with a particular focus on protecting those at risk from child sexual exploitation	NEW (2009-2010 Scrutiny Plan)	Yes	No	ACC Specialist Operations	Ch Supt Gardner

‘RESTORATIVE JUSTICE’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
62. Further develop the use of restorative justice	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 60	ACC Territorial Operations and CJS	Tim Ewen
60. Further develop our use of restorative justice and legislation such as the Violent Crime Reduction Act.	NEW (2009-2010 Scrutiny Plan)	Yes	Yes – 62	ACC Territorial Operations and CJS	Tim Ewen
63. Use conditional cautions to deal with offences in ways that are consistent with the needs of victims	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 62	ACC Territorial Operations and CJS	Tim Ewen

‘ILLEGAL IMMIGRATION’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE?	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
45. 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	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 39	ACC Specialist Operations	Ch Supt Gardner
46. Support national operations coordinated by the United Kingdom Human Trafficking Centre	NEW (2009-2010 Scrutiny Plan)	Yes	Yes - 39	ACC Specialist Operations	Ch Supt Gardner

PROTECTING PEOPLE (Page 12 OF LPP)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
9.Providing support to witnesses	NEW (2009-2010 Scrutiny Plan)	Yes		ACC Specialist Operations	Ch Supt Gardner

QUALITY (Page 10 of LPP)

(All items transferred to clusters)

PUBLIC SAFETY (Page 28 of LPP)

(All items transferred to clusters)

DIVERSITY (Page 11 of LPP)

(All items transferred to clusters)

SERVICE DELIVERY (Page 10 of LPP)

(All items transferred to clusters)

VIOLENT CRIME (Page 22 of LPP)

(All items transferred to clusters)

OFFENDING AND REOFFENDING

(All items transferred to clusters)

AREAS FOR SCRUTINY TAKEN FROM THE LOCAL POLICING PLAN 2009 / 2012
WHICH ARE ALREADY THE SUBJECT OF SCRUTINY DURING 2008 / 2009

NEIGHBOURHOOD POLICING (Page 10)					
THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
79. Employing a problem-oriented approach to improving neighbourhoods, in partnership with other agencies and local communities	2008-2009 Scrutiny Plan	End of year statement awaited		DCC Cunningham	Ch Ins Puttock
80. Actively participating in neighbourhood management schemes	2008-2009 Scrutiny Plan	End of year statement awaited	NO	DCC Cunningham	Ch Ins Puttock
81. Managing offenders by focusing on those causing most harm	2008-2009 Scrutiny Plan	End of year statement awaited	YES – SPI 10.1 'The change in convictions for prolific and other priority offenders over 12 month period'	ACC Territorial Operations and CJS	Ch Supt Gardner
82. Making appropriate use of restorative approaches.	2008-2009 Scrutiny Plan	End of year statement awaited	YES	ACC Territorial Operations and CJS	T Ewen

QUALITY (Page 10)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
83. Ensuring that the public voice counts	2008-2009 Scrutiny Plan	End of year statement awaited	Satisfaction data	DCC Cunningham	Supt Pemberton

DIVERSITY (Page 11)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
84. 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	2008-2009 Scrutiny Plan (Previously monitored via position statement on integrating the 6 stands of diversity into the day to day business)	Yes – will also be picked up via HR Committee with updates provided to ISG as appropriate	NO	ACC People	Supt Eastwood
85. Recognising that everyone is unique and that by treating people, including our own staff, with respect and dignity, we will build trust and confidence	2008-2009 Scrutiny Plan	End of year statement awaited	NO	ACC People	Supt Eastwood
86. Encouraging an open and inclusive culture and celebrating the diversity of our workforce	2008-2009 Scrutiny Plan position statement	End of year statement awaited	NO	ACC People	Supt Eastwood
87. Delivering policing services that are	2008-2009	End of year	NO	ACC People	Supt Eastwood

DIVERSITY (Page 11)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
fair and equitable to all	Scrutiny Plan	statement awaited			
88. Effectively engaging with diverse communities' thereby helping us to police more effectively	2008-2009 Scrutiny Plan	End of year statement awaited	No	ACC People	Supt Eastwood

PROTECTING PEOPLE (Page 12)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
89. Concentrating on protecting vulnerable people, combating serious and organised crime, targeting organised crime groups, dealing with major crime and countering terrorism	2008-2009 Scrutiny Plan	End of year statement awaited	SPIs 5.1 5.4 5.5 5.6 6.1 6.4 8,1	ACC Specialist Operations	Ch Supt Gardner
90. Developing intelligence and working with communities to reduce threats and harm	2008-2009 Scrutiny Plan	End of year statement awaited		ACC Specialist Operations	Ch Supt Gardner
91. Preventing crime and disrupting offenders	2008-2009 Scrutiny Plan	End of year statement awaited		ACC Specialist Operations	Ch Supt Gardner
92. Working with potential victims to make them less vulnerable	2008-2009 Scrutiny Plan	End of year statement awaited		ACC Specialist Operations	Ch Supt Gardner
93. Responding professionally to critical incidents.	2008-2009 Scrutiny Plan	End of year statement awaited	NO	ACC Specialist Operations	Ch Supt Copley

SUBSTANCE MISUSE (Page 25)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
94. Work with multi-agency teams to target licensed premises who flout the law	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
95. Continue our 'Nightsafe' operation to deal with alcohol-related crime and disorder, including the 'Best Bar None' initiative	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
96. Continually reinforce key messages in media releases	2008-2009 Scrutiny Plan position statement	Yes		DCC Cunningham	Jane Astle
97. Support the delivery of education packages in schools and within the drinks industry	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
98. 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	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Gardner

PUBLIC SAFETY (Page 28)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
99. Work in partnership to improve road safety through enforcement, engineering and education	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
100. Work with the two groups of road users that are considered particularly vulnerable; young drivers and motorcyclists	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
101. Support the Lancashire Partnership for Road Safety in high profile initiatives, such as the 'Wasted Lives' programme ²	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
102. Develop a new collision investigation model	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
103. Endeavour to deny criminals the use of Lancashire's roads by using Automatic Number Plate Recognition (ANPR)	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley
104. Work collaboratively with other police forces and agencies to make roads policing more effective	2008-2009 Scrutiny Plan position statement	Yes		ACC Specialist Operations	Ch Supt Copley

² 'Wasted Lives' is a young drivers programme involving seminars, DVD resources and an ongoing media campaign

SERVICE DELIVERY (Page 10)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
105. Working with partners to develop the county-wide hate crime protocol	2008-2009 Scrutiny Plan position statement	Yes		ACC People	Supt Eastwood
106. Researching 'places of safety' with the University of Central Lancashire	2008-2009 Scrutiny Plan position statement	Yes		ACC People	Supt Eastwood
107. Continuing the development of partnerships with Lancashire's LGB groups	2008-2009 Scrutiny Plan position statement	Yes		ACC People	Supt Eastwood
108. Promoting our SMS text messaging service for people who are deaf or hearing impaired	2008-2009 Scrutiny Plan position statement	Yes		ACC People	Supt Eastwood
109. Implementing a range of new policies, such as Transgender Custody and Staff, Gypsy and Travellers Policies and Older Persons Strategy.	2008-2009 Scrutiny Plan position statement	Yes		ACC People	Supt Eastwood

**AREAS FOR SCRUTINY TAKEN FROM THE LOCAL POLICING PLAN 2009 / 2012
TO BE CONSIDERED BY OTHER MECHANISMS (COMMITTEES / SEMINARS ETC)**

SCRUTINY TO TAKE PLACE THROUGH REGULAR REPORTING TO HUMAN RESOURCES COMMITTEE (feeding into ISG as appropriate together with end of year scrutiny update to ISG)

LEADERSHIP (Page 12)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
110. Providing leaders that set high standards and demonstrate commitment to improved performance mentoring	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
111. Coaching and supporting our people	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
112. Developing leadership through a comprehensive Continual Personal Development programme for all staff, including critical incident training and people management skills.	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
113. Delivering our Frontline Leadership Programme ³	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
114. Mentoring, coaching and supporting our people	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?

³ 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.

PEOPLE (Page 13)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
115. Maximising the potential of every individual	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
116. Recognising and rewarding good performance	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
117. Addressing poor performance or attendance	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG	SPIs 13.1 13.2	ACC People (ACC Walker)	Ashley Judd
118. Encouraging innovation	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	?
119. Transforming the delivery of human resources services	NEW (2009-2010 Scrutiny Plan)	Yes – via HR Committee / ISG		ACC People (ACC Walker)	Ashley Judd

DIVERSITY (Page 11)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
120. 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 all.	NEW (2009-2010 Scrutiny Plan)	Yes	Yes. HR and Recruiting stats. (available annually and LI 40 (Pages 43 and 44 in LPP)	ACC People	Ashley Judd

PERFORMANCE (INCLUDING PROCESSES)**(Pages 17 and 20)**

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
121. WORKFORCE MODERNISATION SCHEME – improving service delivery whilst streamlining internal processes. Pilot schemes currently running in pilot divisions.	NEW (2009-2010 Scrutiny Plan)	Yes – through HR Committee 8 July / ISG			

SCRUTINY TO TAKE PLACE THROUGH REGULAR REPORTING TO EXTERNAL RELATIONS COMMITTEE (feeding into ISG as appropriate together with end of year scrutiny update to ISG) or alternatively position statements / progress reports on main scrutiny plan – for discussion

PARTNERSHIPS (Page 13)					
THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
122. The Lancashire Partnership	NEW (2009-2010 Scrutiny Plan)	Yes - ? via ER Committee / ISG		DCC Cunningham	Ch Supt Launder
123. Local Strategic Partnerships (LSPs) and Crime and Disorder Reduction Partnerships (CDRPs)	NEW (2009-2010 Scrutiny Plan)	Yes - ? via ER Committee / ISG		DCC Cunningham	Ch Supt Launder
124. Local Area Agreements (LAAs)	NEW (2009-2010 Scrutiny Plan)	Yes - ? via ER Committee / ISG		DCC Cunningham	Ch Supt Launder
125. Public Service Agreements (PSAs)	NEW (2009-2010 Scrutiny Plan)	Yes - ? via ER Committee / ISG		DCC Cunningham	Ch Supt Launder
126. Comprehensive Area Assessment (CAA)	NEW (2009-2010 Scrutiny Plan)	??		DCC Cunningham	Ch Supt Launder
127. Local Criminal Justice Board (LCJB)	NEW (2009-2010 Scrutiny Plan)	Yes - ? via ER Committee / ISG		ACC Territorial Ops and CJS (ACC Weigh)	T Ewen

SCRUTINY TO TAKE PLACE THROUGH REGULAR REPORTING TO PLANNING & PERFORMANCE REVIEW COMMITTEE (feeding into ISG as appropriate together with end of year scrutiny update to ISG) via the efficiency and productivity plan for 2009 / 2010 with exception reporting if deemed necessary.

‘QUEST’ Cluster					
THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
16.QUEST 1 – focused on call handling and deployment and developing new ways of delivery improved services to the public through surgeries and scheduled deployments.	NEW (2009-2010 Scrutiny Plan)			DCC Cunningham	Supt Pemberton
17.QUEST 2 – developing new processes for crime recording and investigation. Piloted in Pennine Division with roll out across the County during 2009.	NEW (2009-2010 Scrutiny Plan)			DCC Cunningham	Supt Pemberton
18.QUEST 3 – will deal with custody and criminal justice processes – to be piloted in Eastern Division.	NEW (2009-2010 Scrutiny Plan)			DCC Cunningham	Supt Pemberton

'QUEST' Cluster (cont'd)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
<p>19.QUEST OVERALL:</p> <ul style="list-style-type: none"> • 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. 	<p>NEW (2009-2010 Scrutiny Plan)</p>			DCC Cunningham	Supt Pemberton
<p>15(b) Reducing bureaucracy</p>					
<p>15(c) freeing up time to deal with priority issues</p>					

‘EFFICIENCY AND TRANSFORMATION’ Cluster

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
<p>20. OPERATIONAL SUPPORT REVIEWS – to ensure admin and support functions are delivered effectively and efficiently</p> <p>Phase 1 – HR / Finance / Fleet Management and Legal Services</p> <p>Phase 2 – Criminal Justice Support / Crime Scene Investigation / Estates / Corporate Development / Call Handling / Resources Management / Training</p> <p>Phase 3 – scheduled to take place in 2010 – HQ Admin / Procurement / Corporate Communications / ICT</p>	<p>NEW (2009-2010 Scrutiny Plan)</p> <p>Members / officers to be appointed to OSR project and programme boards.</p> <p>Members also receive OSR bulletins on a regular basis.</p>	<p>Yes</p> <p>Seminar already held for Phase 1</p> <p>Further seminars to be arranged with progress to be shown through the revised efficiency and productivity plan for 2009 / 2010 including timescales.</p> <p>Narrative on discreet elements as deemed necessary through either Planning Working Group / ISG or PPR.</p>		DCC Cunningham	Supt Pemberton

21. BLUE PRINT – RESOURCING DECISIONS - to tackle issues highlighted in relation to protective services	NEW (2009-2010 Scrutiny Plan)	Yes PA links with Constabulary CONTEST Group – Protective Services Committee established and reporting / feedback arrangements in place - 5 year forecast will identify the savings from QUEST and OSR and link into budgetary discussions at Planning Working Group / Seminars etc		ACC Specialist Operations	Ch Supt Gardner
22.Public Protection Units (investment of £1.3 million this year)					
23.Serious and organised crime (investment of an extra £360,000 in collaboration with other forces in the region)					

‘EFFICIENCY AND TRANSFORMATION’ Cluster (cont'd)

THEME AND SUGGESTED SCRUTINY AREA	MONITORING ARRANGEMENTS	POSITION STATEMENT REQUIRED?	CROSS REFERENCE	RESPONSIBLE CHIEF OFFICER	PROJECT MANAGER
24.Roads Policing (investment of £250,000)					
25.EFFICIENCY SAVINGS VIA: Headquarter departments (£1.45 m) Other savings (£1.1 m)	NEW (2009-2010 Scrutiny Plan)	Yes – also scrutinised through ISG and PPR Committee		Mr D Brindle Mr D Brindle	



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 2 JUNE 2009

PART I

Efficiency & Productivity Strategy 2008-11 – position at the end of March 2009 and an outline of the new arrangements from 2009-10

(Appendix A refers)

Issue for Consideration

The position at the end of March 2009 against the three-year Efficiency and Productivity Strategy 2008-11 and a broad outline of the action the Constabulary is taking to improve efficiency planning and benefits realisation from 2009 onwards.

Information

Position at the end of March 2009

Attached at Appendix A is a summary of the position at the end of March 2009, one year 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 March, new gains of £9.8 million or 3.4% have been achieved which, together with the 2.9% carried forward, represents a total of just over £18 million or 6.3% towards the 9.3% target.

Members will recall that the plan was reviewed during the year and the revised plan for gains of just over £10 million was discussed at the last meeting. The gains achieved, £9.8 million, are just under the revised estimate of £10 million.

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 did not live within their reduced budget during 2008-09. A recent report to Resources Committee outlines the main reasons for this overspend.

Procurement: the expected savings from the forensic science contract collaboration have not yet been fully realised, although the final position at year-end is better than predicted earlier in the year.

Increasing productive time: some of the time savings attributed to new IT systems have yet to be fully realised. In particular, the original estimate of time savings for officers using Mobile Data has not yet been fully achieved, although there are still significant business benefits being delivered, as reported to the Mobile Data Project Board.

Overall, the force has delivered new gains of £3.4%, 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 March 2009 are shown below.

Overall, the results show that performance in all five domains ranges from Fair to Excellent, while the direction of travel in four of the five domains is stable or improved, with some deterioration in Serious Crime & Protection.

Promoting Safety Domain	Tackling Crime Domain	Serious Crime & Protection Domain	Confidence & Satisfaction Domain	Organisational Management Domain
FAIR IMPROVED	EXCELLENT STABLE	GOOD DETERIORATED	GOOD STABLE	EXCELLENT IMPROVED
Perception of anti-social behaviour <i>FAIR STABLE</i>	Serious Acquisitive Crime rate <i>EXCELLENT STABLE</i>	Serious violent crime rate <i>POOR DETERIORATED</i>	Residents' perception of police performance <i>FAIR STABLE</i>	Sickness absence rate <i>EXCELLENT IMPROVED</i>
Road traffic casualties <i>FAIR IMPROVED</i>	Assault with less serious injury rate <i>FAIR IMPROVED</i>	Detection rate: serious violent offences <i>GOOD DETERIORATED</i>	Satisfaction with service delivery (police) <i>FAIR STABLE</i>	
Criminal Damage rate <i>FAIR IMPROVED</i>	Detection rate: serious acquisitive crime <i>EXCELLENT IMPROVED</i>	Detection rate: serious sex offences <i>EXCELLENT STABLE</i>	Comparative satisfaction with delivery (police) <i>EXCELLENT/GOOD STABLE</i>	

	Detection rate: racially & religiously agg. Crime <i>EXCELLENT DETERIORATED</i>	Asset recovery <i>GOOD N/A</i>	Completely and Very satisfied with Follow-up <i>EXCELLENT IMPROVED</i>	
	Detection rate for all crime <i>EXCELLENT STABLE</i>			
Implementing NHP (HMIC) <i>Exceeds the Standard</i>		Major Crime (HMIC) <i>Meets the Standard</i>	Citizen Focus (HMIC) <i>Exceeds the Standard</i>	

New approach from April 2009

As reported to the last meeting, the Home Office has recently issued revised guidance on efficiency planning following from the Flanagan report, which included the following key message:

- 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.

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 role of a project lead on an identified efficiency gain area is being more clearly articulated and Chief Officers will hold project leads to account on the identification, quantification, delivery and monitoring of efficiency gains and business benefits through the Strategic Tasking and Coordinating Group and through the Quarterly Performance Review process.

The performance against the plan in the first quarter of 2009-10 will be reported to the July meeting of this committee.

Decision Required

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

Report Author

Name: Linda Taylor
Rank: Finance Manager
Organisation: Lancashire Constabulary  (01772) 412292

Position at end of Quarter 4, 2008/9

Project	Lead	Revised estimate for year £'000	Total for year to date £'000	Comments
Workforce Modernisation Pilot Schemes (pilot schemes at Western & Pennine)	Divisions	612	616	Achieved in full
Budget Reductions at HQ (agreed as part of budget setting)				
ICT	Stuart Fillingham	254	300	Achieved in full
Admin	Ian Butterworth	150	150	Achieved in full
Estates	Steve Hodgkinson	150	150	Achieved in full
Legal	Niamh Noone	0	0	Dept overspent at the year-end
Procurement				
General Procurement Contracts	Peter Higson	1,575	1,575	Annual savings achieved 07-08 not previously claimed
Forensic Service Contract collaboration	Kath Mashiter	280	480	More to come next year
Increasing Productive Time				
Operation QUEST	Bill McMahon	1,060	1,060	As per previous estimate
Networking in Comms Rooms	Bill McMahon	85	85	Achieved in full
Restorative Justice	John Clucas	72	72	Achieved in full
CJSSS	John Clucas	25	23	Achieved
Voluntary Attendees	John Clucas	200	201	Over-achieved
CPS Direct	John Clucas	150	150	Achieved in full
Mobile data	Stuart Fillingham	225	136	As reported to Project Board
Organisational Reviews / Shared Services				
Shared management accounts service		36	36	Achieved in full
Joint Covert Protection Unit		13	13	Achieved in full
On-line Expenses	Linda Taylor	75	75	Achieved in full
Environmental Initiatives				
Recycling of Vehicle Equipment	Chris Malkin	80	80	Achieved in full
On-line payslips (savings on printing)	Linda Taylor	1	1	Achieved in full
Divisional Efficiency Plans				
Restructuring	FAMs	2,118	2,090	Achieved
Budget reductions on divisions	FAMs	1,475	1,610	Over achieved
Other workforce modernisation	FAMs	900	890	Achieved
New Gains in the year		10,067	9,790	3.4%
Cashable gains b/fwd from previous years		8,300	8,300	2.9%
Force Total		18,367	18,090	6.3%

% of GRE achieved so far (inc gains c/fwd)	6.3%
Home Office Target 2008-9 to 2010-11 (based on £290 million GRE)	9.3%



PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY, 2 JUNE 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 2008 to March 2009 (inclusive) has been forwarded to Members under separate cover and Members are asked to bring their copy of the bulletin with them to the meeting in order to discuss the relevant areas.

Only areas of significance to Planning & Performance Review Committee are to be considered and discussed.

Decision Required

The Committee is asked to note the report.

Background Papers

None

Report Author

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

PLANNING AND PERFORMANCE REVIEW COMMITTEE

TUESDAY 2 JUNE 2009

PART I

CONTACT MANAGEMENT - QUEST 1 EVALUATION

(Appendix A refers)

Issue for Consideration

QUEST 1 Evaluation summary report.

Information

Background

At the last Planning and Performance Review Committee, the Deputy Chief Constable agreed to provide Members with a report on the outcome of the evaluation of QUEST 1.

Operation QUEST, developed with KPMG, 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. Through the use of QUEST methodology the Constabulary can ensure it is using its resources as effectively as possible and moving towards becoming a truly citizen focused organisation.

Northern Division took part in a pilot which commenced in November 2007 and the success of this supported the Chief Officers' decision to extend QUEST to the remaining territorial divisions.

QUEST 1 is a methodology designed to improve quality of service and increase rigour when identifying efficiencies in business / operational processes, specifically geared to incident resolution processes. This evaluation gives an overview of the benefits and highlights examples of good practice and areas for improvement.


Decision Required

The Committee is asked to note the report.

Background Papers

None

Report Author

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

Appendix A Lancashire Constabulary

Sustaining
excellence



**Lancashire
Constabulary**
police and communities together

Contact Management

QUEST 1 EVALUATION

January 2009

Executive Summary - QUEST 1 Evaluation

The key purpose of this document is to identify the benefits Quest has achieved and to include areas that need improvement. The Business Benefits that Quest sought to deliver were:

- To relieve pressure on front line response officers
- Deliver quality and citizen focussed policing
- Build capability for targeting divisional hotspots and persistent offenders.

There is no doubt that significant progress has been made in delivering these benefits, but it is acknowledged that appropriate performance measures were not in place to fully quantify them. Performance measures are being developed to address this.

It was also predicted, in the first instance, to realise significant response officer time savings.

Background to Quest 1

The Lancashire Connect Programme is a holistic approach to technology, process and culture change focussed on incident resolution. By mid-2007, the work was well underway with current communications room processes documented and a significant amount of data collated.

To identify the exact nature of calls operators were dealing with and how much of this was 'waste', Western and Northern Divisions volunteered to assist in a one-off exercise quantify the extent of the problems already identified, for example:

- repeat calls where we had failed to attend an incident as promised
- outgoing calls to apologise for non-attendance
- calls to communications which could have gone directly to Custody or Enquiry Desks.

It involved all communications room staff in Western and Northern recording brief information about every call they dealt with. The aim was to identify the reasons for, and change processes to eliminate, this 'waste', thereby reducing pressure on communications and allowing them to better manage call demand/performance and provide a better quality of service.

The Home Office offer of KPMG consultancy under the Quest banner could not have come at a better time for Lancashire given the shared aims, the preparatory work already in progress and the expertise that KPMG were able to bring to the work.

With the assistance of KPMG, Lancashire Constabulary embarked on a radical review of how incidents are resolved. This involved benchmarking current

performance in this area and determining alternative resolution options that would assist the force in realising operational benefits and, more importantly, delivering an improved service to members of the public.

Following extensive preparation and comprehensive training of the Public Assistance Service Standards (PASS), Northern Division took part in a pilot which commenced in November 2007. The success of this pilot supported Chief Officers' decision to extend this methodology to the remaining territorial divisions and, by the end of March 2008, the whole force was applying the new incident resolution processes.

The Northern Division Benefits Report of Quest 1 (April 2008) presented the following divisional benefits projections.

Division	Projected maximum annualised officer time saving (expressed in £)	Projected maximum annualised officer time saving (expressed in police officer FTEs)
Northern	£819k	23.9
Pennine	£1,077k	31.4
Eastern	£867k	25.3
Southern	£733k	21.4
Western	£508k	14.8
Central	£238k	6.9
Total	£4,242k	123.7

The above was qualified with the following statement: "Note that these figures are based upon each division achieving the projected incident grading and resolution profiles (documented in the Benefits Report) and should therefore be considered as a target, representing the full potential benefits of QUEST implementation. Based upon the Northern Division pilot it is unlikely that the full projected benefits will be realised in practice".

The evaluation carried out in the weeks following completion of the pilot identified the benefits shown below. The current position is shown in italics.

- Officer time savings equating to £420k-£470k annually. Whilst, anecdotally, pressure on response officers has reduced, it has proved difficult to quantify the savings.
- An average reduction in the number of open deployable logs of 91% from an average of 59 to 5. This level of reduction is still in evidence in Northern and is very much dependent upon correct grading of incidents.

- Improved response times to urgent incidents by over 40% from 58.5 to 34.7 minutes. The current response time for January 2009 to urgent incidents is 52 minutes.
- Decrease in Grade 3 incidents (target 8 hour response time) from 16% to 9% of all incidents, many to Grade 4. Alternative options are offered for all Grade 3 and 4 logs: referral to neighbourhood teams, fixed or mobile surgery.
- A fall of 86% in repeat (service failure) calls to communications, from an average of 33 per day to an average of 4.7 per day. Again, anecdotally, the numbers have remained low in Northern. However, the only true way to evaluate would be to repeat the data gathering exercise described below.
- Call handling performance maintained: 99% of 999 calls and 98% of national calls answered within target times. The current performance is 97.2% and 97.9% respectively.
- 98% of customers satisfied with the service received via surgery and scheduled deployments and 59% felt the service was better than expected. Current Forcewide satisfaction levels for scheduled surgeries are at 88% and fixed surgeries 100%.

Summary of Findings

This evaluation has found that divisions are making efforts to improve service provision in the area of Incident Resolution and Deployment (Quest 1). It has changed the culture of how we do business and, in many respects, rivals service provision by other public sector organisations and the private sector. This has been achieved by offering services which are more consistent across the force area, meet customer expectations and enables the Constabulary to deliver a professional and efficient service.

Fundamental changes in service delivery take time to embed, but the evaluation has discovered that good progress is being made and, with continued effort, will assist Lancashire Constabulary to be at the forefront of core business, citizen focussed policing.

This document highlights examples of good practice and areas for improvement which will be promulgated throughout the force. These two aspects will enable progress to be accelerated and build upon the success already achieved.

What is Working Well?

The following gives a brief summary of the way in which Quest 1 has improved the way the Constabulary responds to calls from the public and deals with incidents.

Public Assistance Service Standards (PASS) now reflect greater customer choice and the Policing Pledge. The Public Assistance Service Standards are the foundation of effective Incident Resolution and Deployment and as such provide a clear and consistent guide to deliver Citizen Focussed policing. The document has now developed into a comprehensive guide for grading incidents which embraces the new Policing Pledge and provides customers with more choice.

Consistently high call handling performance. In order to deliver a higher level of service, call duration has increased. Nevertheless, call handling performance has never been higher, currently (January 2009) in excess of 95% of 999 and national calls being answered within the target. This achievement has been helped by the reduction in demand within communication centres.

Pressure on communication operators has reduced. There are now less incidents on an operator's terminal, freeing up time and creating a better more sustainable environment for operators to manage more urgent incidents.

Satisfaction levels are high amongst people who received a mobile or fixed surgery appointment, 88% and 100% respectively. This view is mirrored by staff managing these appointments, who feel the public are receiving a better service. The majority of people met their appointments and those few who didn't were re-contacted.

Divisions have introduced some intelligent planning for surgeries to better match public demand. Whilst we have not yet reached the stage where surgery appointments are fully aligned to demand, divisions have reviewed and updated their surgery provision since 'go live'.

There is evidence that all divisions are offering callers appropriate alternative options for Graded 3 and 4 incidents. These alternative options are Referral to Neighbourhood Policing Teams, Fixed Surgery and Mobile Surgery. However, there is room for further improvement, which can only deliver a better service to the public and allow response officers more time to resolve emergency and urgent incidents.

Where possible, surgery appointments are resolved at the first appointment. Some divisions have gone further, reviewing their effectiveness and service delivery and allocating longer appointments, where appropriate, to ensure all details and statements can be dealt with at the first appointment.

'Failure demand', where communications operators repeatedly call people back to apologise for non-attendance, has reduced significantly, with outgoing calls reducing by 21.2% (a reduction of 20,000+ calls) since the implementation of Quest 1.

Further evidence of good practice was found at:

- Eastern Division where their Senior Management Team have robust governance of Quest 1 with identifiable staff at all levels of management.
- Northern Division where they have set up a Help Desk to 'triage' surgery type calls.
- Western where there is a well organised fixed surgery delivering excellent customer service.

Where Can We Improve

There is clearly still considerable work to be done to fully embed the Quest processes and to ensure we can capture and measure the benefits. It is acknowledged that robust performance measurement tools were not established at the outset and consequently it is now proving problematic to evaluate success against the benchmarks established at the start. To some extent, this was attributable to Lancashire being an early pathfinder for Quest along with the speed at which the Quest 1 project was initiated and progressed.

Work is now underway to get back on track. The monthly performance management product that has now been designed for Quest 1, will track performance around key indicators. Managers will be provided with real time data to assess the productivity and effectiveness of Quest 1 in their division. This performance will be translated into benefits through benefit realisation plans to harness this additional capacity. The addition of these two key business processes will afford greater ease for future reviews. Only then will we be able to assess how close we are to the original business case for Quest 1.

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