



Lancashire
POLICE AUTHORITY
Your County, Your Police, Your Say

ANNUAL REPORT

2007 / 2008

CONTENTS

	Page
Chairman's Foreword	3
Executive Summary	5
SECTION ONE	
Lancashire Police Authority – who we are	6
Members	7
Committee Structure.....	8
SECTION TWO	
Assessment of Policing Performance 2007 / 2008.....	11
Policing Objective 1 :	13
To reassure the public, particularly protecting those who are vulnerable	
Policing Objective 2 :	20
To reduce and investigate crime, particularly those offences that are of concern to the public	
SECTION THREE	
Use of Resources	25
Income and Expenditure.....	26
Efficiency Performance Plan.....	27
Environmental Impact.....	28
Collaboration.....	29

CHAIRMAN'S FOREWORD

Welcome to Lancashire Police Authority's Annual Report for 2007 / 2008. I am delighted to report that, once again, crime in Lancashire has fallen (12,156 fewer crimes this year compared to 2006 / 2007). There are fewer victims of burglary, criminal damage and car crime and almost 2,000 fewer victims of violence. Lancashire Constabulary is tightening its grip on offenders. Over the year it has maintained its position as a top performing police force in the latest round of assessments carried out and this year was ranked joint first out of 43 forces.



The Police Authority appoints Lancashire Constabulary's senior officers, and this has been a busy year with four key appointments. We have added a third Assistant Chief Constable to the Constabulary to make sure that they have the right resources to be as effective as possible. The appointments are:

Deputy Chief Constable	Mike Cunningham
Assistant Chief Constable (People)	Wendy Walker
Assistant Chief Constable (Territorial Operations & Criminal Justice)	Chris Weigh
Assistant Chief Constable (Specialist Operations)	Andy Cooke

We are determined to make sure that the services provided in Lancashire are of the highest possible standard and that the people of Lancashire receive excellent value for money from the Police. The Constabulary's ranking demonstrates that the additional resources provided by the Police Authority last year have been invested well and we are delighted to have a really strong team to take us forward.

Regionally, Lancashire and a number of other North West forces are collaborating to develop a response to target the more serious organised criminals. Within Lancashire, considerable effort has been put into targeting gun related criminality, and a number of significant core criminals operating within organised crime groups have been imprisoned.

In respect of protecting vulnerable people, additional officers are in place in all the Constabulary's Public Protection Units to target domestic abuse, child abuse and sex offender management. Ground breaking work is ongoing surrounding the development of missing from home management systems, safeguarding of sexually exploited children and policy surrounding honour based violence.

This year has seen a review of both the Authority's Committee Structure and internal staffing with a view to increasing capacity and strengthening the scrutiny function. Staff and member training developments have focused on scrutiny and culminated in the development of the Authority's first Annual Scrutiny Plan. This has been agreed by Members of the Authority and the Constabulary and its execution will ensure a reduction in duplication and make the best possible use of resources.

We have worked hard to ensure that Lancashire's views are heard at regional and national levels and continue to participate in a range of consultation activities. The Authority has undertaken the task of administering the new Safer Lancashire Board, which will assist in supporting the work of the Community Safety Partnerships within Lancashire and act as a strategic CDRP, identifying pan Lancashire priorities and strategic approaches.

Lastly, but not least, I would like to express my gratitude to all members and staff of the Police Authority and of the Lancashire Constabulary for their dedication and hard work – these are the people who strive to make a difference to the people of Lancashire. Alongside the front line officers you see out and about everyday in your community, there are many people who work behind the scenes to try and ensure Lancashire is a good, safe place to live.

A handwritten signature in black ink, appearing to read 'M. J. Doherty' with a stylized flourish at the end.

Malcolm Doherty
Chair, Lancashire Police Authority

EXECUTIVE SUMMARY

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

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

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

This document provides information about how the Constabulary has performed during the period April 2007 to March 2008 (inclusive).

Section One is about the Lancashire Police Authority, who we are, what we do and the Authority's members and committee structure and for the period 2007 / 2008.

Section Two is about how well we have performed (or not in some instances) over the year. It provides performance information in respect of the two overarching objectives for Lancashire Constabulary in 2007 / 2008, namely:

Policing Objective 1:

To reassure the public, particularly protecting those who are vulnerable

Policing Objective 2:

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

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

There have been significant reductions in the level of crime during 2007 / 2008 and increases in sanction detection rates and the percentage of offences brought to justice.

The level of satisfaction with the services provided by the police has also increased significantly and confidence levels in the Constabulary are at their highest level since data was collected.

Section Three explains how the police budget was agreed, how the money was spent and provides information on the income and expenditure for 2007 / 2008. The Constabulary's performance against an efficiency target of 3% is also illustrated on pages 26 / 27. Finally, this section also identifies how greater savings and efficiencies are being made through collaborative work at local, regional and national levels.

SECTION ONE

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

What is a Police Authority?

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

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

Who is on the Police Authority?

Lancashire Police Authority consists of 17 members:

- 9 local councillors appointed by the local councils
- 5 independent members selected following local advertisements
- 3 magistrates from the local area

This will change on 1 October 2008 to:

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

What does the Police Authority do?

The Police Authority:

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

LANCASHIRE POLICE AUTHORITY MEMBERS

Membership as at 31 March 2008

Chair

Councillor Malcolm Doherty OBE

Vice-Chair

Gail Stanley MBE JP DL

Councillors

Gary Bell (Blackpool Council)

Graham Davies (Lancashire County Council)

Malcolm Doherty OBE (Blackburn with Darwen Borough Council)

Clive Grunshaw (Lancashire County Council)

Tony Jones (Lancashire County Council)

Niki Penney (Lancashire County Council)

Geoffrey Roper BSc BA MSc (Lancashire County Council)

Joyce Stuart (Lancashire County Council)

David Whipp (Lancashire County Council)

Independent Members

Saima Afzal

David Edmundson

Patricia McGirr

Ibrahim Master DL

Shazad Sarwar

Magistrate Members

Gail Stanley MBE JP DL

Maria Sumner JP

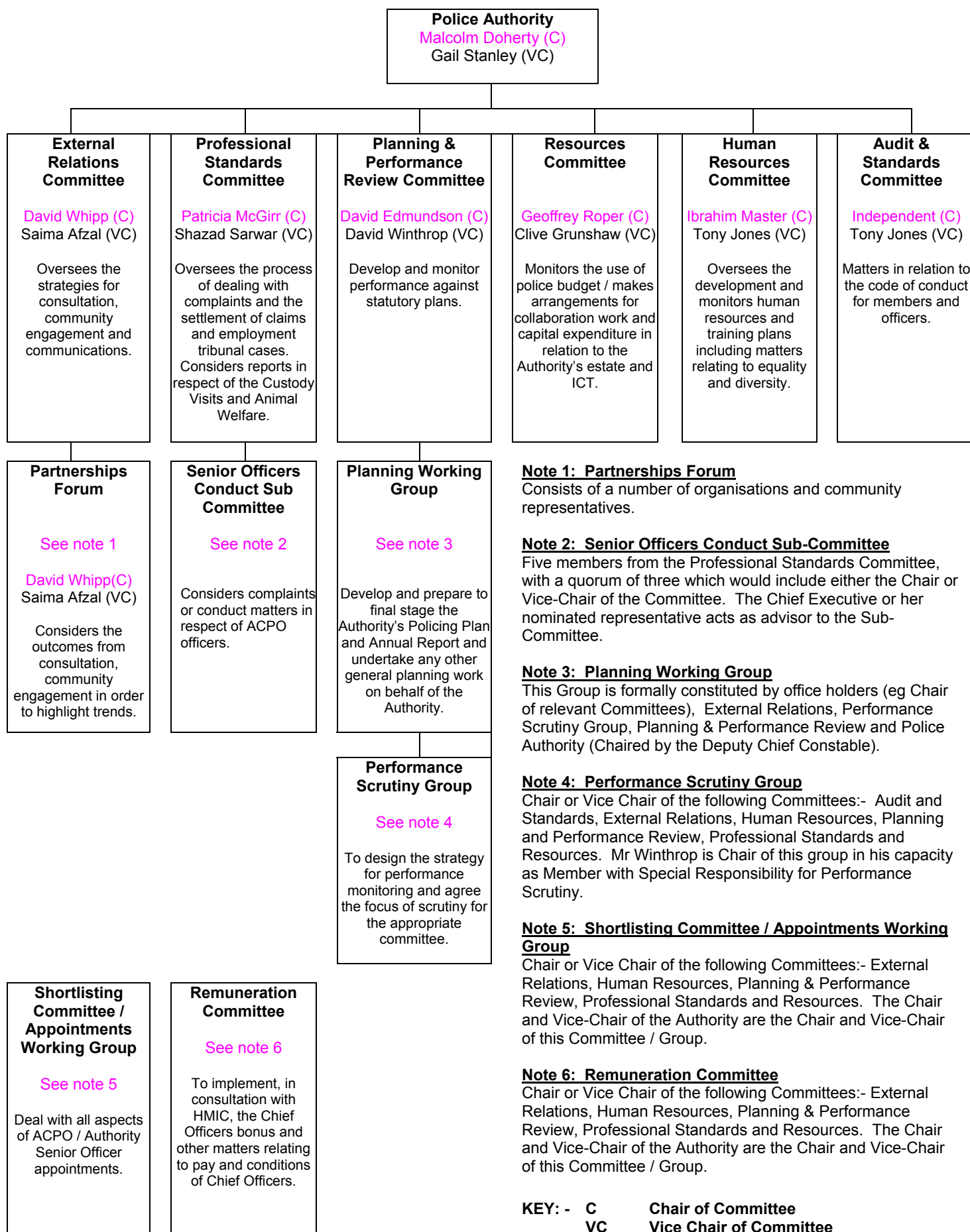
David Winthrop JP

For further information about the Police Authority contact:

Miranda Carruthers-Watt
Chief Executive
Lancashire Police Authority
PO Box 653
PRESTON
PR2 2WB

Tel: (01772) 533587
Fax: (01772) 768870
e-mail: info@lpa.lancscc.gov.uk
web: www.lancspa.gov.uk

COMMITTEE STRUCTURE 2007 / 2008



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

LANCASHIRE POLICE AUTHORITY

COUNCILLOR MEMBERS



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

Lancashire Partnership
Against Crime
BCU – G Division
APA – Plenary

Cllr Malcolm Doherty
(Chair)



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

PACM – Pendle
BCU – Pennine Division
CDRP – Pendle
APA – Neighbourhood Policing
Pendle LSP

CC David Whipp



Shortlisting and Appointments
Resources (C)
Human Resources
Planning and Performance
Capital Sub
Performance Scrutiny
Remuneration

PACM – Wyre
BCU – G Division
APA – Financial Resources
APA – NCIS / NCS
North West Air Support
CDRP - Wyre

CC Geoff Roper



Appeals Sub
Resources
Planning and Performance
Human Resources

PACM – Fylde
BCU – Western Division
CDRP – Fylde
IAG - Western

CC Joyce Stuart



Capital Sub
Appeals Sub (VC)
Professional Standards
Resources

PACM – Preston
BCU – Central Division
CDRP – Preston

CC Graham Davies



Professional Standards
External Relations
Partnerships
Human Resources

CC Niki Penney



Resources
Human Resources (VC)
Audit and Standards (VC)
Capital Sub
Planning and Performance

PACM – Lancaster
BCU – Northern Division
IAG - Northern

CC Tony Jones



External Relations
Partnerships
Professional Standards
Resources

PACM – Blackpool
BCU – Western
CDRP – Blackpool
IAG - Western

Cllr Gary Bell



Resources (VC)
External Relations
Partnerships
Audit and Standards
Capital Sub (C)

BCU – Lancaster
CDRP – H Division
IAG - Strategic

CC Clive Grunshaw

INDEPENDENT MEMBERS



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

PACM – Hyndburn
BCU – Pennine
APA – Black and Minority
Ethnic
CDRP – Hyndburn
IAG - Pennine

Miss Saima Afzal



Resources
Planning and Performance
Professional Standards
Appeals Sub
Planning Working Group
Performance Scrutiny

BCU – Central Division
APA – PPAF
APA – Performance
Management
IAG - Central

Mr David Edmundson



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

PACM – Rossendale
BCU – Pennine Division
North West Regional Training
APA – Training
APA – Professional Standards
CDRP - Rossendale

Ms Patricia McGirr



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

PACM - Blackburn
BCU – Human Resources
APA – Human Resources
APA – Black&nd MIE
CDRP – Blackburn
IAG - Eastern

Mr Ibrahim Master



External Relations
Partnerships
Planning and Performance
Professional Standards
(VC)

PACM – Burnley
BCU – Pennine
CDRP - Burnley

Mr Shazad Sarwar

MAGISTRATE MEMBERS



Resources
Audit and Standards
Planning and Performance
(VC)
Appeals Sub
Performance Scrutiny (C)
Remuneration
Shortlisting and
Appointments

PACM – South Ribble
BCU – Southern
CDRP – South Ribble

Mr David Winthrop JP



Planning and Performance
Professional Standards
External Relations
Human Resources
Audit and Standards
Shortlisting and
Appointments (VC)
Remuneration (VC)

PACM – West Lancashire
BCU – Southern Division
APA – Plenary
CDRP – West Lancashire
IAG – Southern

Mrs Gail Stanley JP
(Vice Chair)



Planning and Performance
Resources
Professional Standards
Capital Sub
Human Resources

BCU – Eastern
APA – Children & Youth
Issues

Ms Maria Sumner JP

SECTION TWO

ASSESSMENT OF POLICING PERFORMANCE

Introduction

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

The Police Authority places great importance on achieving demonstrable results on behalf of the public. We scrutinise the work of the Constabulary in terms of managing resources, monitoring performance and challenging established perceptions with a view to bringing improvements. It provides an appropriate balance between support and challenge in the form of a “critical friend”. We fully recognise the financial challenges that lie ahead and there is an increased focus on efficiency and productivity together with ever increasing demands on police services nationally.

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

Performance Scrutiny – What is it ?

At national level, performance is assessed and compared to other police forces using a suite of statutory performance indicators (SPIs). A number of local improvement targets were set by the Police Authority to reflect local priorities which had been identified through the various consultation processes. The targets and results for 2007 / 2008 are shown at the end of this section.

The Police Authority has a structure in place to ensure that the Constabulary’s performance against all targets is rigorously monitored and scrutinised. This is done through Police Authority Members’ involvement in local divisional quarterly performance meetings, and formal and informal scrutiny and review committees.

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

The results from these external assessments validate our own internal processes, and for the period 2007 / 2008 include:

- **Police Use of Resources Evaluation (PURE) 2007**
overall, the Constabulary was judged to be “performing well – consistently above minimum requirements” In the area of Value for Money, the performance was given the highest score achievable and described as “strong”.
- **Protective Services – Protecting Vulnerable People Assessment 2007**
child abuse investigations, domestic abuse, missing persons and high risk sex offenders were all graded FAIR in the 2006 assessment. These were improved upon in the 2007 assessment when they were graded GOOD.

- **PPAF - the direction of travel in the following performance areas was graded:**

Tackling crime	-	Excellent and improved
Satisfaction and fairness	-	Excellent and improved
Resources and efficiency	-	Excellent and stable

- **HMIC – Neighbourhood Policing (NHP)**

for the third year in a row, Lancashire Constabulary has set the standard by which all other forces will be judged. The baseline assessment of NHP Lancashire improved upon its excellent grade from the 2006 assessment.

The Audit Commission undertook a review of policing activity in Lancashire for 2007 / 2008 and it found that the Police Authority's contribution to data quality remained excellent and effective arrangements were in place to enable the Police Authority to actively scrutinise and challenge data gathered by the Constabulary.

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

The following pages show tables indicating the combination of Government prescribed performance indicators and other local indicators that, over the years, have been thought important by the Police Authority and reflect the concerns of the Lancashire people. Local indicators are indicated by the letters LI. Some of the data is collected by the British Crime Survey - the figures shown do not represent a full year's collection, so the information shown is not an accurate figure for the full year 2007 / 2008.

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

Performance Indicators and targets for this objective are:

ACCESSIBILITY AND VISIBILITY

We recognise that the accessibility and visibility of our police officers plays a fundamental part in influencing people's feelings of confidence in the policing service. Its delivery depends not just upon raising the council tax to pay for more officers (although that was a feature of the 2007 / 2008 budget), but also upon making more effective use of the officers we already have.

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

Indicator and target for 2007 / 2008	Result
Percentage of 999 calls answered within 10 seconds Target: Greater than 90% (ACHIEVED) LI	94.6%
Percentage of non - 999 calls answered within 40 seconds Target: At least 90% (ACHIEVED) LI	93.9%
Percentage of non-999 callers satisfied with the way in which their non-999 call was handled Target: At least 92.1% (ACHIEVED) LI	96.4%
The Constabulary has maintained performance in call handling and communication with the public during the installation of a major contact system implementation process which will improve performance even further.	
Percentage of responses to incidents requiring immediate response within local target response times Target: Greater than 90% within 15 minutes (NOT ACHIEVED) LI	86.0%
The Police Authority was disappointed that this target had not been achieved at the year's close. It was agreed that this would be scrutinised at local divisional level over the coming year.	

Indicator and target for 2007 / 2008	Result
Percentage of turnover in key posts which interface with the public Target: To be less than 33% (NOT ACHIEVED) <div style="text-align: right;">LI</div>	34.0%
Retaining local key officers for a substantial period of time helps residents to feel safer and more reassured within their communities. There has been a slight increase in turnover in key posts overall (up by 1% to 34%), however this was due to retirements, promotion and transfers.	
Percentage of police officer time spent on front line policing Target: 63.6%	N/A
The Police Authority share the Constabulary's concerns over several aspects of this measure as prescribed by the Home Office. They have worked together to develop a system which utilises the Constabulary's Duty Management System to collect the necessary data which will more accurately measure, among other things, how much OFFICER time is spent on the beat.	
Percentage of PACE searches, which lead to arrest by ethnicity of the person searched. (White Persons) Percentage of PACE searches, which lead to arrest by ethnicity of the person searched. (Minority Ethnic Persons) Target: To have no little or no significant disparity between the two results (ACHIEVED)	<div style="text-align: center;">13.8%</div> <div style="text-align: center;">12.4%</div>
Although these two figures above are different, a statistical test shows that there is no significant disparity. The proper and sensitive use of stop / search is dependent upon the suspicion of criminal activity rather than achieving a particular level.	
Percentage of violence against the person offences detected by the ethnicity of the victim. (White Victims) Percentage of violence against the person offences detected by the ethnicity of the victim. (Minority Ethnic Victims) Target: To have little or no significant disparity between the two results (NOT ACHIEVED)	<div style="text-align: center;">53.8%</div> <div style="text-align: center;">56.5%</div>
Despite the final figures revealing a small disparity, it is worthy of note that both figures have improved over the years. This is the first time in the last 3 years that there has been a disparity. Both detection rates have improved on the previous year (52.5% and 53.5% respectively) with the greater improvement in the detection rate being achieved where the victim was from a minority ethnic community.	
Comparison of sanction detection rates for all crime by ethnicity of the victim (White Victims). <div style="text-align: right;">LI</div> Comparison of sanction detection rates for all crime by ethnicity of the victim (Minority Ethnic Victims). Target: To have no statistically significant disparity between the two results (NOT ACHIEVED) <div style="text-align: right;">LI</div>	<div style="text-align: center;">26.7%</div> <div style="text-align: center;">28.3%</div>
Despite the disparity, the number of recorded crimes against both minority ethnic and white victims showed a reduction on figures for 2006 / 2007 (10.5% and 11.4% respectively) whilst the respective detection rates have stayed the same as the previous year.	

Indicator and target for 2007 / 2008	Result
Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population. Target: At least 6% (ACHIEVED)	6.0%
The Authority is pleased that the Constabulary has achieved its minority ethnic recruitment target for police officers for the second year running. This is a commendable achievement. Following research commissioned jointly by the Authority and Constabulary into the recruitment, retention and progression of minority staff, the Constabulary is now piloting the involvement of Neighbourhood Teams in identifying suitable minority recruits for roles in the police service.	
Percentage of female police officers compared to the overall force strength. Target: To be greater than 23.3% (ACHIEVED)	25.4%
Proportion of female police recruits compared to the proportion of females in the economically active population. Target: To be greater than 36.1% (ACHIEVED)	50.0%
The Authority is delighted to advise that Lancashire Constabulary is the first force in the country to achieve an annual intake of exactly 50% women and 50% men police recruits (91 female and 91 male). This is an excellent result demonstrating how the Constabulary is committed to the "Gender Agenda" and maximising the potential for all women in the service. The research mentioned above has also led to the Constabulary developing its support to retain all minority staff and to help them progress into specialist and more senior roles. The Authority will be keeping a close eye on developments during the year.	
The percentage of police officers of Inspector rank and above who are female Target: To be greater than 16.6% (ACHIEVED)	17.7%

DIVERSIFYING OUR WORKFORCE

Indicator and target for 2007 / 2008	Result
Proportion of minority ethnic applicants for the position of police constable. Target: 9% (ACHIEVED)	9.5%
Proportion of female applicants for the position of police constable. Target: Greater than 32.3% (ACHIEVED)	33.9%

ALCOHOL RELATED AND OTHER ANTI-SOCIAL BEHAVIOUR

Alcohol related anti-social behaviour is a particular concern, affecting residential and town centre areas across the county. The impact that persistent anti-social behaviour has on people's lives is significant and is a cause of concern for the Police Authority. For 2007 / 2008 anti-social behaviour was retained as a local priority and Operation Summer Nights helped to concentrate efforts on reducing alcohol related crime and disorder. During the period of this Operation (May to August) there was an 11% reduction in alcohol related crime in licensed premises and 2.2% reduction in violent crime

The Constabulary and other partners have a responsibility to reduce the criminal and social costs of excessive alcohol consumption. This is a matter of concern for the Police Authority and will remain a focus of scrutiny during 2008 / 2009.

Indicator and target for 2007 / 2008	Result
Criminal Damage offences per 1,000 population NO TARGET SET - although 2005 / 2006 and 2006 / 2007 figures were higher at 27.7 and 26 respectively. <div style="text-align: right;">LI</div>	22.2
2007 / 2008 has seen a significant reduction in respect of criminal damage compared to previous years, with this year's result being the best performance ever. The Police Authority is pleased with this result as criminal damage has been a concern for Lancashire people.	
The percentage worried about high levels of perceived anti-social behaviour. Target: To have no increase on the 2006/2007 level of 18.1% (ACHIEVED) Please Note: This is a British Crime Survey figure and represents the period 12 Months ending December 2007	16.0%

ROAD SAFETY

We are committed to reduce the number of road casualties and the 2007 / 2008 Policing Plan included targets for increased road safety with fewer deaths on the roads. However, there have been a number of concerns with the accuracy of the data in recording systems prior to 2007 / 2008. The Police Authority pushed for an assurance that the matter will be resolved and will be keeping a close eye on developments.

There have been a significant number of people killed or seriously injured in road traffic collisions during the past year and the Authority identified that Lancashire had consistently performed less well than its Most Similar Force family. Despite the poor weather conditions in 2007 / 2008, which contributed to a number of killed or seriously injured people, the Police Authority is still disappointed to note the figures, and is conscious that the weather conditions were unfavourable around the Country.

Indicator and target for 2007 / 2008	Result
Number of people killed or seriously injured in road traffic collisions. Target: Reduce to 1,114 (NOT ACHIEVED)	1,162
Despite this being a reduction on 2006 / 2007 (1,215 people killed or seriously injured) the target was not achieved.	

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

Indicator and target for 2007 / 2008	Result
Number of children killed or seriously injured in road traffic collisions per 100 million vehicle km travelled. Target: Reduce to 170 (NOT ACHIEVED)	174
LI	
Despite the reduction on 2006 / 2007 (181 people killed or seriously injured) the target was not achieved.	

SAFER ENVIRONMENTS

The figures shown below are taken from the British Crime Survey (BCS). Every year about 40,000 people above the age of 16 in England and Wales are asked about their personal experiences and perceptions of crime, for example personal crimes and property crimes. From this sample is created a pattern of crime across the whole country. The extracts given below relate to Lancashire. The numbers shown do not represent an exact figure but following well established statistical techniques give the mid-point of a range in which the actual figure could be.

Indicator and target for 2007 / 2008	Result
Fear of crime - Percentage worried about becoming a victim of domestic burglary. Target: To have no increase on the 2006/2007 level of 13.3% National average 13% (ACHIEVED - there is no statistical significant difference)	13.4%
Fear of crime - Percentage worried about becoming a victim of vehicle crime. Target: To have no increase on the 2006/2007 level of 13.2% National average 13% (ACHIEVED)	10.9%

Indicator and target for 2007 / 2008	Result
Fear of crime - Percentage worried about becoming a victim of violent crime. Target: To have no increase on the 2006/2007 level of 18.2% National average 17% (ACHIEVED)	14.1%
Level of crime – Risk of personal crime. Target: To have no increase on the 2006/2007 level of 6.9% National average 7% (ACHIEVED)	6.2%
Level of crime – Risk of household crime. Target: To have no increase on the 2006/2007 level of 21.2%. National average 19% (ACHIEVED)	19.1%

Note: The figures shown above are for the period 12 Months ending December 2007

A direct measure of performance in this area is the performance indicator that assesses the percentage of people who are worried about being a victim of crime. However, people's perceptions are at odds with the environment in which they live. The following facts demonstrate that there have been significant reductions in the levels of crime in Lancashire:

- Overall crime has fallen by 9% (12,156 fewer crimes than 2006 / 2007)
- Fewer victims of burglary (less than 5,000 offences - a 35 year low)
- Vehicle crimes - reduction of 3,259 on the previous year
- 12% reduction in domestic burglary
- More than a third of crimes are being detected in Lancashire

SUPPORT FOR VICTIMS & WITNESSES

In relation to support of victims and witnesses, the overall satisfaction levels of victims and witnesses is higher than the previous year. In respect of overall service provided, 86.2% of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions were satisfied.

Indicator and target for 2007 / 2008	Result
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police. Target: To at least maintain the full year 2006 / 2007 data for Lancashire of 96.6% (ACHIEVED) As with the British Crime Survey, the figures are derived from a sampling process. Although the two figures are different, a statistical test shows that there is no significant difference so the satisfaction level has been maintained)	95.7%
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police. Target: At least 84.6% (ACHIEVED)	85.7%
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of progress. Target: At least 70.3% (ACHIEVED)	73.8%

Indicator and target for 2007 / 2008	Result
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff. Target: At least 93.2% (ACHIEVED)	94.6%
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided. Target: At least 85.3% (ACHIEVED)	86.2%
The percentage of people who think their local police do a good job. Target: At least 52.6% (ACHIEVED)	54.5%
Satisfaction of victims of racist incidents with respect to accessibility, treatment and action. Target: At least 74.7% (ACHIEVED)	81.2%
Satisfaction for white users with respect to the overall service provided.	86.0%
Satisfaction for minority ethnic users with respect to the overall service provided. Target: No disparity between the two results (NOT ACHIEVED)	80.0%
The level of satisfaction for both white and minority ethnic users has been increasing significantly over the years. Overall satisfaction rates are higher in Lancashire than in some parts of the Country where there is no disparity between the ethnic groups. Even so, the disparity between the user groups continues to be an area of focus for the Authority	
Percentage of national user satisfaction survey respondents who had contact with the police after the initial response Base Target: 35% / Stretch Target: 40% (ACHIEVED)	42.8%
LI	

OPINION

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

Indicator and target for 2007 / 2008	Result
Percentage of Opinion respondents who have confidence in Lancashire Constabulary LI	92.3%
Percentage of Opinion! Respondents who feel safe LI	85.0%

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

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

Performance Indicators and targets for this objective are:

British Crime Survey Comparator offences per 1,000 population. Target: Reduction of 7.8% compared to 2006/2007 (54.6 crimes per 1,000 population) (ACHIEVED)	51.4
LI	

ACQUISITIVE CRIME, INCLUDING DOMESTIC BURGLARY, STREET CRIME AND VEHICLE CRIME

The focus on serious acquisitive crime includes offences of domestic burglary, theft of and from vehicles, aggravated vehicle taking and robbery. It is pleasing to note that in 2007 / 2008 the figures show 35 and 28 year lows for burglary and vehicle crime respectively.

Indicator and target for 2007 / 2008	Result
Acquisitive crime per 1,000 population. Target: Reduction of 5% compared to 2006/2007 (18.1 crimes per 1,000 population) (ACHIEVED)	15.8

CRIME ARISING FROM PREJUDICE (HATE CRIME)

The term 'hate crime' incorporates all offences which arise from the perpetrator's prejudice towards others, based on such factors as race, religion or belief and sexual orientation. It can cover a wide range of incidents including assault and harassment through to criminal damage and other anti-social acts.

The Police Authority and the Constabulary are determined to ensure that people who fall victim to hate crime can have confidence that the police will respond positively and act in ways that are sensitive to their needs.

Indicator and target for 2007 / 2008	Result
Percentage of recorded racially/religiously aggravated crimes resulting in a sanction detection. Target: 60% (ACHIEVED)	67.3%
LI	

CRIME ASSOCIATED WITH CLASS A DRUGS

With the Constabulary, we are committed to tackling the harm caused by Class A drugs and the violent crime and anti-social behaviour associated with the organised crime gangs who traffic these drugs.

Indicator and target for 2007 / 2008	Result
<p>The percentage who perceive that people using or dealing drugs are a problem in their local area.</p> <p>Target: Not above 27% (ACHIEVED)</p> <p>Note: The figure shown is for the period 12 Months ending December 2007 and is taken from the British Crime Survey.</p>	27%

OFFENCES BROUGHT TO JUSTICE

Indicator and target for 2007 / 2008	Result
<p>Percentage of offences brought to justice.</p> <p>Note: The figure shown is for the 12 Months ending January 2008.</p>	38.8%
<p>The Constabulary has been working closely with other criminal justice agencies in order to identify and remove barriers to progressing offenders through the criminal justice system. The figure for the full year 2006 / 2007 was 36.5% which was significantly above the national average of 26.5%.</p>	
<p>Percentage of notifiable offences resulting in a sanction detection.</p> <p>Target: To have a sanction detection rate of greater than 30% (ACHIEVED)</p>	34.8%
<p>A sanction detection occurs when an offender is taken to court by charge or summons, receives a caution or is given a penalty notice for disorder.</p> <p>During 2007 / 2008, officers, principally from two divisions, used another form of disposal known as Restorative Justice (RJ). There were 1,314 of these in 2007 / 2008. They are not classified as sanction detections and therefore are not included in the figures given above.</p> <p>The RJ process gives an opportunity for victims to explain to offenders the real impact of their crime, to get answers to their questions and receive an apology. Further it gives the offenders the opportunity to understand the effect of what they have done and to do something to repair the harm.</p> <p>RJ also allows front line staff greater discretion in dealing with an incident. This is particularly important with juveniles.</p> <p>The feedback from RJ cases is very encouraging both from the victim's point of view and trying to prevent re-offending. The Police Authority looks forward to the use of this disposal in appropriate cases as standard practice throughout the county in 2008 / 2009.</p>	

SERIOUS AND ORGANISED CRIME

This year, emphasis has been placed on what the police need to do to effectively reduce the threat from organised crime. Organised crime groups in Lancashire are involved in a range of crimes including drug trafficking, supply of firearms, fraud, money laundering and counterfeiting.

Working together with other North West authorities, the Police Authority has supported the Constabulary in securing additional money to create a regional crime unit established to support the region by tackling cross force serious and organised crime. The unit is based in Merseyside and is a collaboration between Lancashire, Merseyside and Cheshire forces. The Constabulary has worked with other police forces in the region (including Cumbria) to expand the capability to target organised criminals who use Lancashire's roads. For example, the Automatic Number Plate Recognition (ANPR) system which helps to catch criminals travelling through the county.

The police have used extra money from the increase in council tax precept to carry out detailed mapping of organised crime groups to take place. Resources have been targeted more effectively and their work has had real results in that a number of significant criminals have been imprisoned.

Communities are key to defeating terrorism. Neighbourhood policing is an integral part of the process of securing important intelligence. From the increase in precept, Lancashire has put extra Special Branch officers in local police stations. They are active in developing intelligence, linking in with neighbourhood policing teams and community representatives.

A number of disruptive operations were undertaken, particularly where there was reason to believe that criminal offences were being committed to obtain funds suspected of being used to facilitate terrorist activity.

Indicator and target for 2007 / 2008	Result
Life threatening crime and gun crime per 1,000 population	0.56
This is a reduction on last year's figure which was 0.65 per 1,000 population. Reassuringly, these offences occur infrequently in Lancashire.	
Value of cash forfeiture orders and confiscation orders per 1,000 population. Target: £1,296 (ACHIEVED)	£1,850
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.	

VIOLENT CRIME INCLUDING DOMESTIC VIOLENCE

National statistics show that domestic abuse is an area where there are a huge number of incidents that go unreported. Nationally, more than two people per week are killed or seriously injured as a result of domestic abuse. Reducing the number of incidents of domestic abuse was a local improvement priority last year. Following discussions, it was agreed that the focus of resources should be victims who were at greatest risk. It was accepted that there could be difficulties in setting targets to reduce the numbers of incidents when there was already chronic under reporting.

Consequently, for the new planning year, the target has been amended to address the success of multi-agency risk assessment conferences (MARACS) across all areas of Lancashire. These are implemented in relation to high risk domestic abuse victims. The additional funding provided through the rise in council tax precept has provided the resource to run regular MARACS in divisional public protection units. This process has shown significant increases in the safety of victims and reductions in repeat domestic abuse instances. This continues to be a priority for both the Constabulary and the Authority.

The Authority had set challenging targets and the results below are encouraging.

Indicator and target for 2007 / 2008	Result
Violent crimes per 1,000 population Target: To reduce the level of violent crime by 8.5% compared with 2006/2007 (18.6 crimes per 1,000 population) (NOT ACHIEVED)	18.9
The Constabulary saw an overall reduction during the last year of 6.4%, which failed to meet the 8.5% reduction required. However, there were 27,401 violent crimes recorded which was a reduction of 1,863 compared to the previous year. The Constabulary does not have exclusive responsibility in reducing violent crime, reduction is contingent on contributions from partner agencies.	

Indicator and target for 2007 / 2008	Result
Percentage of reported domestic violence incidents where an arrest was made relating to the incident. Target: To be greater than 37% (ACHIEVED)	37.03%
Percentage of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months. Base Target: 27.5% / Stretch Target: 27% (NOT ACHIEVED - please see commentary above)	33.7%
LI	

OTHER INDICATORS – ORGANISATIONAL COMPATIBILITY

Indicator and target for 2007 / 2008	Result
Delivery of cashable and non-cashable gains Target: 3% (ACHIEVED) Please refer to the efficiency table (pages 26 / 27 refers) for further information in respect of efficiency savings.	4.3%

Indicator and target for 2007 / 2008	Result
Average number of working hours lost per annum due to sickness per police officer. Target: 73.7 hours (ACHIEVED)	68.1 hours
Average number of working hours lost per annum due to sickness per police staff. Target: 57.7 hours (NOT ACHIEVED)	62.5 hours
<p>In respect of police staff, although the target was not achieved, the level equates to 8.98 lost working days per staff member. This was the second lowest annual sickness level on record, and represents a reduction of nearly 10% when compared to the previous year.</p> <p>When combined, the police and police staff annual sickness level equates to 8.38 lost working days. When compared to the levels in 2003, this equates to an additional 47 police officers, and a further 54 police staff, available every day due to improved sickness levels.</p> <p>Sickness absence remains a priority and the Constabulary will be updating their Attendance Policy for introduction during the summer 2008 in order to maximise the opportunity to achieve the annual targets for 2008/09.</p>	

SECTION THREE

USE OF RESOURCES

When we looked at the police budget for 2007 / 2008, we listened to what people in Lancashire told us - that you really valued the services provided by neighbourhood teams. Further, we were influenced by the Chief Constable's concerns about the need to tackle serious and organised crime more effectively. We took account of the guidance and information available from the government. Although the Constabulary was performing well, we were conscious of the new challenges facing Lancashire in the area of protective services. The Constabulary has continued with a robust drive for efficiency, but there was still a gap in the amount of money that the Constabulary had and the resources that were needed. The proportion contributed by Lancashire residents to the cost of policing in the county was one of the lowest across the country and you told the Authority that you would be prepared to pay an additional amount.

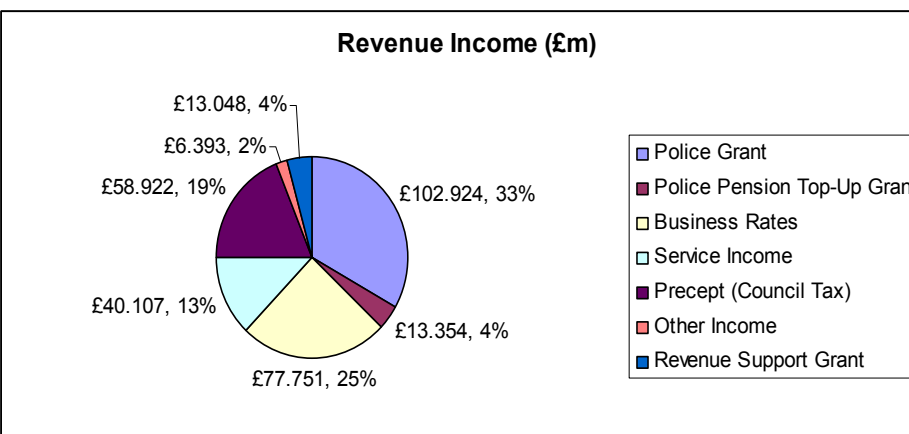
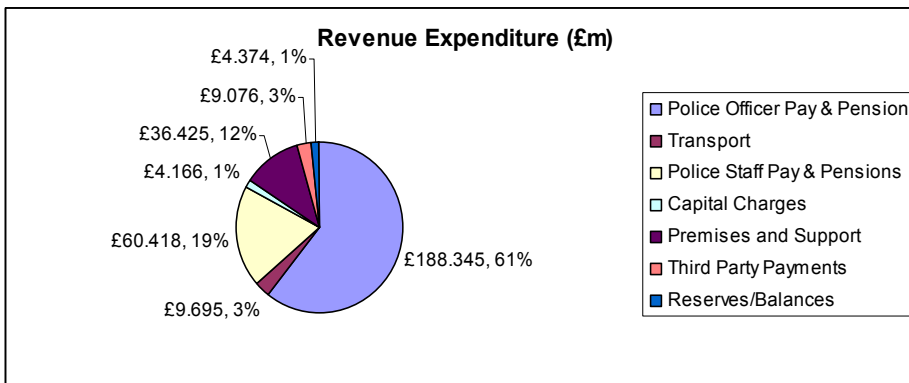
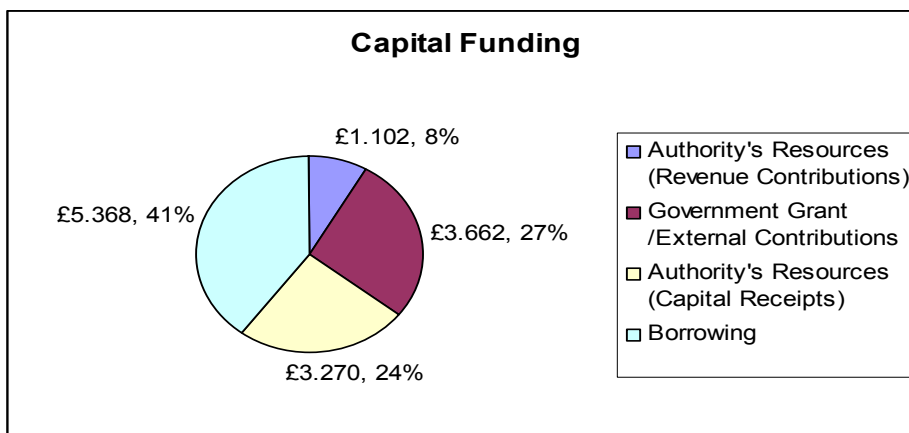
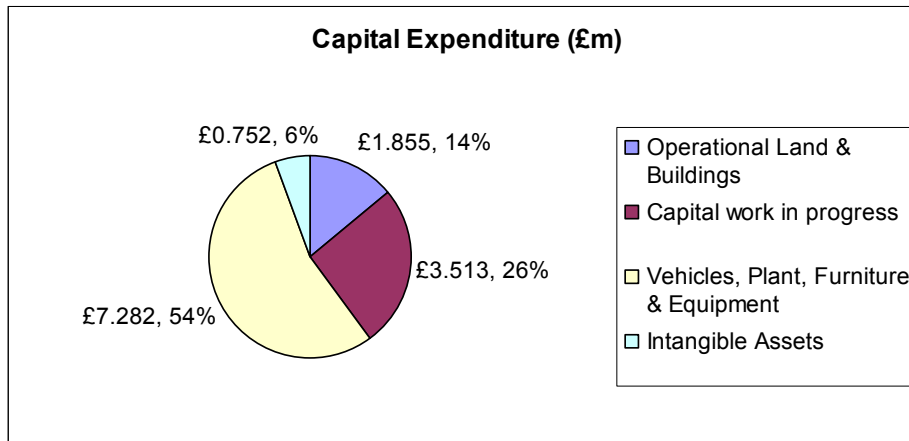
When the Authority met on 14 February 2007, it set the policing budget at just over £250m. This included new investment of almost £6m in protective services and responding to calls for assistance, £3.3m of which came from the increase in the council tax with the balance from internal savings within the Constabulary. The money was to finance:

- More detectives to deal with major crime
- More officers to provide a better response to calls for assistance from the public
- More investment in technology, equipment and buildings to support the police in their work

Over the year, the additional funding provided 74 police officers and police staff, focused on:

- specialist operational services including counter terrorism, protecting vulnerable people, major force investigations and serious and organised crime
- understanding the extent of strategic threats
- mapping of organised crime
- reassuring Lancashire's most vulnerable communities
- proactive intervention and management of those individuals who pose the most risk

ANNUAL ACCOUNTS 2007 / 2008



EFFICIENCY PLAN

We publish an Efficiency Plan as part of our overall Annual Policing Plan. Performance against our Efficiency Plan for 2007/08 was based on a requirement to demonstrate efficiency improvements of 3% in year, half of which were to be cashable. In addition, there was added flexibility allowed in 2007/8 to carry forward excesses or shortfalls from 2006/7. In Lancashire's case we had an excess carry forward from 2006/7 of £15.343m (£4.555m cashable; £10.788m non-cashable). This achieved the Government's target of £7.56m without further efficiencies needing to be identified for 2007/8. However, the Force developed a plan for new initiatives in 2007/8 and the following tables provide an analysis of performance against the plan.

SOURCES OF RECURRING EFFICIENCY SAVINGS IN 2007-2008			
	Target 2007 / 2008 £'000	Actual 2007 / 2008 £'000	Comment
CASHABLE SAVINGS:			
Reductions in HQ and Centrally Held Budgets Efficiency savings mainly in relation to DFM schemes	1,049	1,049	
Divisional Cashable Savings			
Western Division (Civilianisation, disestablishment of posts and restructuring)	259	204	Delays in civilianisation and disestablishment of posts
Northern Division (Civilianisation, restructuring and savings on non-pay budgets)	461	377	Delays in civilianisation. Full savings on restructuring not achieved
Southern Division (Civilianisation, disestablishment of posts, restructuring and savings on non-pay budgets)	358	424	Additional savings achieved on QUEST
Central Division (Civilianisation, disestablishment of posts, restructuring, savings on non-pay budgets and increase in volunteer hours)	779	717	Full savings in non pay budgets not achieved
Eastern Division (Civilianisation, disestablishment of posts and restructuring)	660	660	
Pennine Division (Reduction in posts, civilianisation and savings on non-pay budgets)	120	118	
H Division Restructuring following Operational Review	2,600	2,600	
Other (Purchasing contract savings)	1,000	1,000	
Sub Total Cashable Savings:	7,286	7,149	

SOURCES OF RECURRING EFFICIENCY SAVINGS IN 2007 / 2008

	Target 2007 / 2008 £'000	Actual 2007 / 2008 £'000	Comment
Divisional Non-Cashable Savings			
Western Division (civilianisation)	45	36	Delay in civilianisation
Northern Division (restructuring and civilianisation)	498	615	Additional savings achieved in restructuring of Community Safety team and in implementation of QUEST
Southern Division (restructuring and civilianisation)	342	304	Delay in civilianisation
Central Division (civilianisation and increase in volunteer hours)	88	87	
Eastern Division (civilianisation)	20	20	
Pennine Division (restructuring and civilianisation)	503	499	
Other (increase in conditional cautions and PNDs, increase in special constabulary hours, and use of roadside fingerprinting)	1,074	1,093	Increase in PNDs higher than anticipated
Sub Total Non-Cashable Savings:	2,570	2,654	
PLANNED EFFICIENCY SAVINGS (3.91%)	9,856	9,803	Efficiency savings achieved in year 3.89% excluding excess brought forward

Environmental Impact

The Constabulary has made improvements in energy efficiency through energy procurement expertise, resulting in significant reductions in energy costs over the last twelve months, formally recognised through the Energy Accreditation Scheme. Further information in respect of the Constabulary's environmental performance is included in the Chief Constable's Annual Report 2007 / 2008.

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

COLLABORATION

Police authorities were given an additional duty to ensure effective collaboration between forces in the Police and Justice Act 2006 (6ZA). Lancashire Police Authority has made this a priority and has delivered some significant successes in this area. Lancashire Police Authority believes that collaboration and working together is the key to effective service delivery. 2007/2008 has seen the development of more effective working relationships between constabularies across the North West region. The support of the Police Authority helped to secure £150,000 for North West Authorities to demonstrate to other forces how working together improved performance. This has accelerated the way in which collaboration is considered by authorities.

Collaborative projects are underway between forces that include:

- Tackling serious and organised crime
- Regional and sub-regional motorway policing
- Regional and sub-regional focus on counter-terrorism
- Use of automatic number plate recognition systems (ANPR)
- Forensic procurement
- Spend analysis
- Case management

We continue to collaborate with Lancashire County Council in respect of finance and collaborations on the use of investment resources saw a saving this year of approximately £900,000.

There have been some real savings through collaboration, especially in the field of forensic procurement which, as well as improving standards, is anticipated to save in the region of £950,000 per year across a three year contract.

All North West police authorities and Chief Constables signed a concordat, in respect of collaboration and it is expected that the police authorities will further develop their arrangements for joint working through joint committees this year.

We do this to ensure improved decision-making and enhanced accountability; and increase levels of trust, confidence and satisfaction with policing, by making sure people are happy that their views are heard.