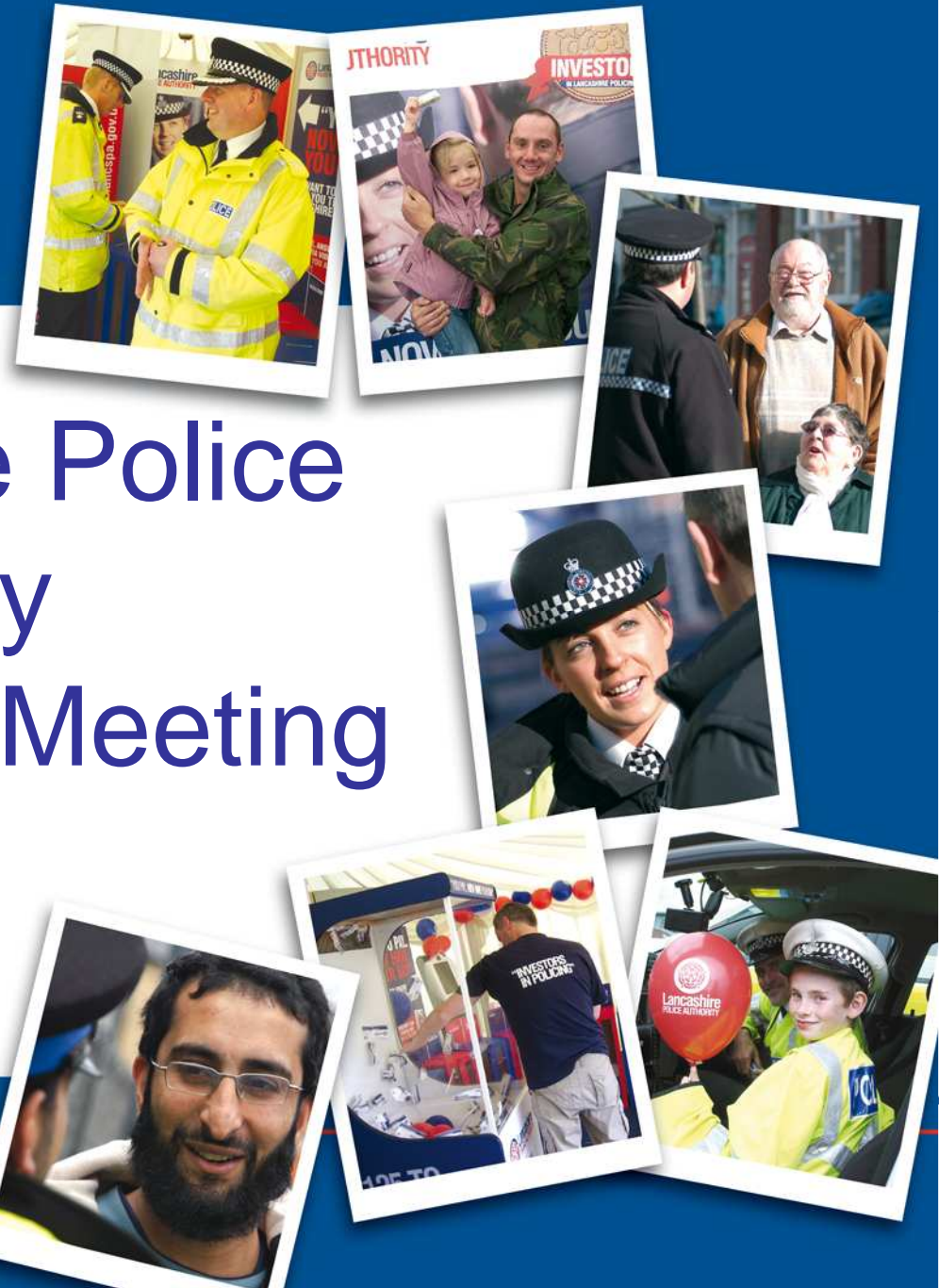




Lancashire
POLICE AUTHORITY
Your County, Your Police, Your Say

Lancashire Police Authority Scene Setting Meeting



Welcome to Lancashire!

Cllr Malcolm Doherty OBE

Chair Lancashire Police Authority

Lancashire Police Authority

Agenda

- Overview of Authority
 - Lancashire and Partners
 - Context of Authority
 - How we have developed
 - Chief Executives Department
 - Committee Structures
 - Achievements to Date
 - Strategic Ambition Vision and Culture
 - Planning for the future
 - Priorities, resources and development
-

Overview of Authority

Role of the Police Authority

- Set annual policing priorities and targets
- Publish annual plans and reports
- Consult widely with local people
- Monitor performance quarterly
- Secure continuous improvement
- Appoint the Chief Police Officer team
- Oversee the complaints procedures
- Set and monitor the police budget
- Run an Independent Visiting Scheme

Lancashire

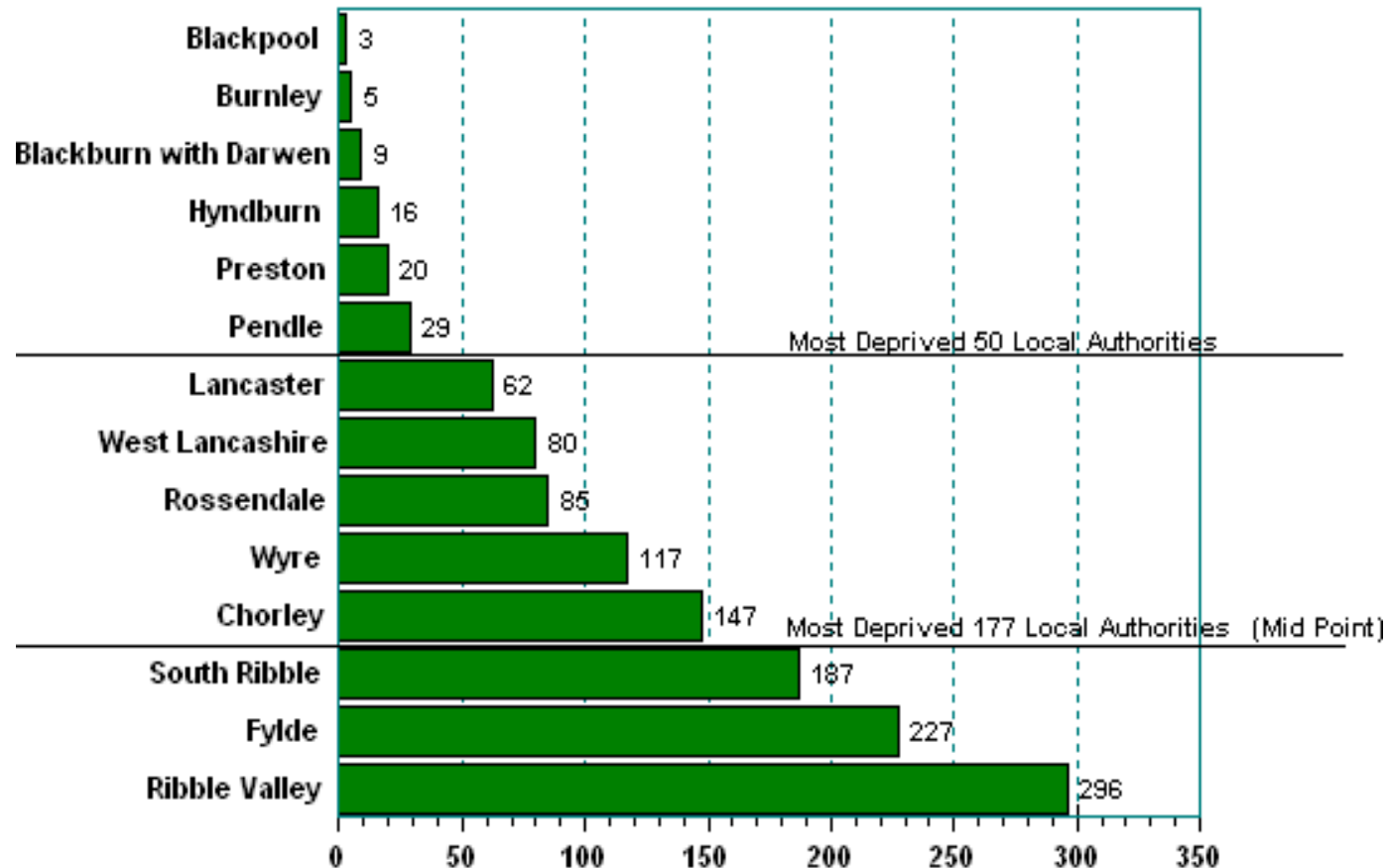


- Strong & diverse economic base - £20bn economy
- 46,000 (1 in 6) employed in high technology
- 1.5 million population
- 1 County Council
- 2 Unitary Authorities
- 12 District Councils

....Lancashire

- Home repossession orders up by 37 per cent
- 2,090 foreign nationals estimated to have arrived in Preston last year
- 58 million visitors, contributing £2.5 billion to the Lancashire and Blackpool economy and helping to support nearly 49,000 jobs
- Some of the worst indices of deprivation in the country
- 2,903 square km, 124 miles of coastline & 256 miles of motorway

Index of Deprivation



Local Government in Lancashire

- Map
 - Complex mix of arrangements
 - Opportunities for mistrust
 - Developing relationships
 - Cross public sector working
 - Local Strategic Partnerships
 - CDRP's
-

Geographically...



Lancashire Constabulary



Lancashire
POLICE AUTHORITY
Your County, Your Police, Your Say

Crime and Disorder

- Long history of partnership
 - S17 relationships
 - MARAC's and MATAC's
 - National and International recognition for POP
 - Emphasis on CDRP's
 - Role of Strategic Pan Lancashire CDRP
-

Role of the Authority - Partnership

- Local Strategic Partnerships
 - 1st and 2nd tier Authorities
 - Strategic CDRP
 - Safer Lancashire Board
 - CDRP members
 - Face the Public and Divisional Meetings
 - Shared data
 - MADE, Consultations, Confidence
-

Context of Authority

- How we have developed
- Chief Executives Department
- Committee Structures
- Achievements to Date

Police Authority

- Member Structure
- Assurance map
- Diagrams – Committee Structure
- Org Chart – Chief Executives Department
- Constabulary Portfolios
- Lead Member Roles
- CDRP
- Community Engagement

Police Authority – Recent changes

- 2005/6 preparation for Merger
- 2007 new Chief Executive appointment
- Review Police Authority structures
- Number and nature of Committees
- Items going to committee
- Items requested from Constabulary
- Capacity within the Chief Executives department
- Change of emphasis for Authority
- Regional Scrutiny Role – Jt Committees and beyond

Chief Executive's Department

- Reviewed all staff roles and job descriptions
- Identified roles needed by Authority
- Emphasis on policy and performance
- All changes within existing budgets
- Implemented staff development programme
- All concluded with support of Unions

Committee Structure

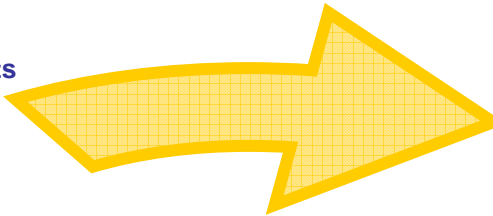
- Members fully engaged in reviewing structure
- Agreed need for phased approach
- Removed unnecessary information items
- Established member bulletin for information
- Reviewed items sought from constabulary and linked to planning process
- Reviewed meeting frameworks and removed consultation meetings that had outlived usefulness

Member Roles

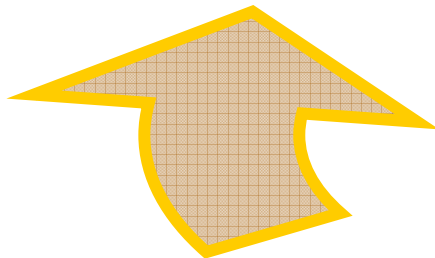
- Member development
- Priorities for Members
- Committee Roles
- CDRP Membership and Divisional links
- Members on OSR Boards
- Professional Standards working group
- Protective Services Panel

Integrated Planning and Scrutiny Framework

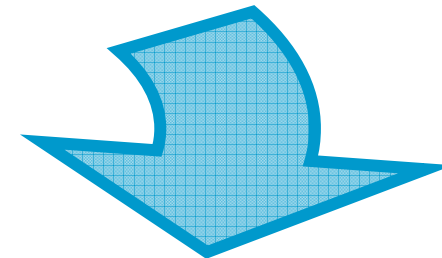
SEPTEMBER / OCTOBER / NOVEMBER
Establish priorities for year ahead and identify targets
Publication of the National Community Safety Plan
Notification of strategic policing priorities etc
Detailed budget planning
Consideration of efficiency plan



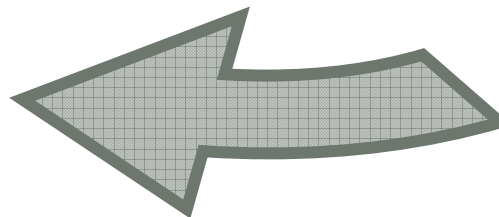
DECEMBER / JANUARY / FEBRUARY
Consider Opinion results
Preparation of Local Policing Plan
Budgetary consideration/ decision on precept



Consultation and engagement with the community and partners



JUNE / JULY / AUGUST
Submission of 'published' Local Policing Plan to Police Authority and Home Office by end June.
Consideration of Annual Reports at Police Authority meeting in July.
Consideration of medium term financial plan



MARCH / APRIL / MAY
Submission of 'issued version' of the Local Policing Plan to Police Authority and Home Office by end of March.
Development of the yearly Scrutiny Plan
Development of Chief Constable's and Police Authority's Annual Report for previous year.
Allocate scrutiny priorities to committees

How things work here - locally

- PA/Constabulary Meetings
- Chief Executives Meetings
- District Leaders Meetings – Precept
- CDRP – Members
- Strategic CDRP
- LSP
- CAA
- Team Lancashire

Regional Arrangements

- NW ACPO
- NW and Northern Chief Execs Group
- NW Regional Joint Collaboration Committee
- Regional Improvement and Efficiency Partnership

Collaboration and Joint working

- Proposed Merger with Cumbria 2005
- National Demonstrator Programme
- Strategic Roads policing
- Shared ICT programme – ACC led
- Virtual procurement hub
- Serious and organised crime – Regional Chief Superintendent
- Regional Joint collaboration committee

Nationally

- APA
 - Board Representation
 - Chair of PNB and PSC
 - 2 Council seats
 - Vice Chair People Policy Network
- APACE
 - Inspection framework
 - Governance
 - Misconduct
 - Equalities
 - Consultation
 - Leadership and ladder of intervention
 - Contest

Achievements

- Achievements of authority over many years – self assessment list, case studies
- Relationship between Constabulary and Authority – changes over time
- Fingerprints of the Authority

Strategic Ambition, Vision and Culture

Police Authority making a difference

Strategic Ambition, Vision and Culture

- Strategic Ambition
 - Support the constabulary in achieving ambition of best force in the Country
- Vision
 - Citizen focused services
 - Shared approach to priorities
 - Policing belongs to communities
- Culture
 - Not party political
 - Supportive and inclusive
 - Members working to strengths

What do people think?

“The police now exist for only three reasons, to catch out motorists doing a few miles an hour over the limit, to harass the victim of a crime while allowing human rights to the criminal and being Gordon Brown’s yes men.”

**‘Er Indoors, Cornwall, England,
24/6/2009 08:29**

Place Survey 2009

- Three quarters of the population believe the police have failed to get to grips with anti-social behaviour and drink-fuelled violence, a damning Whitehall survey showed.
- Police forces and other public services are said to neither listen to what people say about crime and rowdiness nor do anything

View from the press...

- Wine with your picnic?
- Sorry...it's against the law

**TIPPLE WITH YOUR PICNIC?:
Could be a thing of the past**

[Daily Express](#)

Friday June 26,2009



Bridging the gap between Constabulary and Community

- Confidence and satisfaction with the police **may** increase if the public feel that the police are in tune with their views and priorities.
- Policing in England and Wales is accountable to, and managed by, a tripartite structure consisting of the Home Office, chief constables and police authorities.
- Responsibility of **both** to ensure that the police are performing adequately and to take action if they are not.
- Policing priorities set centrally by the Home Office in the form of the National Policing Plan, and locally by the force and police authority in their policing plans.
- Where are the public?

Consult with the public?

- Strategy
- Surveys
- Activities – Behind Bars etc
- Actions
- Customer service

Investors in Policing

We encouraged the public to think of itself as an **'auditor of policing services'** entitled to:

- scrutinise how policing is delivered locally,
- review and question decisions made or actions taken and
- give views to shape future delivery of local policing services.



Where did we go?

- Supermarket roadshows
- Open days
- Bespoke research - telephone/postal survey
- Interactive public meetings and events
- Focus groups
- Video and voxpops
- Competitions
- Creation of DVDs



Confidence in Local Services – shared approach from Police and Partners

- Top Down numerical target
- Anomalies in surveys
 - Place Survey
 - British Crime Survey
- Lancashire Approach
- Confidence event
 - Divisional meetings

Tools to improve

- Pledge – clear promise
- CAA – accountability
- Planning and partnership
- Citizen focus
- Cultural change
- Central intervention?

Future Business

Priorities, resources and
development

Setting Priorities

- Planning Process identifies operational objectives and areas of emphasis
- Mapped out on Scanning Matrix – includes national and local priorities
- Existing SPI's, National Indicator Set, Consultation feedback, Resource Priorities, CDRP priorities
- NPIA identified as good practice

Resource issues

- Difficult economic climate
- 7th lowest Council tax precept in the country
- 5 year programme to increase resource base
- Protective services
- Workforce Modernisation
- Shared services
- Strategic management of third party spend
- ICT

Re-cap of 2009/10

- 2.7% Grant increase (2nd year of CSR 07)
- 4.5% Council Tax increase
- **NB**
- 75% of funding achieved by Government Grant
- 25% of funding from Council Tax

- 1% increase in grant gives £2m
- 1% increase in Council Tax gives £660k

Re-cap of 2009/10

Money had to be found for :

- Additional investment (growth) £1.330m
- Loss of investment income £1.190m
- Reduction in Council Tax base £0.500m

Money found from:

- HQ budget reductions £1.450m
- Reductions across all budgets £1.130m

Future Prospects

Grant

- 2.7% (last year of CSR 07) hopefully secure for 2010/11
- For 2011/12 onwards grant is almost certain to reduce
- A reduction to say 1.5% would mean £2.4m loss pa
- A reduction to zero would mean £5.4m loss pa

Council Tax

- For 2011/12 onwards, expectations of low or zero Council Tax increases
- Reduction from 3% to nil would see income loss of £2m p.a.

Financial Risks and threats

General Risks

- BCU fund - could disappear in 2010/11 (to fund participatory budgets)
- PCSO funding from partners, Risk of £2m budget shortfall

Pay awards

- 3 year settlement agreed last year around 2.5% - 2.6% for both Police Officers and Police Staff
- No indication yet of “re-negotiating” but already the 3rd year looks unaffordable

Interest Rates

- Unlikely to see any significant upturn / improvement before 2011/12

Current Position

- HQ budget reductions process almost run its course
- Greater reliance on “efficiency initiatives” i.e. Quest, OSRs
- Constabulary track record of achieving up to £2m efficiencies p.a.
- We have to “balance the books” as part of the annual budget setting process
- Ultimately, any projected deficit, after utilising all efficiencies will need to be met

Scenarios

Best Case

	2010/11	2011/12	2012/13	2013/14	2014/15
Grant	2.7%	2%	2%	2%	2%
Council Tax	3%	2%	2%	2%	2%
Savings/ Efficiencies Required	£2.0m	£2.2m	£1.1m	£0.6m	£0.5m

Scenarios

Possible

	2010/11	2011/12	2012/13	2013/14	2014/15
Grant	2.7%	1.5%	1.5%	1.5%	1.5%
Council Tax	3%	0%	0%	0%	0%
Savings/ Efficiencies	£2.0m	£4.5m	£3.4m	£2.9m	£2.8m
Required					

Scenarios

Worst Case

	2010/11	2011/12	2012/13	2013/14	2014/15
Grant	2.7%	0%	0%	0%	1.5%
Council Tax	0%	0%	0%	0%	0%
Savings/ Efficiencies Required	£4m	£7.5m	£6.8m	£5.9m	£2.8m

Member Approach

- Clear understanding of priorities and objectives
- Shared vision of the future
- High degree of financial and business literacy
- Priority based budgeting exercises
- Member learning and development

Impact on Policing

- Policing during a recession
- Increasing emphasis on policing from all Parties pre general election
- Lancashire position re CT
- Potential issues of civil unrest
- Challenge public perception of confidence
- Citizen demand for service provision

New opportunities

- Varney recommendations
- Efficiencies and shared services
- Joined up service access
- Identity Management & Data Sharing
- Better face to face responses
- Service Transformation as a partnership priority

Our aim is...

- ...further reductions in Crime
- Increase in peoples feelings of confidence
- Lancashire a safe place for people to live work and play

Where next?

- Pleased but never satisfied ...Performance against targets
- Police Authorities and good governance
- Constabulary against regional burglary trends...why?
- Confidence is in the eye of the beholder...Lancashire's diverse communities
- Level 2 and above
- Merged forces, Shared services...and beyond!
- Setting national agendas – effective and efficient police service