



LANCASHIRE POLICE AUTHORITY

**WEDNESDAY 14 OCTOBER 2009 AT 10.00 AM
IN CABINET ROOM 'C' AT COUNTY HALL, PRESTON**

NB: If you have any queries regarding the Agenda papers or require any further information, please contact Stephen Pickup on 01772 533420.

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 in accordance with the law, the Authority's Standing Orders and the Member Code of Conduct.

3. **MINUTES OF THE MEETING HELD ON 17 JULY 2009**

Copy enclosed for confirmation at Item 3.

4. **MATTERS ARISING**

ITEMS FOR DECISION

5. **NORTH WEST REGIONAL COLLABORATION JOINT COMMITTEE**

A report on the North West Regional Collaboration Joint Committee is attached at Item 5.

CHIEF CONSTABLE'S REPORT

6. **CHIEF CONSTABLE'S REPORT**

The Chief Constable will present an oral report at the meeting.

MINUTES OF COMMITTEES

7. PLANNING AND PERFORMANCE REVIEW COMMITTEE – 8 SEPTEMBER 2009

The unconfirmed Minutes of the Planning and Performance Review Committee from its meeting on 8 September 2009 are presented at Item 7.

8. AUDIT AND STANDARDS COMMITTEE – 14 SEPTEMBER 2009

The unconfirmed Minutes of the Audit and Standards Committee from its meeting on 14 September 2009 are presented at Item 8.

9. RESOURCES COMMITTEE – 22 SEPTEMBER 2009

The unconfirmed Minutes of the Resources Committee from its meeting on 22 September 2009 are presented at Item 9.

10. HUMAN RESOURCES COMMITTEE – 23 SEPTEMBER 2009

The unconfirmed Minutes of the Human Resources Committee from its meeting on 23 September 2009 are presented at Item 10. **(Report to follow).**

ITEMS FOR INFORMATION

11. CHIEF EXECUTIVE'S UPDATE

A report from the Chief Executive on work the Police Authority has been involved in since the Authority's last meeting is attached at Item 11.

12. REPORTS FROM MEMBERS

12.1. The Chair of the Authority will present an oral report at the meeting.

12.2. The Vice-Chair of the Authority will present an oral report at the meeting.

12.3. Reports on Special Interests:

12.3.1. Mr Jassi – Inspections

12.3.2. Councillor Doherty – Sustaining Excellence

12.4. Attendance at Recent Events:

12.4.1. Post Incident Procedures Seminar – Wednesday 8th July 2009 – Councillor G Bell (Report attached).

12.4.2. Crime and Disorder Reduction Partnership Inspection Briefings – Mr B Jassi and Ms L Heath **(Report to follow).**

12.4.3. Restoring Public Confidence – Wednesday 9th September – Ms S Afzal.

13. 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.

14. DATE OF NEXT MEETING

The Authority's next meeting is scheduled to be held at 10.00am on Wednesday 9 December 2009, at County Hall, Preston.

Miranda Carruthers-Watt
CHIEF EXECUTIVE



LANCASHIRE POLICE AUTHORITY

ITEM 3

**MEETING HELD ON FRIDAY 17 JULY 2009
AT 10.00 AM AT COUNTY HALL, PRESTON**

MINUTES

PART I

PRESENT:-

Councillor M T Doherty - Chair

Miss S Afzal
Councillor G Bell
County Councillor W Cropper
Mr D Edmundson
County Councillor Grunshaw
Mrs G F Hendrix, JP
County Councillor A P Jones
Mr I Master
County Councillor N D Penney
County Councillor G W Roper
Mr M S Sarwar
Mrs A Webster
County Councillor G Wilkins

IN ATTENDANCE:-

Mr S Finnigan	-	Chief Constable
Mr D Brindle	-	Director of Resources
Ms M Carruthers-Watt	-	Chief Executive
Mr I Cosh	-	Treasurer
Mrs C Parmenter	-	Legal Advisor to the Authority
Mr S Pickup	-	Policy and Performance Officer, Chief Executive's Office
Mr J O'Reilly	-	Police Federation

APPOINTMENT OF CHAIR

(A copy of the report is set out in the Minute Book.)

One nomination had been received and seconded for the office of Chair of the Authority: Councillor Malcolm Doherty. Members were asked to confirm the appointment of Councillor Doherty as Chair of the Authority for 2009/10.

01/09 RESOLVED:- That Councillor Doherty be appointed as Chair of the Authority for 2009/10.

Following his appointment, Councillor Doherty thanked Members of the Authority for their continued support and their confidence in his Chairmanship. He also welcomed County Councillors Cropper, Pimblett and Wilkins to the Police Authority and congratulated County Councillor Jones on his appointment as Chair of Lancashire County Council.

APPOINTMENT OF VICE-CHAIR

(A copy of the report is set out in the Minute Book.)

One nomination had been received and seconded for the office of Vice-Chair of the Authority: County Councillor Geoff Roper. Members were asked to confirm the appointment of County Councillor Roper as Vice-Chair of the Authority for 2009/10.

02/09 RESOLVED:- That County Councillor Geoff Roper be appointed Vice-Chair of the Authority for 2009/10.

MEMBERSHIP ON THE AUTHORITY

The Members received a report which confirmed the Membership of the Authority as follows:-

Councillor M T Doherty - Chair

Miss S Afzal

Councillor G Bell

County Councillor W Cropper

Mr D Edmundson

County Councillor Grunshaw

Mrs G F Hendrix, JP

Mr B Jassi

County Councillor A P Jones

Ms P McGirr

Mr I Master

County Councillor N D Penney

County Councillor T Pimblett

County Councillor G W Roper

Mr M S Sarwar

Mrs A Webster

County Councillor G Wilkins

03/09 RESOLVED:- That the report be noted.

DECLARATION OF INTERESTS

No declarations of interest were made at the meeting.

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Mr Jassi, Ms McGirr and County Councillor Pimblett.

MINUTES OF THE MEETING HELD ON 24 JUNE 2009

It was noted that on page 5 of the Minutes, under the Chief Constable's report, there was an error on the names of the MBE awardees and Mrs Duckworth should be amended to read Mrs Rushton.

04/09 RESOLVED:- That the Minutes of the meeting held on 24 June 2009 be confirmed and signed by the Chair, subject to the minor amendment detailed above.

COMMITTEE MATTERS

The Authority considered a report concerning the Terms of Reference, amendments to the Committee structure, allocation of Members to Committees and a suggested timetable of meetings for the remainder of 2009 and for 2010.

The Chief Executive confirmed that, following the Member Development Meetings, approval would be sought at the earliest opportunity, under the Urgent Business Procedure, in consultation with the Chair and Vice-Chair of the Authority, to make the full range of Member appointments for 2009/10.

The Authority placed on record its thanks to staff in the Chief Executive's Office for their efficient production of this report following the recent Member Development meetings.

05/09: RESOLVED:-

The Authority is asked to:-

1. note the report;
2. agree the revised Terms of Reference of Committees attached at Appendix A and the quorum for meetings as presented at Appendix A;
3. agree the revised Committee Structure as set out at Appendix B;
4. agree the Membership of the Committees, Sub-Committees and Working Groups as presented at Appendix C;
5. agree the appointment of Chairs and Vice-Chairs of Committees and Chairs of Working Groups as presented at Appendix C, with the exception of the Chair and Vice Chair of the Audit and Standards Committee;
6. agree that the Human Resources Committee be given delegated power to agree the membership and appointment of Chair and Vice Chair to the Appeals Sub-Committee.
7. consider and approve the revised timetable of meetings for 2009 and the timetable of meetings for 2010 attached at Appendix D.
8. delegate approval of the timetable of other meetings to the Chief Executive, in consultation with the Chair and Vice Chair of the Authority, to enable dates to be agreed for the Professional Standards Working Group, Planning Working Group and Protective Services Panel.

ALLOCATION OF SPECIAL INTEREST ROLES

The Authority considered a report concerning the allocation of Member special interest roles for 2009/10.

06/09 RESOLVED:- Subject to the inclusion of an additional special responsibility for Information and Communication Technology to be shared by County Councillor Roper and Mrs Hendrix, JP the Authority agreed the allocation of special interest roles for 2009/10.

APPOINTMENT OF MEMBERS TO OTHER MEETINGS

The Authority received a report on the appointment of Members to the following other meetings: local Community Engagement meetings, Crime and Disorder Reduction Partnerships, Basic Command Unit, Quarterly Performance Review Meetings, Independent Advisory Group (IAG) meetings and Constabulary Internal Groups and Outside Bodies.

In view of the amendments to the allocation of Members to QPR meetings, it was agreed that the timetable for these meetings should be re-issued.

07/09 RESOLVED:-

1. That the report be noted.
2. That the final allocation of Members to the following meetings/roles be delegated to the Chief Executive, in consultation with the Chair and Vice Chair of the Authority:-
 - 2.1 as the Authority's 14 community engagement representatives;
 - 2.2 to the 14 Crime & Disorder Reduction Partnerships;
 - 2.3 the 7 Basic Command Unit Quarterly Performance Review Meetings and the two Departmental Quarterly Performance Review Meetings, for 2007/08;
 - 2.4 To the headquarters strategic and six divisional Independent Advisory Groups.
3. That the nomination of Members to the Constabulary's internal groups and outside bodies be dealt with under the urgent business procedure following further consultation with Members and the Constabulary.

POLICE AUTHORITY INSPECTION

A report was presented to the Members regarding an update on the Authority's preparation for its forthcoming inspection.

It was reported that a series of Member briefing sessions were currently being arranged and Members would be contacted about their availability in the near future.

Ms Afzal reported that she had written to HMIC and the Audit Commission to express her disappointment at the short timescale to apply for the peer inspector role. In response she had been informed that a further round of appointments would take place in September 2009.

08/09 RESOLVED:- That the report be noted.

MEMBER LEARNING AND DEVELOPMENT

Members considered a report detailing the Authority's Member Learning and Development Plan for 2009/10, revised Member Role Statements and an update on the Member Development Charter Assessment Process.

The Authority placed on record its thanks to the Deputy Chief Executive for all her efforts in helping prepare the Authority for the Member Development Charter.

09/09 RESOLVED:-

1. That the report be noted.
2. That approval be given to the Member Learning and Development Plan 2009/10 and the revised Member Role Statements.

HUMAN RIGHTS GUIDANCE FOR POLICE AUTHORITIES

The Authority received a report regarding the latest position in respect of the Authority's statutory obligation under the Police and Justice Act 2006 to monitor Force compliance with the duties imposed by the Human Rights Act (HRA) 1998 and to seek approval to actions identified to work towards compliance.

In respect of standard C1, regarding monitoring of the forces internal capability in respect of Human Rights, it was suggested that the Authority should continue to explore attendance at some Constabulary training courses.

10/09 RESOLVED:-

1. That the report be noted.
2. That the Authority's responsibilities under the Human Rights Act be noted.
3. That agreement be given to the current position statement and the way forward outlined for the Authority in the checklist attached at Appendix A.
4. That agreement be given to the Lead Member on Equality and Diversity also taking lead responsibility for Human Rights.
5. That details of the overall monitoring and reporting arrangements be presented to the Improvement and Scrutiny Group.

CHIEF CONSTABLE'S REPORT

The Chief Constable reported that the British Crime Survey statistics had just been published and crime within the County had fallen, making Lancashire a safer place than last year. This was the fourth consecutive year that all crime had fallen with 35,000 fewer victims over that period, which was equivalent to the population of Accrington.

Mr Finnigan reported that the survey results showed reductions compared to the previous year in a number of other categories of crime, as follows:

- Violent crime against the person had been reduced by 7.2%

- Vehicle crime had been reduced by 5.4%
- Criminal damage had been reduced by 8.2% which equated to 2,645 fewer victims
- The Force was in the top 10 for detecting offenders.

The Chief Constable thanked partner agencies for their assistance and indicated that these reductions were not just a Constabulary achievement.

However, domestic burglary had increased by 2.5% which equated to 127 more victims. Operation Julius had commenced in July 2009 to tackle this rise in burglaries with known offenders being targeted and security advice being given to members of the public. The Chair reported that there had been positive press coverage about this operation in Eastern Division.

The Chief Constable then provided the Authority with a presentation outlining the current position of policing in Lancashire and issues that would be faced in the future. The policing environment was changing with the Policing Green Paper offering the opportunity to do business differently with less micro-management from central Government. However, Mr Finnigan indicated that greater discretion for Officers was coupled with increased standardisation of systems and processes. There was also potential to sow confusion over the single confidence target as, in practice, the police were also subject to a myriad of other targets and indicators through the LAA regime, statutory performance indicators, local indicators and others.

A new performance assessment regime was also due to be introduced for the Police Service. The Chief Constable indicated that, whilst he considered there were issues still to be addressed in respect of scoring and the use of comparative information, the new framework would offer a more rounded assessment and was generally welcomed within the service.

There was no sign that the widening mission facing the Police Service was reducing and the citizen focus and confidence agenda would also continue to be of utmost importance. The economic recession would also require increased efficiency and productivity and financial uncertainty was heightened by the changing political landscape. Mr Finnigan reported that the Constabulary planned to continue using the Blueprint process as a vehicle to share strategic risks with the Authority and to discuss resource planning issues. Increased reliance would also be placed on business process re-engineering as a driver for greater efficiency, with collaboration also having an important role in bridging resource gaps.

In respect of people, the affordability of the current structure and adjustments to the current workforce mix would need to be carefully considered. The organisational change programme had mainly concentrated on back office and transactional functions, but there was now a need to look at operational reviews and increased centralisation with a focus on what needed to remain in divisions for successful operational delivery. The organisational culture remained strong with clear values and a focus on continuous improvement and customer focus. The initial results from a recent staff survey were generally good with a marked increase in staff participation in the survey.

In terms of operational delivery, it was intended to improve the utilisation of restorative justice and other common sense approaches when this was appropriate and proportionate. Good work was being undertaken on counter terrorism using the CONTEST approach and a substantial proportion of the work of the regional counter terrorism hub had been dedicated to the Lancashire area. The Force was having success in identifying and targeting organised crime groups and significant work was being undertaken to tackle child sexual exploitation.

In setting the way forward for policing in Lancashire, the Chief Constable indicated that increasing the pace of change to future proof the organisation would be crucial. It would also

be necessary to capitalise on opportunities afforded by the Policing White Paper and the Authority and Constabulary had individuals capable of helping to shape the national debate.

In respect of financial issues, Members indicated that the Authority required a more detailed and timely picture of the efficiency savings made from each organisational support review and how it was proposed to recycle them. This would enable the Authority and Constabulary to deal more effectively with the medium term financial pressures.

The Constabulary had achieved excellent results through its people and needed to ensure that the continuing organisational change programme did not affect morale. Members indicated that the Constabulary should act decisively as uncertainty could be corrosive and causes people to lose focus. The Chief Constable stated that the Force valued its people; it would seek to avoid compulsory redundancies and would continue to communicate with staff during future changes to avoid uncertainty and resistance to change. The recent staff survey had been undertaken during the organisational support reviews with positive results which suggested loss of morale was not currently an issue. Some themes for development were emerging from the findings and these issues would be addressed. Mr O'Reilly of the Police Federation indicated that the Federation's Members were currently happy with the way things were going but were conscious of the possibility of future Officer reductions.

A member indicated that the affordability of public expenditure was now a matter of public concern and workforce modernisation would be a crucial to ensuring an appropriate workforce mix. The Chief Constable reported that the Constabulary intended to embrace workforce modernisation, but he did not anticipate a huge sea change from the current workforce split.

A member suggested that the police service was being over inspected and savings could be made by rationalising the inspection regime. The Chief Constable indicated that there was also a crowded landscape in terms of the number of targets the police were expected to meet.

11/09 RESOLVED:- That the report be noted.

MINUTES OF COMMITTEES

MINUTES OF THE PROFESSIONAL STANDARDS COMMITTEE MEETING ON 18 JUNE 2009

The Vice-Chair of the Committee, Councillor Bell, presented the unconfirmed Minutes of the Committee's meeting held on 18 June 2009.

12/09 RESOLVED:- That the unconfirmed Minutes of the Professional Standards Committee from its meeting held on 18 June 2009 be received.

MINUTES OF THE RESOURCES COMMITTEE MEETING ON 30 JUNE 2009

The Chair of the Committee, County Councillor Roper presented the unconfirmed Minutes of the Committee's meeting held on 30 June 2009.

13/09 RESOLVED:- That the unconfirmed Minutes of the Resources Committee from its meeting held on 30 June 2009 be received.

MINUTES OF THE HUMAN RESOURCES COMMITTEE MEETING ON 8 JULY 2009

The Chair of the Committee, Mr I Master, presented the unconfirmed Minutes of the Committee's meeting held on 8 July 2009.

14/09 RESOLVED:- That the unconfirmed Minutes of the Human Resources Committee from its meeting held on 8 July 2009 be received and adopted.

ITEMS FOR INFORMATION

CHIEF EXECUTIVE'S UPDATE

The Chief Executive provided an update on work recently undertaken within the Chief Executive's Office.

15/09 RESOLVED:- That the report be noted.

REPORTS FROM MEMBERS OF THE AUTHORITY

The Chair of the Authority had recently attended the annual ACPO/APA Conference. He reported that the event had been very interesting and it had been good to see a number of representatives from both the Authority and Constabulary giving presentations at the event.

In respect of police pay issues, Councillor Doherty reported that he had been appointed the Chair of the official side of the Police Negotiating Board (PNB) on a temporary basis and was looking forward to taking up the position. He reported that the decision not to change the current deal would allow the PNB to consider other issues such as on call allowances and the Chief Officer Bonus Scheme.

The Authority received reports from Ms Afzal and County Councillor Jones on their areas of special interest.

Members reported back on events they had attended since the last meeting.

16/09 RESOLVED:- That the reports from Members be noted.

DATE OF NEXT MEETING

17/09 RESOLVED:- That it be noted that the Authority's next meeting will be held at 10.00am on Wednesday 14 October 2009, at County Hall, Preston.

**MIRANDA CARRUTHERS-WATT
CHIEF EXECUTIVE**



LANCASHIRE POLICE AUTHORITY
14 OCTOBER 2009

ITEM 5

PART I

**NORTH WEST REGIONAL COLLABORATION JOINT
COMMITTEE**

(Appendix A refers)

Issue for Consideration

A report on the North West Regional Collaboration Joint Committee.

Information

The first meeting of the North West Regional Collaboration Joint Committee was held on the 28 July 2009. The Chair and Chief Executive attended on behalf of the Police Authority and the Director of Resources attended on behalf of the Constabulary. Councillor Doherty was appointed as Vice Chair of the Joint Committee for the ensuing year.

The administrative arrangements for the new Joint Committee were considered and most notably it was agreed that each Authority be asked to nominate a named substitute for the Chairman of their Authority and for that nominated Member to be invited to all future meetings. It is proposed that the Vice Chair, County Councillor Roper, be nominated to represent the Authority as substitute on the Joint Committee.

The Joint Committee also agreed arrangements for the joint scrutiny of regional collaboration projects (including the forensic science collaboration contract) and requested that the Chief Constables draw up a reporting timetable, with the Motorway Policing Collaboration being the subject of the first report.

A copy of the minutes from the Joint Committee are attached at Appendix A for information.

Decision Required


The Authority is asked to

- 1) note the report.
- 2) agree that the Vice Chair, County Councillor Roper, be appointed as the Authority's substitute Member on the North West Regional Collaboration Joint Committee.

Background Papers

None.

Report Author

Name: Miranda Carruthers-Watt
Organisation: Police Authority  01772 533699

**THE NORTH WEST REGIONAL COLLABORATION
JOINT COMMITTEE**

MINUTES OF THE MEETING HELD ON TUESDAY 28th JULY 2009

at The Central Avenue Room, Ramada Bolton Hotel, Bolton
commencing at 2.00 pm

PRESENT

Cllr R Cole (CUMBRIA)
Cllr M Doherty (LANCASHIRE)
Mrs M Ollerenshaw (CHESHIRE)
Cllr P Murphy (GREATER MANCHESTER)
Cllr W Weightman (MERSEYSIDE)

Also present

CHESHIRE

Mr M Sellwood (Chief Executive)
Mr D Whatton (Chief Constable)

LANCASHIRE

Ms M Carruthers-Watt (Chief Executive)
Mr D Brindle (Director of Resources)

CUMBRIA

Mr C Alcock (Chief Executive)
Mr C Mackey (Chief Constable)

MERSEYSIDE

Mr P Johnson (Chief Executive/Treasurer)
Mrs C McConnell (Deputy Chief Executive)
Mr B Lawson (Deputy Chief Constable)

GREATER MANCHESTER

Mr R Bernstein (Executive Director)
Mr P Fahy (Chief Constable)

Apologies for absence were received from Mr B Hogan-Howe, Chief Constable, Merseyside Police Service.

1. Declarations of Interest

There were no declarations of interest received.

2. Appointment of the Chairman and Vice-Chairman of the North West Regional Collaboration Joint Committee

Nominations were received for the appointment of the Chairman and Vice-Chairman of the Joint Committee. It was agreed that Mr W Weightman be

appointed as Chairman and Mr M Doherty as Vice-Chairman for a period of 12 months.

The Chairman welcomed Mr R Cole to his first meeting of the Joint Committee.

The Chairman also paid tribute to Mr Reg Watson OBE, former Chairman of Cumbria Police Authority, who had chaired the North West Regional Meeting for over two years. Mr Watson contributed significantly to the work of regional collaboration, helping to develop the regional meeting into the formal Joint Committee. He added that Mr Watson is a respected politician and Member on both the local and national stage.

The Vice-Chairman also paid tribute to Mr Watson's contribution to the work of Police Authorities, and expressed the view that he is an extremely effective Member.

Resolved:-

That the Chairman will write to Mr R Watson, on behalf of the Joint Committee, expressing its gratitude for his significant contribution to Regional Collaboration.

3. Administrative Arrangements of the North West Regional Collaboration Joint Committee

The report set out the various administrative practical arrangements associated with the new Joint Committee. This also included the formal approval of the draft Standing Orders, presented to the last Regional Meeting of Chairs, Chief Executives and Chief Constables.

There was a discussion in relation to the location for the meeting of the Joint Committee. There was general agreement that the current venue provides an accessible location both physically and geographically. Members of the Committee requested that the room used for the meeting should be laid out so that it is conducive for attendance by Members of the public. It was also agreed that the current arrangement for payment, i.e. split between the constituent authorities be maintained.

Members agreed to the proposals contained within the report relating to the publication of meetings and minutes. In addition the Chairman proposed that the Joint Committee would benefit from a Website whereby the North West Authorities can highlight its achievements in relation to collaboration. The Executive Director of Greater Manchester Police Authority suggested that current work in relation to a shared website for Member development, which is currently being explored, might provide the vehicle for this. It was agreed that this should be considered and reported back to the next meeting of the Committee.

Dealing with media issues was also considered by the Joint Committee, and it was agreed that the administering Authority should facilitate this process, and that the Chairman act as a spokesperson on matters of policy. The Chief Constable for Cheshire also added that, in operational terms, the lead Force may be best placed to comment on specific collaboration initiatives.

Members of the Committee discussed the Agenda issues, stating that the template should be adopted. Whilst reports from Chief Executives will be prepared by the relevant Chief Executive, they will appear on the Agenda under the name of the administering Authority's Chief Executive. Members were keen that the Joint Committee should have a Forward Plan, setting out the business of the Committee for a defined period of time, including dates of meetings for the next 12 months. Proposals around this approach will be prepared for the next meeting. The Chairman of the Committee also expressed the view that he wanted this to tie into a detailed Business Plan for the Joint Committee.

The issues surrounding representation, by staff associations were carefully considered. It was confirmed that the legal status of representatives of staff associations attending such a meeting was as members of the public. All attendees agreed that it is very important that staff associations are consulted on individual collaborative ventures with their own Authorities. However it was agreed that the meetings of the Joint Committee would not be suitable for this purpose. It was agreed that the regional meetings of the staff associations be notified of the dates for future meetings. Standing Orders for the Joint Committee will be amended to allow members of the public to speak at the meeting, within specific parameters.

A further issue relating to this report was discussed. This was in respect of widening the invitation to other Members of the Constituent Authorities. Having a Second Member, to be nominated by each Authority, would assist with levels of knowledge and continuity should the Chair of the Authority require a substitute to represent him. This will remain in keeping with the Standing Orders that each Authority will have one vote. This was agreed.

Members also discussed ways to ensure that Members of each Police Authority could be kept up to date with developments and work of the Joint Committee. The Chairman of the Committee proposed that a regional event should be arranged and to invite all Members of the Constituent Authorities to attend. This would promote a greater understanding of the work of the Joint Committee but also to foster positive relationships between Members. This proposal was agreed.

Resolved:-

- (i) that the current venue should be used for future meetings of the Joint Committee, subject to the room being arranged to be more conducive for attendance by Members of the public;

- (ii) that the standing orders be approved;
- (iii) that the current arrangement for payment be maintained;
- (iv) that, whilst each Authority be responsible for publicising the meeting agenda and minutes, the possibility of developing a shared website be explored, and reported to the next meeting of the Joint Committee;
- (v) that the administering Authority be responsible for co-ordinating media issues, and that the Chairman of the Committee acts as spokesperson on matters of policy;
- (vi) that the standard template be adopted for all reports to the Joint Committee, and be sent out in the name of the Chief Executive of the administering Authority;
- (vii) that a report be prepared for the next meeting of the Joint Committee setting out a Forward Plan of meetings and business to be discussed;
- (viii) that staff associations should be notified and made aware of the dates of the Joint Committee;
- (ix) that the Standing Orders be amended to allow for members of the public to speak at the meeting on regional issues only;
- (x) that each Authority nominate a named substitute for the Chairman of their Authority, and for that nominated Member to be invited to all future meetings; and
- (xi) that proposals for a regional event be prepared.

4. ICT Investment decisions – ISIS and IMPACT Programmes

The report advised Members of the Joint Committee of the implications for the North West of the recommendations made in respect of ICT purchases by the National Policing Improvement Agency (NPIA) through the IMPACT and Information Systems Improvement Sharing (ISIS) programme .

The report from the Chief Executive of Lancashire Police Authority was welcomed, to enable the North West Authorities to consider this issue in more detail. The Chief Constable of Greater Manchester provided an operational perspective on the early stages that this work is in. Members welcomed the report and asked that further information be provided as indicated in the recommendation contained in the report.

Resolved:-

That the Joint Committee receives a further report identifying the position, potential implications, and cost savings for all Forces in the North West relating to ISIS and IMPACT programmes.

5. HMIC Report – A better deal for the public through Joint Working

Members of the Joint Committee considered the HMIC report in respect of collaboration and the proposed 'Informed Choice Model'. Members commented on the levels of support proposed within the report, and in particular level 5 whereby the Home Secretary could mandate Authorities and Forces to collaborate.

The Chairman of Greater Manchester Police Authority advised the Joint Committee that the North West will have to demonstrate where areas of collaboration have been considered.

At this stage the status of the HMIC report is unclear and it was agreed that the Joint Committee should await further information.

Resolved:-

That once the status of the HMIC report is made clear and how their proposals are to be taken forward, a further report to be prepared and submitted to a meeting of the Joint Committee.

6. Delivering Effective Collaboration

The Chief Executive of Cheshire Police Authority led the discussion on this item, which had been prompted by comments made following a Police Authority Inspection. There will be a need for each Police Authority to evidence that collaboration is efficient and effective.

It was evident from the discussion that reporting to individual Police Authorities varied, and that it would be helpful to co-ordinate this process. Members of the Joint Committee agreed that this would be useful process and that a detailed timetable of reports would support this. The Chief Constable of Cheshire proposed that each lead Force would take responsibility to prepare these reports. The Chief Constable of Greater Manchester supported this proposal, and suggested that the Motorway Policing Collaboration could be the subject of the next meeting.

Members agreed this approach, and requested that the Forensics collaboration contract also be factored in to the timetable of reports.

Resolved:-

That the Chief Constables prepare a reporting timetable to the Joint Committee, and that the Motorway Policing Collaboration be the subject of the first report.

7. British Transport Police Stop / Search Data

The Executive Director of Greater Manchester Police Authority led the discussion on this item. He explained that this subject follows work undertaken by West Yorkshire Police Authority who tried to isolate stop/search data, relating to that Authority from British Transport Police. It became evident that this refers to Section 44 Stop and Searches and is only reported by British Transport Police on a regional basis. The Chief Constable of Cumbria is the national lead on this, and reported to the meeting that it has not been possible to date to disaggregate that data but that work is going on nationally to look at this. Mr MacKay proposed that he would prepare a report on this issue for the next meeting of the Joint Committee.

Resolved:-

That the Chief Constable of Cumbria prepare a report on the national reporting of stop/search data by British Transport Police.

8. APA Member Networks

The current arrangements for regional representation on APA Member Networks was described. Members considered whether the current arrangements, subject to Mr Cole taking up the specific Policy network previously attended by Cumbria should be maintained, or to make new nominations. Members determined to keep the status quo in order to maintain continuity as far as possible.

A more wide ranging debate ensued relating to the disenfranchisement felt by Members of police authorities with the new APA structure and arrangements. However Members appreciated the approach being taken by the APA in order to cut down the proliferation of meetings, and to focus on key issues. The Chairman of the Committee reiterated the intention to hold a regional event in order to engage all Members of Authorities, and for Members to understand how quickly some issue were moving and the need for decisions to be made, often with short notice.

The Chairman of Lancashire Police Authority informed the Joint Committee that he has been appointed to serve on the Police Negotiating Board (PNB) as Chairman. He asked that if other Members had any comments relating to the work of the Board he would happily take these forward. Mr Doherty was congratulated by other Members of the Joint Committee on his appointment.

Resolved:-

That the item was noted.

9. Accountability in Policing

Mrs Ollerenshaw led the discussion relating to this item, suggesting that the Joint Committee might wish to take a regional view on the document prepared by David Blunkett, MP.

A number of views were expressed, particularly as there are other 'think tank' documents being produced around policing accountability. Mrs Ollerenshaw reminded Members that whilst that is the case, the White Paper, due to be published in October, will be based largely on Mr Blunkett's report. The Chief Executive of Lancashire suggested that whilst Police Authorities will be largely supportive of the contents of the report there are still concerns around some issues. It was proposed that these might be highlighted to the Bill drafting team at the Home Office.

The Chairman of the Joint Committee suggested that a regional event be arranged once the White Paper is published. The attendees can also consider some of the other proposals around to help inform a joint response. In the meantime it was proposed that the Chief Executives prepare a response to Mr Blunkett's report.

Resolved:-

- (i) That the Chief Executives prepare a response to Mr Blunkett's report; and
- (ii) That a regional event be arranged for Members of the North West Police Authorities to be informed about and respond to the White Paper.

10. Any other items which the Chairperson deems to be of an urgent nature

(a) Police Treatment Centres

The Chief Constable of Cheshire requested that the issue of Police Treatment Centres be raised at a future meeting of the Joint Committee. This would be to raise awareness of the work that is carried out to assist police officers following illness or injury.

Resolved:-

That the Joint Committee receive a presentation at a future meeting of the Joint Committee on the work undertaken at the Police Treatment Centres.

(b) Vetting

A recent APA GEM had been circulated to Police Authorities which set out the view of ACPO in relation to levels of vetting. It was agreed that a regional view on this issue is required.

(c) Independent Custody Visiting Association (ICVA)

This item was prompted by a request of the Vice-Chairman of ICVA who had expressed a wish to meet with the Joint Committee in respect of membership to ICVA. Members requested that an update report on the North West's arrangements in respect of collaboration on Custody Visiting be prepared.

Resolved:-

That an update report on the regional collaboration on custody visiting be submitted to the next meeting of the Joint Committee.

11. Local Government (Access to Information) Act 1985

Resolved:- That in accordance with the provisions of the Local Government Act 1972, and having satisfied the requirement of paragraph 10, the public be excluded from the meeting for the following items of business on the grounds that it involve the likely disclosure of exempt information as defined in paragraph 7 of Part 1 of Schedule 12A to the Act.

12. Notes from Meeting of Chairs, Chief Constables and Chief Executives held on 19th May 2009

The notes of the meeting of the Chairs, Chief Constables and Chief Executives that was held on Tuesday 19th May 2009 were received as a correct record.

It was noted that this item related to the previous administrative arrangements. In future minutes in respect of the Joint Committee will be in Part 1 of the Agenda.

13. Regional Collaboration Update

The Chief Constable of Greater Manchester presented the report to update Members of the Joint Committee of the ongoing regional collaboration. The Chief Constable summarised each of the areas of collaboration and stated that good progress was being made. In particular areas around shared services are more advanced than in any other region.

Mr Fahy concluded that whilst the North West region is well placed in respect of collaboration the Chief Officers had expressed a view to undertake a review. This would enable Chief Officers to take stock as to areas currently being progressed but also to consider future areas of collaboration. To that end the next regional ACPO meeting in September will be used for that purpose.

Members of the Joint Committee supported this approach, and there was a suggestion that this exercise should also be undertaken by the five North West Police Authorities. Members were also keen to have a meeting with ACPO to discuss their findings, following their meeting in September.

The status of the report i.e. in Part 2 of the Agenda was also discussed. It was agreed that the Chief Constable of Greater Manchester will review the report and redact any information that would require it to be exempt. This will allow for the report to be published.

Minutes 1 – 13 received as a correct record the 16th November 2009.

Chairman of the Joint Committee

(The meeting closed at 4.20 pm)



LANCASHIRE POLICE AUTHORITY

14 OCTOBER 2009

PART I

**MINUTES OF THE PLANNING PERFORMANCE AND REVIEW COMMITTEE
FROM ITS MEETING HELD ON TUESDAY 8 SEPTEMBER 2009**

The unconfirmed Minutes of the Resources Committee meeting held on 8 September 2009 are set out below.

The Authority is asked to note the proceedings.

Background Papers

Part I Agenda and papers for the Planning Performance and Review Committee Meeting – 8 September 2009.

Report Author

Name: Mrs Bev Wood
Organisation: Chief Executive's Office
 01772 533486



PLANNING & PERFORMANCE REVIEW COMMITTEE

**MEETING HELD ON TUESDAY 8 SEPTEMBER 2009 AT COUNTY HALL,
PRESTON**

MINUTES

PRESENT

Mr D Edmundson - Chair

Mrs F Hendrix JP

Mr B Jassi

County Councillor G Roper

Mr S Sarwar

Mrs A Webster

County Councillor G Wilkins

IN ATTENDANCE

ACC C Weigh

Supt J Gomery

Supt R Eastwood

Mrs L Taylor

Mr L Weir

} Lancashire Constabulary

Ms M Carruthers-Watt

Mrs B Wood

} Lancashire Police Authority

Inspector J O'Reilly

} Police Federation

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of County Councillor Cropper, Councillor Doherty and County Councillor Jones.

APPOINTMENT OF CHAIR AND VICE CHAIR

The Committee noted that the Authority, at its meeting on the 17 July 2009, had appointed Mr D Edmundson and Mr S Sarwar as Chair and Vice-Chair of the Committee respectively for the year 2009 / 10.

MEMBERSHIP AND TERMS OF REFERENCE

The Committee noted its Membership and Terms of Reference for 2009 / 10.

01 / 09 RESOLVED:- That the Membership for 2009/10 be noted and the Terms of Reference be agreed.

MINUTES OF THE MEETING HELD ON 2 JUNE 2009

02 / 09 RESOLVED: - That the Minutes of the meeting held on 2 June 2009 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

Restorative Justice Interventions (page 4 of the minutes refers)

Mrs Hendrix provided an update on a recent Magistrates' Association Training Day which had been held to discuss out of court disposals and restorative approaches. This had been very successful and provided an excellent opportunity for partnership engagement and helping to raise confidence.

Visibility Strategy (page 5 of the minutes refers)

ACC Weigh advised Members that the final Strategy would be considered at Strategic Tasking and Co-ordinating at the end of the week. He advised that the "Visibility with Purpose Strategy" would have the aim of consistently getting the right people, with the right skills, in the right place, doing the right thing, at the right time. He commented that visibility was recognised as a significant influencing factor in promoting confidence in communities and is aligned with the Policing Pledge.

There was a discussion about ensuring there was adequate coverage of patrol vehicles at any given time and that any system used had dynamic capability. One Member queried whether there would be any resource implications in respect of the Strategy. ACC Weigh replied that he was not aware of any additional resource requirements.

ACC Weigh advised that the Visibility Strategy would be presented to the Committee's next meeting.

ITEMS FOR DECISION

POLICE AUTHORITY ANNUAL REPORT 2008 / 2009

The Police Authority has a statutory obligation to publish an annual report concerning the policing of the Authority's area over the previous financial year. An annual report had been

developed in liaison with Members of the Planning Working Group. A copy of the annual report was presented for the Committee's approval.

03 / 09 RESOLVED: That the Committee approve the Police Authority's Annual Report for 2008 / 2009 and the arrangements for publication.

FRONTLINE POLICING MEASURE

Members considered a report which outlined the development of the Frontline Policing Measure. At the last meeting of the Planning and Performance Review Committee, it had been agreed that a more sophisticated set of proposals for measuring frontline activity was required and it had been agreed that Mrs Hendrix and Mr Sarwar would work alongside the Constabulary to draft up proposals for consideration at this meeting. That meeting had taken place on 24 July 2009. A draft proposal had been developed which took into account other relevant considerations and strategies, for example, visibility with purpose, public confidence, efficiency plans and the interests of the public and wider stakeholders.

It was proposed that the description of the measure be amended to "the percentage of police resources spent on frontline policing" and that it be kept under review over the next twelve months.

A view of the data using the proposed calculation of the frontline policing measure was also presented for Members' consideration although it was acknowledged that the figures presented were did not represent an accurate reflection of activity and budgetary perspectives and were for illustrative purposes only.

In response to a number of queries about the accuracy of the data collection, Mr Weir reassured Members that accuracy in recording data was high on the agenda in all divisions.

Members also suggested that it would be useful to know what activity had been collated under the "other" classification and to include any other relevant data relating to G and H Divisions / Headquarters, for example around the work including the dogs / horses and helicopter.

It was agreed that the proposal set an important milestone in accessing information in a reliable way.

04 / 09 RESOLVED:- That the proposal be agreed and further development be undertaken as required.

ITEMS FOR INFORMATION

QUARTER ONE EFFICIENCY PLAN 2009 / 2010 UPDATE REPORT

The Chair provided Members with an update on recent developments in relation to the 2009 / 2010 efficiency plan. Efficiency planning was no longer seen as a purely financial exercise and the Plan was now owned by the Constabulary's Corporate Development Department, supported by the Finance Department. Other changes included a greater focus on accountability by Divisional Commanders and Heads of Departments. Discussions had also taken place in relation to future presentation requirements of the Plan. An interim schedule had been presented to the Committee; however, Members were

informed that further developments over the next few months would also include savings in areas such as QUEST and OSRs.

Members commented that the results in respect of QUEST II were disappointing and pointed out that there was nothing in the schedule relating to QUEST 1 to demonstrate savings. Mrs Taylor pointed that Quest 1 savings had already been reported in previous years.

One Member commented that it would have been helpful to have had additional information in respect of explaining the projected lack of savings through ERP and digital recording in the CJS portfolio. Mrs Taylor responded that this activity referred to a pilot scheme and major savings were not expected until after the legislation could be changed.

05 / 09 RESOLVED:- That the current position statement be noted.

QUARTERLY PERFORMANCE INDICATOR BULLETIN

The Committee considered the Performance Bulletin for the period covering April 2009 to June 2009, 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.

LI 35 - Percentage of Opinion respondents who feel safe

Members passed on their congratulations to the Constabulary for the work undertaken in respect of increasing the public's feeling of safety. In response to a query about the increase in high profile serious road accidents in certain areas of the county, ACC Weigh commented that there was no specific contributory factor. The focus needed to be around engineering work and education.

SPI 2.1 AND 2.2 - Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime in their areas and are dealing with those that matter in their area.

ACC Weigh commented on specific interventions that had taken place in Longridge and Clitheroe resulting in positive outcomes in those localities.

SPI 5.3 - number of assaults with less serious injury

ACC Weigh commented that inter-agency work on alcohol related violence was having a positive impact.

SPI 8.1 - value of cash forfeiture orders and confiscation orders per 1,000 population

Members were keen to ensure that the Constabulary continued with its policy in these areas as it would have a direct impact on the public level of confidence in the Police.

LI 34 - percentage of non-999 calls answered within 40 seconds response time

Members commented that the figures presented were slightly below the target and whilst acknowledging that things were now back on track, they would expect to see further improvements following the communications OSR. ACC Weigh informed Members that there was an issue with networking and overspill of calls in some divisions but this was currently being investigated.

LI 51 and LI 52 - percentage of non-emergency incidents attended within one hour and 48 hours

Members raised concern at the relatively low percentage of non emergency incidents responded to within these timescales, specifically within 48 hours which was only 73.4%. ACC Weigh responded that the August figures indicated improvements had been achieved (78%). However, Members were concerned about the potential impact the communications OSR may have on performance levels.

The Chair reminded Members that the 15 minute target had been dropped at the beginning of the year with the proviso that other PASS Grade responses would be scrutinised. Mr Weir commented that there were a number of technical and operational issues which needed to be addressed in respect of collection of data. County Councillor Roper queried whether the incidents could be recorded automatically rather than manually.

In response to the queries raised, ACC Weigh advised that he would present a full report on PASS Grade 1, 2 and 3 activity to the next meeting and also to the Professional Standards and Citizen Focus Committee.

SPI 5.1 - Violent Crime

Members were concerned that the presentation of information did not easily demonstrate the scales of reduction in violent crime. Whilst performance in this area was improving, it was agreed that the presentation of the data would be reconsidered.

Force Overview Report - Lancashire and BCU Crime information

Members noted the increased direction of travel of domestic burglary in Southern Division. One Member advised that there was a real issue with cross border criminality and a need to share intelligence with relevant partners. ACC Weigh assured Members that significant scrutiny was being given to this matter and improvements were being made.

Restorative Justice Interventions

Members commented on the extreme disparity of RJ interventions between divisions. ACC Weigh reported that he scrutinised RJ activity through the Restorative Justice Board. He also informed Members that each division had its own RJ Champion at Chief Inspector level.

06 / 09 RESOLVED:-

- 1 That the matters discussed be noted.
- 2 That ACC Weigh present a report on PASS Grade activity to the next meeting (and to the next Professional Standards and Citizen Focus Committee).

LANCASHIRE CONSTABULARY'S CONFIDENCE AND EQUALITY MONITORING REPORT 2008 / 2009

Superintendent Eastwood presented a report which provided details on the Constabulary's position in terms of satisfaction and service delivery to Lancashire's minority ethnic communities when compared to white communities. It also presented information on employment monitoring information relating to gender and specialist roles for members of staff within the Constabulary.

The data used in the report was taken from the 2001 census although the Constabulary was considering other methods of measurement. It was noted that there had been a significant change to the ethnicity of the population and this may have affected the accuracy of the data, particularly in areas of apparent disproportionality.

Members commented that more up to date information was available; for example the electoral registers used by local authorities, MORI and street population. In response Superintendent Eastwood advised that the MORI survey information was very expensive and was not a viable option.

The satisfaction level with the Constabulary's service delivery remained high, with the overall level for all groups who were satisfied at 82.5%.

A number of areas continued to be the focus of scrutiny:

- The use of stop and search
- The issue of HORT 10s
- The conducting of breath tests
- The issue of endorsable fixed penalty notices.

It was commented that one of the outcomes of the stop and search activity was the number of arrests made. The quarterly bulletin data indicated that there was no disparity between minority ethnic and white population arrests (LI 46 a and b refer) despite the report indicating there was a slight disparity.

ACC Weigh advised that there was a need to have a clearer understanding of the stop and search activity and why there was a disparity.

The Chief Executive commented that Miss Afzal had undertaken some work in relation to stop and search activity and this would be considered further by the Authority.

Members welcomed the report.

07 / 09 RESOLVED:- That the report 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 July and August 2009, including excellent work on honour based violence and forced marriages in Eastern Division, strong partnership activity, successful acquisition of sponsorship funding.

08 / 09 RESOLVED: - That the report be noted.

DATE OF NEXT MEETING

09 / 09 - RESOLVED: - That the next meeting of the Committee would take place on Tuesday 1 December 2009.



LANCASHIRE POLICE AUTHORITY
14 OCTOBER 2009

PART I

**MINUTES OF THE AUDIT AND STANDARDS COMMITTEE FROM
ITS MEETING HELD ON MONDAY 14 SEPTEMBER 2009**

Information

The unconfirmed Minutes of the Audit and Standards Committee from its meeting held on the 14 September 2009 are set out below.

The Authority is asked to note the proceedings.

Background Papers

Part I Agenda and papers for the Audit and Standards Committee Meeting - 1 June 2009.

Report Author

Name: Stephen Pickup
Organisation: Chief Executive's Office
 01772 533420



AUDIT & STANDARDS COMMITTEE

MONDAY 14 SEPTEMBER 2009

AT 2.00PM IN CABINET ROOM 'D', AT COUNTY HALL, PRESTON

NB If you have any queries regarding the Agenda papers or require any further information, please contact Stephen Pickup on 01772 533420.

MINUTES

PRESENT:-

Mr D Soper - Chairman

Miss S Afzal

Mrs P Goulding

County Councillor C Grunshaw

Mr B Jassi

County Councillor A P Jones

Mr I Master

Mr K Williams

IN ATTENDANCE

Mr I Cosh	Treasurer, Lancashire Police Authority
Mrs A Harrison	Monitoring Officer, Lancashire Police Authority
Mr S Pickup	Policy and Performance Officer, Lancashire Police Authority
Mrs L Taylor	Head of Finance, Lancashire Constabulary
Mrs G Jones	Audit Commission
Mrs R Tanner	Principal Auditor, Internal Audit
Mrs J Taylor	Senior Auditor, Internal Audit

APPOINTMENT OF CHAIRMAN

01/09 RESOLVED:- That Mr D Soper be appointed as Chairman of the Audit & Standards Committee for the ensuing year.

APPOINTMENT OF VICE-CHAIRMAN

02/09 RESOLVED:- That Mr K Williams be appointed as Vice-Chairman of the Audit & Standards Committee for the ensuing year.

MEMBERSHIP AND TERMS OF REFERENCE

In respect of item 2.27 on the Committee's terms of reference regarding the annual review of the strategic processes for risk management it was agreed that the Committee's role should be strengthened and the wording amended to reflect that the Committee would undertake the review, rather than consider the review.

In respect of item 2.1 on the terms of reference, the Committee asked for clarification in respect of its role in monitoring and reviewing the Authority's Constitution and framework documents. The Monitoring Officer indicated that the Committee would be given the opportunity to provide feedback on proposed amendments and would monitor operation to ensure the documents were fit for purpose and regularly reviewed.

03/09 RESOLVED:- That the Committee's membership for 2008/09 be noted and the Terms of Reference be agreed subject to the minor amendment detailed above.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr C Portman.

DISCLOSURE OF MEMBERS INTERESTS

No declarations of interest were made at the meeting.

MINUTES OF THE MEETING HELD ON THE 1 JUNE 2009

The minutes of the meeting held on the 1 June 2009 were confirmed as a correct record, subject to an amendment to the first paragraph on page 6 of the minutes so that it read '...which were followed in the event of suspected fraud occurring'.

04/09 RESOLVED:- That the Minutes of the meeting held on 1 June 2009 be confirmed as a correct record, subject to the minor amendment above.

MATTERS ARISING

On page 4 of the Minutes, it was reported that a further report on politically restricted posts would be presented to the Committee's next meeting.

In respect of the Minute regarding observations by Lay Members at the Authority meetings on page 5, it was indicated that a template for observations would be circulated in the near future.

AUDIT COMMISSION ANNUAL GOVERNANCE REPORT

The Committee was presented with a copy of the Audit Commission's Annual Governance Report on Lancashire Police Authority for the year ended 31st March 2009.

Mrs Jones of the Audit Commission reported that the accounts presented for audit were of a high standard and subject to some areas of work being finalised it was planned to issue an unqualified audit opinion in the near future.

The Committee considered and approved the contents of a draft letter of representation prepared by the Treasurer which needed to be finalised before the audit of the 2008/09 Statement of Accounts could be completed.

05/09 RESOLVED:-

- 1) That the Annual Governance Report be received and noted.
- 2) That the Letter of Representation be approved.

RECEIPT OF 2008/09 STATEMENT OF ACCOUNTS

The Authority's Statement of Accounts for 2008/09 was presented to the Committee.

It was reported that the responsibility for approving the accounts lay with the Resources Committee and the 2008/09 Statement had been approved at the Committee's meeting on the 30th June 2009.

In accordance with best practice, the accounts were now being made available for consideration by the Audit & Standards Committee. The Committee was specifically asked to consider whether there were any concerns arising from the financial statements which needed to be brought to the Authority's attention, and the appropriateness of the accounting policies which underpinned the statements.

A Member queried whether the budgeted amount for ill health retirements was realistic as there was usually an underspend in this area each year. It was reported that this provision had been gradually reduced in recent years but due to strict management of attendance the number of actual ill health requirements had reduced at a faster rate.

The Committee queried the latest position on funds deposited with the Landisbanki Islands bank and the likelihood of repayment of the deposit and timescale for this. The latest estimates indicated that preferential creditors would be refunded 83p in every £1 invested and non-preferential creditors could expect to receive around one third of their investment. The Treasurer advised that whilst this amount had reduced since the accounts had been compiled, the variation was not material and therefore the accounts did not require amendment. In terms of timescales, he advised that this was still uncertain due to the potential legal processes.

The Committee queried whether the Authority had sufficient reserves given the current financial climate. The Treasurer reported that the Authority currently had an adequate level of balances with general reserves equating to 2.7% of net revenue expenditure and a number of other reserves earmarked for specific purposes.

Discussion took place around the treatment of police pensions within the accounts. In particular, it was noted that the position on the Authority's pensions liability had improved year on year by £320m and the Treasurer indicated that this was due to changes in the Actuary's estimates of improved corporate bond yields and inflation expectations falling. However, the Treasurer also reported that the triennial valuation of the local government pensions fund was due to take place and it was likely that the actuarial assumptions for the next three years would result in the Authority's employer contribution increasing.

On page 52 of the Statement of Accounts, in respect of employees' emoluments, the Committee asked for further information on the increase in the number of Officers receiving remuneration over

£50,000 and variations in the numbers within certain bands. The Treasurer undertook to look into this matter and to write to Members at the earliest opportunity.

Discussion also took place regarding the contingent liability in respect of Airwave liability claims. It was noted that legal advice had been sought regarding the methodology around application of the excess on these claims and discussion had been entered into with the insurers on this issue.

06/09 RESOLVED:- That the Authority's Statement of Accounts for 2008/09 be received.

CORPORATE GOVERNANCE ACTION PLAN

A draft Corporate Governance Action Plan for 2009/10 was presented for the Committee's consideration. The Plan brought together ongoing actions carried forward from the 2008/09 plan and new actions, identified following approval of the Annual Governance Statement at the Committee's last meeting.

It was noted that quarterly reports setting out progress against the action plan would be presented. The Committee asked that a report on the results of the Constabulary's Strategic Review of Partnerships be presented to a future meeting.

07/09 RESOLVED:-

- 1) That the report be noted.
- 2) That a report on the Constabulary's Strategic Review of Partnerships be presented to a future meeting of the Committee.

PROCUREMENT OF INTERNAL AUDIT SERVICES

The Committee received a report on the proposed arrangements for the provision of the Authority's Internal Audit service from 1 April 2010. It was noted that the Resources Committee would receive a report on 22 September seeking approval for the provision of internal audit to be awarded following a competitive process and that arrangements for the process and award of the contract be delegated to a Member/Officer Panel.

It was noted that the proposed composition of the Panel included the Chair of A&S Committee and one other Member of the Audit & Standards Committee. Subject to the Resources Committee approving the delegation to a Member/Officer Panel, the Committee nominated Mr K Williams to serve on the Panel.

08/09 RESOLVED:-

- 1) That the report be noted.
- 2) That Mr K Williams be nominated to serve on the Panel undertaking the competitive process, subject to the Resources Committee agreeing to delegate responsibility to a Panel.

JOINT STANDARDS COMMITTEES

The Committee received a report on guidance from Standards for England on the establishment of Joint Standards Committees.

The Committee noted that Police Authorities could not join with each other to create Joint Standards Committees because the Local Government Act 1972 prevented them from having any of their functions being carried out by other Police Authorities. The Committee indicated that, had Police Authorities been able to establish joint committees, it would have been interested in exploring the possibility of establishing a joint Committee with other Police Authorities in the region to discharge some of its standards functions. However, Members did not consider that establishing a joint Committee with other Local Authorities would be of added value to the Police Authority.

The Monitoring Officer also reported that Standards for England had advised that Independent Lay Members could be temporarily appointed to another Standards Committee to consider a particular assessment, review or hearing for a specific period of time. The Committee considered that this would be of benefit where a permanent Lay Member was unwell or there was a conflict of interest.

09/09 RESOLVED:-

- 1) That the report be noted.
- 2) That the Monitoring Officer be asked to explore establishing a protocol for loaning Independent Lay Members to other Police Authorities within the North West region.

DIP-SAMPLING PROTOCOL

A report was presented on arrangements for reviewing Members' declarations of interest. It was proposed that a dip sampling process be introduced with reviews taking place before each Audit & Standards Committee. Two Members would be chosen at random for review of their personal interest forms and the dip sampling would be undertaken by two Lay Members of the Committee. The outcome would then be reported to the Audit & Standards Committee.

The Committee enquired about what sort of checks the Lay Members would be expected to undertake. The Monitoring Officer indicated that they would check for any obvious omissions.

It was agreed that the Lay Members personal interest forms should be checked on an annual basis by the Monitoring Officer and Chief Executive.

10/09 RESOLVED:-

- 1) That the arrangements for dip-sampling Members' declaration of interest be approved.
- 2) That it be agreed that the declarations of interests for the Independent Lay Members serving on the Committee be checked by the Chief Executive and Monitoring Officer on an annual basis.

GRANTING DISPENSATIONS

The Committee considered a proposed procedure for considering requests by Members for a dispensation when they have a prejudicial interest.

Members asked that details of the timescale for submitting a request for dispensation prior to the next Audit & Standards Committee be included on the application form.

11/09 RESOLVED:- That the procedure for granting a dispensation be approved as now presented.

RESULTS OF THE POLICE USE OF RESOURCES (PURE) AUDIT 2008/09

For 2008/09, the Audit Commission had introduced a revised approach to PURE which was underpinned by the 3 themes below:

- Managing Finances
- Governing the Business
- Managing Resources

Each theme comprised a number of underlying Key Lines of Enquiry (KLOEs), there were ten of these in total, but the police sector had only be assessed against 8 of these in 2008/09. The KLOEs relating to the management of 'natural resources' and strategic asset management' which fall under the Managing Resources theme had not been assessed in the 2008/09 assessment.

From the beginning of the process, the Audit Commission indicated that the revised framework would significantly 'raise the bar' and be more demanding – the KLOEs were designed to be more strategic with a greater focus on outcomes, rather than processes. The KLOEs were also more broadly based and, for the police sector, encompassed issues of people and workforce planning. Furthermore, the Auditors would no longer accept the submission of a one-off example of notable practice to support a score of 4. Instead, the Auditors had to be satisfied that performance was excellent across the entire scope of the KLOE. Therefore it was necessary to provide evidence that strong arrangements had led to demonstrably excellent value for money outcomes, throughout the year under review in all aspects of the KLOE.

The Audit Commission had continued to apply a four point scoring range from 1- 4, which reflected the following assessments:

- Level 1 - failure to meet the minimum requirements of level 2
- Level 2 - performs adequately
- Level 3 - performs well
- Level 4 - performs excellently

The results of the 2008/09 evaluation were subject to a national embargo until the 14 September and the Auditors attended the meeting on the afternoon of the 14 September and provided a verbal report on the outcome for 2008/09.

The Authority and Constabulary had been awarded an overall score of 3 for 2008/09 and achieved a score of 3 in each of the 3 themes which underpin the assessment. The Authority's scores for each of the KLOEs are shown in the table below:

1. Managing Finances		2. Governing the Business		3. Managing Resources	
KLOE	SCORE	KLOE	SCORE	KLOE	SCORE
1.1 Planning for financial health	3	2.1 Commissioning and Procurement	3	3.3 Workforce	3
1.2 Understanding Costs & Achieving Efficiencies	3	2.2 Use of Information	3		
1.3 Financial Reporting	3	2.3 Good Governance	3		
		2.4 Risk Management and Internal Control	3		
Overall Score	3	Overall Score	3	Overall Score	3

The results demonstrated that the Authority continued to perform strongly and in certain areas, such as internal control, performance had improved. No Authority in the region or in Lancashire's group of most similar forces had been awarded a score of four. It was unclear whether any Authority had attained a score of four. The Committee asked to be notified if any Authority had received a score of four as the Authority would be interested to learn lessons from other Authorities in order to aid continuous improvement.

Whilst the overall score of 3 represented a decline from the Authority's 2007/08 overall score of a four, the Auditors had confirmed that the Authority's performance had not deteriorated in any area, the move to a score of 3 reflects the changes to the process, which meant that achieving a score of four was extremely demanding.

Members expressed disappointment at the overall score of 3 when it was apparent that the Authority and Constabulary's performance had not demonstrably deteriorated and there was some disquiet at the potential negative public perception that an apparent lowering in the score would produce.

Members noted that the Audit Commission would provide a full report on the 2008/09 evaluation at the Committee's next meeting. The Audit Commission was thanked for the constructive approach its auditors had taken to the PURE process in Lancashire.

12/09 RESOLVED:- That the report be noted.

STANDARDS FOR ENGLAND GUIDANCE: OTHER ACTION

A report regarding Standards for England Guidance on 'other action' when undertaking the initial assessment of complaints was presented.

Standards for England key messages on referring complaints for other action were as follows:

- Complaints should not be referred for other action when an investigation is in the public interest, when an allegation challenges the member's honesty or integrity, or where if proven to be true, the alleged conduct would undoubtedly warrant a sanction.
- A referral for other action closes the opportunity to investigate.
- A decision to refer a complaint for other action makes no finding of fact, and the action decided on must not imply that the subject of the complaint has breached the Code of Conduct.
- Assessment sub-committees cannot direct the subject member or any other party to take action. The direction is to the Monitoring Officer.
- Although there is no formal route for dealing with a member who refuses to comply with other action, failure to co-operate may amount to bringing the authority into disrepute.

A Member indicated that Standards for England had not produced any guidance setting out how Members duties under equality, diversity and human rights legislation linked to the code of conduct for Members. The Monitoring Officer undertook to raise this issue with Standards for England at the forthcoming Annual Assembly in October 2009.

13/09 RESOLVED:- That the report be noted.

STANDARDS FOR ENGLAND INTERVENTIONS

The Committee received a report on provisions for Standards for England to suspend the functions of a local Standards Committee where the Committee is failing to perform its functions satisfactorily.

14/09 RESOLVED:- That the report be noted.

INTERNAL AUDIT MONITORING REPORT

The Committee considered the Internal Audit Monitoring Report for the period from 1st April 2009 to 31st August 2009.

The Authority's Principal Internal Auditor informed the Committee that the audit plan had been weighted towards the second half of the financial year and gave assurance that the work contained within the plan would be completed within the financial year.

The Committee noted that the Internal Audit service was conducting a special investigation into a complaint received by the Authority and a significant number of audit days had been spent undertaking this investigation. Members asked if the investigation of this complaint would affect the completion of the audit plan agreed for the year and the Principal Auditor indicated that Internal Audit had sufficient resources to continue with the work planned.

15/09 RESOLVED:- That the report be noted.

AUDIT COMMISSION POSITION STATEMENT

The Committee received a report summarising the current position on external audit work undertaken in 2008/09.

16/09 RESOLVED:- That the report be noted.

CODE OF CONDUCT ISSUES

It was reported that no local code of conduct issues had arisen since the last meeting.

17/09 RESOLVED:- That the position be noted.

PENDING STANDARDS BOARD INVESTIGATIONS

It was reported that no pending Standards Boards investigations had arisen since the last meeting.

18/09 RESOLVED:- That the position be noted.

DATE OF NEXT MEETING

19/09 RESOLVED:- That the next meeting of the Committee be held at 2:00pm on Monday 23 November 2009, at County Hall, Preston.

Miranda Carruthers-Watt
CHIEF EXECUTIVE



LANCASHIRE POLICE AUTHORITY

14 OCTOBER 2009

PART I

**MINUTES OF THE RESOURCES COMMITTEE FROM ITS MEETING HELD
ON TUESDAY 22 SEPTEMBER 2009**

The unconfirmed Minutes of the Resources Committee meeting held on 22 September 2009 are set out below.

The Authority is asked to note the proceedings.

Background Papers

Part I Agenda and papers for the Resources Committee Meeting – 22 September 2009.

Report Author

Name: Mr Ian Dickinson
Organisation: Chief Executive's Office
 01772 533462



RESOURCES COMMITTEE

**MEETING HELD ON TUESDAY 22ND SEPTEMBER 2009 AT 10.00 AM, IN
CABINET ROOM 'C' AT COUNTY HALL, PRESTON**

MINUTES

PRESENT

County Councillor C Grunshaw – Chair
Councillor G Bell
County Councillor W Cropper
Mrs F Hendrix JP
Mr B Jassi
County Councillor A Jones
County Councillor A Pimblett
County Councillor G Roper

IN ATTENDANCE

Mr I Cosh	Treasurer, Lancashire Police Authority
Mr D Brindle	Director of Resources, Lancashire Constabulary
Mr S Hodkinson	Estates Manager, Lancashire Constabulary
Mr I Butterworth	Administration Manager Lancashire Constabulary
Mr C Malkin	Fleet Manager, Lancashire Constabulary
Mr I Dickinson	Committee Administrator, Lancashire Police Authority

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Councillor M Doherty and Mr D Edmundson.

PART I (OPEN TO PRESS AND PUBLIC)

APPOINTMENT OF CHAIR AND VICE CHAIR

01/09 RESOLVED: - That it be noted that, at its meeting on 22 July, the Police Authority had appointed Councillor C Grunshaw and Mr B Jassi as Chair and Vice-Chair of the Committee respectively for 2009/10.

MEMBERSHIP AND TERMS OF REFERENCE OF THE COMMITTEE

(A copy of the Membership and Terms of Reference is set out in the Minute Book.)

02/09 RESOLVED: - That the Membership and Terms of Reference of the Committee for 2009/10 be noted.

DISCLOSURE OF MEMBERS INTERESTS

County Councillors Roper and Pimblett declared an interest in item 8 by virtue of their membership of the Lancashire Pension Fund committee

MINUTES OF THE MEETING HELD ON 30 JUNE 2009

In relation to a review of the Authority's Second Homes Funding policy, the Authority's Treasurer informed the Committee that the review was underway and a report would be presented to the next meeting.

03/09 RESOLVED: - That the minutes of the meeting held on the 30 Junes 2009 be confirmed and signed by the Chair.

PROVISION OF INTERNAL AUDIT SERVICES

The Committee received a report on the proposed arrangements for the provision of the Authority's Internal Audit Service from 1 April 2010.

It was proposed that the term of the contract should be for an initial period of 3 years with an option to extend for a further 2 years, subject to satisfactory performance.

It was noted that the award of the contract would have to comply with the EU Directive on Procurement and therefore in order to ensure that this would be achieved it was proposed that a member/officer panel was established to oversee the tender process.

Concern was raised by the Committee that due to the fact that the Chair of the Resources was also an elected representative of the County Council there was a perceived conflict of interest. Although it was considered that no member of the panel would be involved in the Tender preparation by the current provider Lancashire County Council's audit service, it was agreed that the vice-chair would represent the Committee on the member/officer panel. It was also agreed that legal advice would be sought on whether there was a conflict of interest where this type of issue might be raised in the future.

04/09 RESOLVED:

1. That the provision of internal audit services from 1 April 2010 be awarded following a competitive process.

2. subject to replacing the Chair due to a perceived conflict of interest with the Vice-Chair of the Committee, authority to pursue the appointment process be delegated to a member/officer panel as authorised in the report.

MEDIUM TERM FINANCIAL FORECAST

The Committee considered a report on the strategic view of the Authority's financial position over the next 5 years up to the period 2014/15.

The Treasurer advised the Committee that the outlook over the medium term was particularly challenging and it was further clouded by the level of uncertainty on a number of issues, particularly around the current economic climate, which was making it more difficult than usual to plan over such a period. It was clear that the outlook based on the assumptions included in the report would require significant cost savings to balance the books over the medium term.

The Treasurer set out the cost pressures facing the authority, comprising the 2 year police pay deal, the expectation that the employers contribution to the pension fund following the triennial valuation of the Lancashire Pension fund , was likely to increase by a minimum of 1% p.a. from 2011/12 as a result of the impact of the economic downturn on the value of the pension fund assets and increasing longevity. The Committee welcomed the news that one of the financial risks associated with the possible loss of BCU grant funding of £0.9m had disappeared as the grant would continue in the present form for 2010/11.

The Committee also discussed the Constabulary's reliance on the £2m funding from partners to support PCSOs. In response, Mr Brindle whilst acknowledging the importance of PCSOs and their standing within the Community recognised that this was a risk and divisional Commanders were sighted on the issues and currently in discussions with District Councils.

Finally, the Treasurer advised the Committee that the Authority would also need to consider capital investment requirements and the associated impact on the Revenue budget sooner rather than later, and recommended that the Capital Working Group meet in the near future.

05/09 RESOLVED: That the five year financial forecast be noted.

CRIME AND DISORDER REDUCTION PARTNERSHIP (CDRP) FUNDING REQUESTS – 2008/09 AND 2009/10

The Committee considered requests from Blackburn-with-Darwen, Preston, Rossendale, Ribble Valley and Fylde CDRPs to utilise their funding allocation from general funding and 2nd Homes funding for Crime and Disorder initiatives within their areas as follows:

2008/09 UNSPENT ALLOCATION

PRESTON

£13,000 – Streetwise Street Dance project (2nd Homes funding).

ROSSENDALE

£4,000 – Bluetooth Messaging service and laptop (2nd Homes funding).
£3,000 – target hardening initiatives (General funds).

BLACKBURN-WITH-DARWEN

£361.50 to be carried over to 2009/10 financial year (General funds).

2009/10 ALLOCATIONS

PENDLE

£5,000 – target hardening initiative (2nd Homes funding).

RIBBLE VALLEY

£11,000 – Ribble Valley mentoring project.

FYLDE

At the request of the Committee at their meeting on the 30 June 2009 the Chief Executive presented further information on the request from Fylde CDRP for £5,000 to fund additional club day policing.

The Committee considered the request at length but considered that the use of 2nd Homes funding for the provision of additional policing failed to meet the criteria established by the Authority. The Treasurer advised the Committee that a review of the criteria drawn up by the Authority was underway and would be presented to the Committee at the next meeting. In the meantime, it was suggested that further discussions would take place with the Constabulary around the additional policing of club days.

06/09 RESOLVED: That

1. Preston CDRPs request to utilise the full £13,000 2008/09 2nd Homes funding towards a Streetwise Street Dance initiative be approved.
2. Rossendale CDRPs request to utilise the full £4,000 2008/09 2nd Homes funding on a Bluetooth messaging service and laptop for the MAPs Team be approved.
3. Rossendale CRDPs request to utilise the full £3,000 2008/09 General funding towards target hardening be approved.
4. Blackburn CDRPs request to carry forward an unspent allocation of £361.50 into the 2009/10 allocation be approved.
5. Pendle CDRPs request to utilise the full £5,000 2009/10 2nd Homes funding towards a target hardening scheme.
6. Ribble Valley CDRP request to utilise £11,000 of the allocation made available by the Authority in 2009.10, through the reduction in council Tax discount, to contribute toward a mentoring project for NEETs and young people who were becoming disruptive at school.
7. Fylde CDRP's request to utilise £5,000 of the allocation made available by the Authority in 2009/10, through the reduction in Council Tax discount, to contribute towards club day policing be refused.

NEIGHBOURHOOD POLICING RESERVE

The Committee received a report on the transfer of the balance on the Neighbourhood Policing Reserve to the Capital Funding Reserve.

It was noted that the balance on the Reserve was £412,813 with no further commitment against it.

07/09 RESOLVED:- That the transfer of £412,813 from the Neighbourhood Policing Reserve to the Capital Funding Reserve be approved.

CAPITAL MONITORING REPORT 2009/10

The Committee received a report detailing the Capital Monitoring position at the end of July 2009.

(A copy of the report is set out in the Minute Book).

The Committee noted that the original 2009/10 programme was set at £18.051m, with an anticipated year end spend of £17.361m. However, due to potential slippage of £2.785m on the Accrington Town Centre Base and the extension to Police HQ the revised year end position for monitoring purposes was £14.574m.

The Committee noted that no capital costs had been allocated as a result of the OSR of Communications Rooms. In response, Mr Brindle advised that the outcome of the OSR (Communication) recommended a reduction from the current 6 Communications Rooms to two. Therefore, it was anticipated that there would be potential revenue savings. In terms of any one-off capital costs these had been identified and the funding of these would require further consideration.

The Committee also sought an update on the Desktop Replacement scheme, identified within the IT strategy. In response Mr Brindle advised the Committee that he would ask Mr Fillingham to brief members fully at the forthcoming information seminar in October on IT systems.

08/09 RESOLVED:- That the report be noted.

REVENUE BUDGET MONITORING 2009/10

The Committee received a report setting out the Revenue Budget position at the end of July 2009.

(A copy of the report is set out in the Minute Book).

The Committee noted that with regards to DFM schemes the level of overspend had increased since the last meeting. However, there had been a downward trend since May. It was recognised that five of the six territorial Divisions continued to exceed the in year budget after four months of the year due to the over strength position of the force and divisions exceeding overtime budget.

In order to manage down the overspend Mr Brindle advised the Committee that although 16 officers were recruited for the September intake which enabled the Constabulary to meet its target for BME recruitment for the year, it was proposed that the planned recruitment for January and March would not go ahead. This would enable the constabulary to address the budget position and allow divisions to recover a proportion of the overspend on police officer pay by the end of the financial year.

With regards to the overspend on overtime, Mr Bridle advised the Committee that all budget holders had been reminded of their responsibilities' to manage the resources allocated to them. Mr

Brindle agreed to provide a further report on the nature and scale of overtime costs for the next committee.

09/09 RESOLVED: - That the position on Revenue Budget monitoring for 2009/10 at the end of July 2009 be noted.

QUARTERLY REVIEW OF TREASURY MANAGEMENT ACTIVITIES

The Treasurer provided a quarterly report on the treasury management Activities. This report was partly to meet the best practice requirements suggested by the Audit Commission for informing members of treasury management activities.

The Committee in welcoming the detail set out in the report sought clarity on the decision making process around the Authority's investment policy. In response the Treasurer advised the Committee that it was his responsibility to make the appropriate investment decisions in consultation with County Council's Treasury Management Team. However, it was important for the Committee to be informed and made aware of any decisions and to also gain an understanding and insight into treasury management in order to assist them with their roles in setting and monitoring the treasury management strategy.

10/09 RESOLVED: - That the report on treasury management activity be noted.

FLEET ORGANISATION SUPPORT REVIEW IMPLEMENTATION PROGRESS REPORT

The Committee received an update on the progress of the fleet OSR Implementation Plan.

The Committee noted the current difficulties around the introduction of Turnkey Vehicles (Astra to Corsa) and the proposed savings if the difficulties could be resolved.

The Committee noted the Constabulary's proposal to trial a new Automated Vehicle Location System (AVLS) in September 2009. However, it was recognised that any further expansion of the system would have to be considered as part of the capital programme and a strong business case would be needed which identified the business benefits to be realised from the investment.

The Committee discussed the merit and ethical issues of receiving sponsored vehicles from local dealers and noted that the Constabulary activity encouraged officers to seek sponsorship and would continue to do so. It was stressed that all such sponsorship was accepted in accordance with the authority's policy on sponsorship. It was noted that the supply of any vehicle may result in additional costs in the form of running costs and it was agreed that in agreeing to sponsorship the associated revenue costs should be clearly identified in order to wherever possible minimise the additional commitment on the constabulary's resources.

10/09 RESOLVED: - That the report be noted.

URGENT BUSINESS

An item of urgent business was tabled at the meeting setting out the Authority's and Constabulary's scores for the 2008/09 Police Use of Resources Evaluation (PURE).

The Committee whilst registering disappointment that the overall score had gone from 4 to 3, wished to place on record their congratulations to the officers in achieving a score of 3 in what was clearly a much tougher scoring regime. The Authority welcomed the Auditor's opinion and assurance that the Authority's performance had not deteriorated in any area, rather the move to a

3 reflected a change to the scoring process and a need to demonstrate innovation and best practice in every single area of assessment.

11/09 RESOLVED: - That the report be noted.

DATE OF NEXT MEETING

12/09 RESOLVED: - That the next meeting of the Committee be held at 10.00am on Monday 30 November 2009 at County Hall, Preston.

EXCLUSION OF PRESS AND PUBLIC

13/09 RESOLVED: -

PART II PRIVATE AND CONFIDENTIAL

CAPITAL MONITORING REPORT 2009/10

(Note:- Reason for exclusion of the press and public – exempt information as defined in paragraph 3).

The Committee considered Part II of the Capital Monitoring Report detailing the analysis of IT spend in line with the approval strategy.

14/09 RESOLVED: - That the report be noted.

AUTOMATIC NUMBER PLATE RECOGNITION (ANPR) DEVELOPMENT

(Note:- Reason for exclusion of the press and public – exempt information as defined in paragraph 3).

The Committee received a report on the financial implications of ANPR including the acceptance of tenders for the supply, installation, maintenance and support of both a fixed site and mobile ANPR solution for Lancashire Constabulary. The Committee also considered the acceptance of a private donation for specific use within ANPR.

The Committee noted that the private donation did not impact on the 1% threshold for grant purposes as set out under Section 93 of the Police Act 1996 and asked that a letter of gratitude be sent to the donor on behalf of the Authority.

Mr Jassi considered that the 20% weighting attributed to the tender process for whole life costs was too low and would like the report to have included better target outcomes. Mr Jassi requested that further detailed information be provided on the specific outcomes.

The Committee noted that the associated running costs would be revenue neutral in budgetary terms as they would be met from within existing budgets, apart for the revenue consequences associated with the annual maintenance which was £58k in 2010/11 rising to £165k over a 3 year period and was included as a commitment in the medium term financial forecast.

15/09 RESOLVED: -

- 1) That the financial implications of the project be noted including the agreement to meet the revenue costs from within existing budgetary resources, apart from the annual maintenance costs which are included as a commitment in the medium term financial forecast
- 2) The award of the contract to Siemens Plc for the supply, installation, maintenance and support of fixed ANPR cameras at 22 sites across the County and four re-deployable cameras (Phase 1) be approved.
- 3) The award of the contract to Siemens Plc for the supply, installation, maintenance and support of mobile ANPR solutions in 35 vehicles (Phase 1) be approved.
- 4) The award of the contract to Siemens Plc for the supply, installation, maintenance and support of fixed ANPR cameras at a further 20 sites across the County (Phase 2) subject to Siemens' satisfactory completion of Phase 1 be approved. The Constabulary would reserve the right to invite tenders if Siemens fail to submit a competitive bid for Phase 2.
- 5) The acceptance of the donation of £500K towards the cost of the project be approved.

ESTATE MANAGEMENT

(Note: - Reason for exclusion of the press and public – exempt information as defined in paragraph 3).

The Committee received an update on a selection of Estate Management projects.

16/09 RESOLVED: - That

- 1) The transfer of £175k from the Estates revenue budget to the capital scheme for Lancaster Police Station to enable the window replacement to be carried out concurrently with the ongoing refurbishment works be approved.
- 2) The transfer of part of the underspend balance at Preston Operating to the Rossendale Operating Centre scheme to fund the shortfall. The amount is £48k against a forecast underspend of £60k be approved.
- 3) The position regarding the disposal of the former Preston Police Station at Lawson Street be noted.
- 4) The re-phasing of expenditure profile in respect of the extension to Police Headquarters G Division accommodation be noted.
- 5) The transfer of £168k from the Estates revenue budget to the scheme for Occupational Health to address backlog maintenance issues concurrent with the main refurbishment contract be approved.

Miranda Carruthers-Watt
CHIEF EXECUTIVE



LANCASHIRE POLICE AUTHORITY

14 OCTOBER 2009

PART I

**MINUTES OF THE HUMAN RESOURCES COMMITTEE FROM ITS MEETING
HELD ON WEDNESDAY 23 SEPTEMBER 2009**

The unconfirmed Minutes of the Resources Committee meeting held on 23 September 2009 are set out below.

The Authority is asked to note the proceedings.

Background Papers

Part I Agenda and papers for the Human Resources Committee Meeting – 23 September 2009.

Report Author

Name: Miss Lizzie Heath
Organisation: Chief Executive's Office
 01772 533589



HUMAN RESOURCES COMMITTEE

**MEETING HELD ON WEDNESDAY 23 SEPTEMBER 2009 AT 10.00 AM, AT
COUNTY HALL, PRESTON**

MINUTES

PRESENT:

Mr I Master – Chair

Councillor M Doherty

Mrs F Hendrix JP

County Councillor A Jones

County Councillor N Penney

County Councillor G Roper (part only)

County Councillor G Wilkins

IN ATTENDANCE

A/ACC G Gardener	Lancashire Constabulary
Supt R Eastwood	Head of Community Cohesion and Diversity, Lancashire Constabulary
Mr A Judd	Head of Human Resources, Lancashire Constabulary
Mr V Robinson	Head of Learning and Development, Lancashire Constabulary
Mrs C Durber	Deputy Chief Executive, Lancashire Police Authority
Miss L Heath	Administrative Officer, Lancashire Police Authority

Also observing was Mr D Soper, Independent Lay Member and Chair of the Audit and Standards Committee.

The Chair welcomed those attending the Committee for the first time.

APOLOGIES FOR ABSENCE

Apologies for absence were presented on behalf of Miss S Afzal and Ms P McGirr.

PART I (OPEN TO PRESS AND PUBLIC)

APPOINTMENT OF CHAIR AND VICE CHAIR

The Committee noted that, at its meeting on the 17 July 2009, the Police Authority had appointed Mr I Master and County Councillor N Penney as Chair and Vice-Chair of the Committee respectively for 2009/10. The Chair welcomed Councillor Penney as Vice-Chair.

MEMBERSHIP AND TERMS OF REFERENCE OF COMMITTEE

The Committee noted its Membership and Terms of Reference.
(A copy of the Membership and Terms of Reference are set out in the Minute Book.)

APPOINTMENT OF CHAIR AND VICE CHAIR TO THE APPEALS SUB-COMMITTEE

01/09 RESOLVED: - The Committee appointed County Councillor Wilkins and Mrs F Hendrix as Chair and Vice-Chair of the Appeals Sub-Committee respectively for 2009/10.

MINUTES OF THE MEETING HELD ON 8 JULY 2009

02/09 RESOLVED: - That the Minutes of the meeting held on 8 July 2009 be confirmed as a correct record and signed by the Chair.

MATTERS ARISING

Mr Judd reported that, in respect of the Constabulary's Annual Report on Volunteers (page 6 of the Minutes), it appeared that the Constabulary were not currently receiving any funding from the Grants for Growth scheme but that Supt S Pemberton would look into this.

ITEMS FOR INFORMATION

DIVERSITY UPDATE

Members received an update on current Constabulary diversity issues.

Supt Eastwood reported to the Committee on the headline issues in the report. The Equality Scheme had now been approved and was being implemented; monitoring reports would be received through the Confidence and Equality Board.

The internal consultation period for the Youth Strategy had ended on 28 August 2009. External consultation was underway and the Strategy was scheduled to be launched on 25 November 2009 at the Lancashire Association of Clubs for Young People (LACY) 'Clubs Got Talent' event.

A Disability Hate Crime (DHC) seminar had been held in partnership with the Crown Prosecution Service on 8 September 2009 to raise awareness and understanding of what constituted DHC and examine barriers in reporting experienced by vulnerable victims. It was intended that this would complement the work that the Constabulary was engaged in externally to increase confidence in reporting these crimes.

Another Defining Diversity event had been arranged, aimed at building confidence to deal with Transgender communities, following on from the success of the one held in July about Gypsy Roma Traveller and Muslim communities. The Community Cohesion and Diversity Unit had also hosted an awareness raising 'Join' event to provide an insight into Rosh Hashana, the Jewish New Year. All Members were encouraged to attend all of the Constabulary's Diversity Events and Supt Eastwood would ensure that further details would be sent out.

In 2008 the Constabulary had received a position of 77th in the STONEWALL Employment Equality Index. The learning from this process had been transferred over into the single Equality Scheme and it was hoped that this year's entry would gain an even higher position.

A Member asked about the application of Human Rights Act 1998 by the Constabulary. Supt Eastwood explained that the Constabulary's approach to policing and employment was borne out of a number of different authorities and the Human Rights Act was one of those. The Constabulary had never been taken to court over any human rights issues but realised that one potential area for this could be in relation to custody. Accordingly, the Constabulary was working with the Police Authority to ensure minimum standards were in place throughout all the custody suites.

Members also discussed an article that had appeared in Context and the Lancashire Evening Post, which had highlighted from an operational officer's perspective, considerations and guidance around fasting during Ramadan. Similar articles were to be produced around the religious festivals of Diwali in October and Christmas in December. Members welcomed the articles, and the different view points that they provided and suggested that they be extended to other categories.

A Member said that young women at one of the recent Police Authority Roadshows had said that they would have more confidence in the police if they employed more women and older people. Superintendent Eastwood remarked that he had, the previous day, commented at a gathering of student officers, at the wide age range of the students (25 – 43 years).

Members congratulated the Constabulary on the Equality Scheme and the work that had been undertaken to cover all the strands of diversity so successfully. Some amendments to the Membership of the Police Negotiating Board were noted.

A Member enquired about the extent to which the Constabulary's estate was compliant with Disability Discrimination Act. Members were keen to see continuous progress in improving access. Mrs Durber reported that Authority and Constabulary officers were actively working together on this and that reports would be submitted to the Resources Committee.

Mr Master enquired about the proposed Stop and Search Scrutiny Panel. Mrs Durber said she would ask the Authority's Head of Community Engagement to provide information to Mr Master.

03/09 RESOLVED: -

1. That the report be noted.

TRAINING CENTRE UPDATE

The Committee received an update on current training matters.

One of the key areas of work being undertaken by the Constabulary in respect of training was the mentoring scheme which had been introduced. Over the last 12 months there had been a number of developments and on 1 April 2009 the 'Peer Mentoring Scheme' had been launched which was a support network for newly recruited ME police officers and police staff. It provided advice and assistance for staff coming to terms with the challenges of working within the police service, and the impact their new role might have on the families and communities in which they lived. The Constabulary had now trained over 160 mentors and feedback to date had been very positive, an evaluation of peer mentoring would be brought to the Committee on an annual basis.

Another key area of work for the department was e-learning. The Constabulary had two dedicated e-learning systems available 'NCLAT' a national system available to all forces through the National Police Improvement Agency, and an internal system 'Knowledge Solutions' which contained bespoke training sessions for use by Lancashire Constabulary. The NCLAT System was not widely used but the internal system was very good and it was planned that two further training packages would be added to it in 2010 which would be aimed at over 4,000 users.

There were considerable savings to be made by the use of e-learning packages as it reduced costs and was more convenient and flexible for users. However, to be beneficial this type of system would need investment in technology. It was reported that the courses allowed users to learn at their own pace. However, it was not an easy option as knowledge tests had to be completed at the end of each course, and there was up to a 20% fail rate on some courses. Members were reassured that dedicated support units were available to anyone who was struggling with the training.

Members were very supportive of e-learning and the use of video conferencing but were concerned regarding the amount of investment that it might incur. It was suggested that the Constabulary look again at the business case for the initiative and, where possible, make use facilities that were already available such as libraries or schools. A Member also suggested working with Learn Direct as they had a vast amount of experience of starting and developing e-learning systems. Mr Robinson undertook to look at the business case and find the best options for each course, which would vary due to the range of different courses available.

04/09 RESOLVED: -

1. That the report be noted.
2. That it be noted an annual report on mentoring will be brought to the Committee.

INVESTORS IN PEOPLE

The Committee was informed that, following an 8 day assessment in July 2009 the Constabulary had been recognised as an Investors in People organisation. The report had said that 'it had been a particularly strong first assessment,' although, there had been some learning points. The Constabulary had now commenced work to consider the report together with the outcomes of the recent Staff Survey. An Improvement Plan was to be submitted to the IiP Steering Group and would be presented to the Committee in December 2009.

Members noted that one of the improvement opportunities identified in the report had been the need of police staff to feel more included and involved and to have more development opportunities. The Committee noted that the Performance Development Review (PDR) process was a crucial tool in helping staff to develop to their full potential. The new PDR monitoring framework would be brought to the Committee's next meeting.

05/09 RESOLVED: -

1. That the report be noted.
2. That the 'Investors in People' Improvement Plan be presented to the Committee at its meeting in December 2009.

HUMAN RESOURCES UPDATE

The Committee received an update on current Human Resources issues.

It was reported that 56 police officers were scheduled to be appointed this year, of these 7.2% were of an ME background and 44.6% were female; accordingly the Constabulary were confident they would hit their recruitment targets for the year.

A Member asked about the recent police officer recruitment campaign as she thought the Constabulary had invoked a freeze on recruitment due to overstaffing. Mr Judd explained that the recruitment campaigns had taken place before the freeze had been implemented, and that there would be no more police officer recruitment within the calendar year, and possibly beyond December. He went on to explain that a meeting had been arranged for 28 September to discuss this further. Given the current economic climate a number of factors needed to be given serious consideration, including the staff establishment, the filling of vacancies, the use of overtime and ill-health retirements. There was a delicate balance to be met in considering resourcing for the future.

Members also asked about the use of initiatives surrounding restricted duties for police officers and the cost efficiency of this. Mr Judd reported that there were currently approximately 100 officers on restricted duties, around 50 of whom reasonable adjustments to support them had been made. Over the next 12 – 36 months the Constabulary planned to undertake a review to get a complete picture of the number of officers, roles/work undertaken and support provided. He explained that, in theory, adjustments were possible in all cases; however, in each case, the Constabulary had to consider if it was reasonable to put these adjustments in place. The Committee requested that an update report should be presented to the Resources Committee on the current position and direction of travel in relation to the use of officers on restricted duties.

Members requested clarity on the Constabulary's position surrounding making adjustments for police officers, if the same role could be undertaken by a member of police staff at considerable savings. Mr Judd explained that each case was reviewed on its own merits however the main considerations would be if it was reasonable and what provided good value for money. Under the terms of the Disability Discrimination Act, financial considerations were a legitimate consideration and this could become more predominant as the economic climate became more difficult. The Committee requested an updating report to be presented to the Resources Committee on the current position and direction of travel in relation to the use of officers on restricted duties.

Members recalled that, a number of years earlier the Authority had taken the decision to reduce the number of ill health retirements and noted that this could now have a bearing on the number of reasonable adjustments currently being made for staff. It was agreed that in future long term implications should be considered against the short term savings when making such policy decisions. Mr Judd reassured Members that there were a number of considerations which needed to be accounted for when considering possible retirements but the Constabulary did have good management of ill-health retirements and attendance.

It was also reported that the Constabulary had very recently given further consideration to the Shift Review pilot. This would have officers working 8 hour shifts for 5 days rather than 10 hours for 4 days, rather than running a divisional pilot, the Constabulary were now considering rolling it out across the whole County. Members welcomed the review but noted that changes in shift patterns could raise some concerns from officers who might see it as reduction in the number of rest days. However this needed to be considered against an acceptable work/life balance.

The Organisational Support Review of Human Resources had now been completed and savings of 12 posts had been created during the first wave of centralisation. It was believed further savings would be made when the remaining Human Resources functions were brought from divisions into Headquarters creating up to £0.5m in savings.

A Member reported that an issue had arisen with Unison in another force following the implementation of Work Force Modernisation initiatives; whilst Lancashire had excellent relationships with both Unison and the Federation, it was noted that complications might arise if the associations received conflicting directions at a national level.

06/09 RESOLVED: -

1. That the report be noted.
2. That a report be presented to the Resources Committee on the current position and the direction of travel with the use of officers on restricted duties.

HEALTH SERVICES 'HEALTHY POLICE SERVICE' PLAN 2009/10

Members received an update of the Constabulary's Health Services 'Healthy Police Service' Plan for 2009/10.

It was reported that the HSE had undertaken an impromptu inspection of the Constabulary's actions surrounding the removal of asbestos found in a Constabulary building. The inspectors had reported very favourably on the inspection, stating it was the best removal of asbestos they had ever seen.

Sickness figures of both police officers and staff were good even including the effect of swine flu. It was reported that the largest increase in absences was due to accident related injuries; however, most of these had been a reoccurrence of previous injuries.

There was a brief discussion about the AIRWAVE statistics.

07/09 RESOLVED: - That the report be noted.

LANCASHIRE POLICE AUTHORITY UPDATE

A report on equality and other issues relating to the Authority was presented for the Committee's consideration.

08/09 RESOLVED: - That the report be noted.

QUARTERLY PERFORMANCE BULLETIN

The Committee considered a monitoring report on the progress made against the local and statutory performance indicators, which related to human resource matters, for the period April to June 2009.

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

DATE OF NEXT MEETING

10/09 RESOLVED: - That it be noted that the next meeting of the Committee is scheduled to be held at 10.00am on Wednesday 2 December 2009 at County Hall, Preston.

Miranda Carruthers-Watt
CHIEF EXECUTIVE

LANCASHIRE POLICE AUTHORITY
14 OCTOBER 2009

PART I

CHIEF EXECUTIVE'S UPDATE

Issue for Consideration

To update Members on the work that the Authority has been involved in since the last Police Authority meeting.

Information

Police Authority

The Authority is continuing to work through the objectives in the Business Plan and good progress is being made in most areas. Members will recall that the Chief Executive advised that the additional work needed in preparation for the Police Authority inspection meant that a piece of work would be carried out to identify any slippage from the plan and to re-schedule as necessary the work that is currently due for delivery in quarter 3 and 4. This work has been undertaken and despite the additional work the Authority is on track to deliver all of the outcomes identified in the plan.

The Audit Commission/HMIC inspection of the Authority took place as planned. Mr Jassi has prepared an update report on the inspection is included later on the Agenda. It was a useful learning experience and once the draft report is received the Authority will identify areas for improvement and agree a timetable for implementation.

The Chair and Chief Executive attended a recent APA People Policy Network Meeting and are continuing to provide feedback on a regional basis.

The Deputy Chief Executive and the Treasurer have attended meetings with Lancashire Chief Executives which focussed on taking a more strategic approach to community safety. Work is underway to look at how resources are utilised on community safety issues, particularly in two tier areas, and to see if it possible to secure more effective ways of working. The Chair and Chief Executive have been invited to attend the Leaders meeting in December for further discussions around the budget.

The appointment process for the new Deputy Chief Constable is underway. The Chair and Chief Executive attended a meeting of the Senior Appointments Panel on 9th October.

The Assessment day for the North West Charter on Member Development took place on Tuesday 29 September. The two assessors saw 10 members and officers and they said that they had received clear and positive messages from everyone. The Deputy Chief Executive has passed on the feedback for members and NW Employers Organisation have indicated that they will telephone the Authority on 12 October, so a further verbal update will be presented to the Authority.

Mr Robert Ruston has taken up his post as Partnerships Officer and is working hard on the Divisional Meetings which will take place in November and December. Full details have been circulated to Members and it will be a key part of the planning process. Briefings will be arranged for Members and any Members who want to be more involved in the planning of these events are very welcome! All members will be able to attend and participate in the divisional meetings which will involve local partners.

Typecast

The Typecast project continues to develop well. The Web development phase of the project has been successfully completed with a presence on a number of social networking sites. People are uploading in all of the categories and the Authority has been involved in delivering a number of events. We had our first Flash mob in the Mall in Preston!

Naomi Walker has linked to a number of partnership projects with local authorities and other partners. She attended the Wyre Young Transformers event which led to a Radio Lancashire interview and very positive feedback from Wyre members and the Lancashire High Sheriff.

The Authority has worked closely with Lancashire Youth Council and the Chief Executive has been asked to attend Lancashire Circles of Influence 2009 and chair the circle debate on positive images of young people this event gives young people from across Lancashire the chance to debate issues that are important to them, and put their point of view across to senior decision makers. The event is organised and run by young people from Lancashire Youth Council (which incorporates UK Youth Parliament members). Invitations have been extended through voluntary and statutory networks across Lancashire to enable young people to attend, including those who are hard to reach or vulnerable. Members agreed that one of the objectives of the Typecast work was to develop opportunities for youth scrutiny of policing and it is intended to use this event to develop these opportunities.

Typecast has also been short listed for an award in the Chartered Institute of Public Relations awards.

Decision Required

The Authority is asked to note the report.

Background Papers

None

Report Author

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Organisation: Police Authority  01772 533699



LANCASHIRE POLICE AUTHORITY

ITEM 12.3.1

14TH OCTOBER 2009

PART I

SPECIAL INTEREST REPORT – POLICE AUTHORITY INSPECTION

The purpose of this report is to update Members on progress with the Police Authority's Inspection by the HMIC/Audit Commission.

Background

As Members are aware, the Home Office Green Paper 'From the Neighbourhood to the National' contained proposals for the introduction of Inspections of Police Authorities by the HMIC/Audit Commission. The Audit Commission published the final framework for the Inspections in July 2009. The four strategic themes for the inspection were:

- **Setting Strategic Direction and Priorities**
- **Scrutinising Performance Outcomes**
- **Community Engagement, Partnerships and Collaboration**
- **Ensuring Value for Money and Productivity**

The Inspection of the Authority began with a 'Scene Setting' meeting on the 5th August and the Inspection Team was on site for the week beginning the 7th September.

Our Approach to the Inspection

Our approach or strategy was outlined in a report to the Authority in February 2009. This consisted of two phases;

- **Self Assessment** – this consisted of a full documentation review and the production of a self assessment document and a case studies booklet.
- **Engagement** – this consisted of briefings and feedback from partners e.g. CDRPs. All staff and Members who were interviewed were also briefed.

Our approach was one where we were confident about our roles and performance, but we were not complacent. Equally, we saw the Inspection process as an opportunity for development and improvement, with the expressed aim of improving policing for the people of Lancashire.

Initial feedback from the Inspection

A draft report of the Inspection is due in late September/early October. However initial feedback was provided by the Inspection Team at a briefing session on 11th September. Overall, the Inspection team was positive overall about the work of the Authority and indicated that the Authority displayed a number of areas of significant strength. A short summary of the feedback on the Strategic Themes is set out below;

- **Setting Strategic Direction and Priorities** – the Authority displayed strong performance under this theme particular in ACPO appointments, strong working relationship with ACPO officers, setting standards for Diversity & Equality and member behaviour and conduct as well as having a comprehensive policing plan. The Authority has a number of areas for improvement e.g. setting targets for additional investment such as Protective Services, embedding risk management and to challenge the force more effectively to balance its expenditure.
- **Scrutinising Performance Outcomes** – the Authority displayed very strong performance under this theme, particular in having effective structures for performance scrutiny, good integration into the Force's Boards & groups, good support for members on performance, close member involvement at divisional level and a good understanding of performance across the Constabulary. Areas for development included more effective scrutiny of protective services, greater use of its existing performance management framework to scrutinise the policing pledge. The inspection team did recognise that these were developing areas and work was on going.
- **Community Engagement, Partnerships and Collaboration** – the Authority displayed very strong performance in this area in particular, demonstrating a sustained & innovative approach to community engagement, utilising community preferences and feedback to influence policing priorities, effectively balancing local/regional and national priorities, having good partnership arrangements and a good understanding of Lancashire's communities. Areas for development were raising the Authority's profile with CDRPs and a costed plan to underpin the Community Engagement Strategy.
- **Ensuring Value for Money & Productivity** – The Inspection team said that the Authority has processes in place to work to identify strategic threats and gaps in service delivery. The team also considered that the Authority was leading the force in this area and was undertaking significant work to improve value for mone, but questioned the Authority on whether it knew how all these thing would balance the books in the medium term. Workforce Modernisation was identified as area needing urgent action to see if this would deliver efficiencies and fit with other projects. The Inspectors considered the Authority had taken a pragmatic approach to collaboration but questioned whether this was cost effective.

The Next Steps

As mentioned above, a draft report is expected in early October. The Authority will have a short time i.e. two to four weeks to respond to the draft report, a combination of challenging some of the findings or conclusions and accepting others. The Final Inspection Report will then be issued in November. We will be producing an Improvement/Development Plan, which will be feed into our Business Plan for next year and into the development of the new Corporate Plan which is due next year. The draft Improvement Plan will be presented to Members for discussion prior to its formal acceptance. I am also hoping to report to the Authority at a future meeting, on the briefings for CDRPs and possible proposals to improve our communications and working arrangements with CDRPs.

Personal Reflections

I think the Authority has done a very good job on the Inspection despite some shortcomings of the inspections process e.g. late issue of the Final Framework Document and the underlying Assessment Characteristics, the limited time for preparation and the inspection being scheduled immediately after the summer holidays. The inspection process has been time consuming and tiring but it has been a learning and development opportunity for the organisation, members and our staff. This would not have been possible without the exceptional dedication and commitment of our able staff, in particular our Chief Executive. I would personally like to thank them for all their efforts and support to me and all members before and during the inspection process. I would also like to thank our members and partners for giving a good and honest account of the work of the Authority. Clearly effective preparation is the key to success in Inspections along with the ability to show case our successes and having a good understanding of where the organisation stands in its development.

Conclusions

The Inspection process is nearing completion; we can use it as a platform for improvements and delivering a better policing service for the people of Lancashire. It will also enable us to grow and learn as an organisation and project ourselves in a positive manner in any forthcoming debates on the future of policing and the role of Police Authorities at local, regional or national levels. I believe we can face the future with a renewed sense of self confidence and belief about our ability to make a difference for all communities in Lancashire.

Bruce Jassi
Lead Member for Inspections



LANCASHIRE POLICE AUTHORITY

ITEM 12.3.2

14TH OCTOBER 2009

PART I

SPECIAL INTEREST REPORT – POLICE AUTHORITY INSPECTION - SUSTAINING EXCELLENCE

The purpose of this report is to update Members on progress with the Police Authority's Inspection by the HMIC/Audit Commission.

Background

Following the appointment of Mr Finnigan as the Chief Constable, one of the areas he wished to address was the importance of ensuring that the Constabulary maintained its position as an excellent force and one of the best performing in the Country. Part of the approach to that was to establish a process to link all of the projects and continuous improvement activities under one programme of change. This programme has been in the portfolio of the Deputy Chief Constable and has been an effective vehicle for ensuring that Force priorities and interdependencies are identified and managed effectively. The Board is attended by all ACPO officers together with officers from the Corporate Development Department and representatives of other departments and the Staff Associations and Unions and provides an effective mechanism for taking an overview of constabulary matters.

Over the last year, it has also become part of the strategic risk management process within the Constabulary and provides an opportunity for all of the heads of service to report risks and issues. The increased emphasis within the constabulary on the importance of the organisational change programme linked to the uncertainties of the medium term financial position has meant that there is a greater emphasis on the importance of the organisational change programme.

Current position

The Organisational Support Review Board and the Quest Board have been brought together to ensure that all business change is viewed as a whole.

This Board will continue to report by exception to the Sustaining Excellence Board. The Board has agreed that a number of items that are currently reported fall into the business as usual category and wishes to place a greater emphasis on the role of the Board in managing the change programme that the Constabulary is refining.

The Board has extended the membership for the Police Authority to include both the Chair and the Chief Executive.

The current focus of the Board is under review and will be further developed by the Chief Constable through the next round of Corporate Improvement Seminars. It is intended that the changes will be linked to the Constabulary's change programme designed to ensure that all efficiency opportunities are identified and that resources are prioritised to areas of greatest importance.

Cllr Malcolm Doherty
Chair of the Authority



LANCASHIRE POLICE AUTHORITY
14 OCTOBER 2009

Post Incident Procedures Seminar
Wednesday 8th July 2009
Post Seminar Report

Background

1. The Post Incident Procedures Seminar was a one-day event organised by the Lancashire Police Federation and held at the Hilton Hotel, Blackpool, Lancashire on the 8th July 2009.
2. The aim of the seminar was to provide a Post Incident Manager update for Firearms Practitioners, Federation representatives, Trainers, Silver Commanders, Post Incident Managers, IPCC, Police Authority and Professional Standards Departments within the North West Region. The organisers hoped to utilise the knowledge of those with considerable experience in this area to share best practice with those attending the seminar.
3. The programme for the day was as follows:

08.30 - 09.00	Registration
09.00 - 09.10	Opening Address – ACC Cooke
09.10 - 10.10	Principal Officers – Case Study
10.10 - 10.30	Coffee/Tea
10.30 - 11.30	Federation Role – Mark Williams
11.30 - 12.30	Inquests – Scott Ingram (Barrister)
12.30 - 13.30	Lunch
13.30 - 15.00	Human Behavioural Science – Dave Blocksidge
15.00 - 15.15	Coffee/Tea
15.15 - 16.00	Post Incident Manager Role – Steve Howson
16.00 - 16.30	Questions - Panel

Speakers Presentations

4. ACC Cooke. ACC Cooke, who needs no introduction, used his presentation to "set the scene" for the seminar. During his presentation he spoke of the challenges relating to the role of the Police Firearms Officers and the crucial importance of the specialist support that they provide to modern day policing. He went on to highlight how essential the role of the Post Incident Manager was in helping to maintain the confidence and trust of all those involved following an incident. He concluded his presentation by reinforcing the point that transparency was crucial if we are to maintain the trust and confidence of the public.

5. Principal Officers. The presentation, which was in effect a case study of a fatal police shooting near Hull in March 2005 and was the first time in Humberside Police's history that officers had been required to open fire during an incident.

The presentation was given by the two principal officers involved in the shooting and described in great detail both the operational aspects of the shooting and also the dramatic impact that the subsequent events had on their personal and professional lives. The investigations into the shooting and subsequent inquest lasted some two years and placed great strain on both the officers and their families.

During the course of this excellent presentation a number of important points were raised, these included:

- a) The need for established and effective protocols to provide anonymity to protect the principal officers and their families.
- b) The importance of an adequately resourced and equipped PIM suite.
- c) The need to ensure that Post Incident Managers are properly trained and that Post Incident Procedures are regularly tested. This should involve all associated agencies and departments as well as Armed Firearms Officers.
- d) The need for ongoing effective welfare support throughout the subsequent investigation and inquest.
- e) Security of officers and their families. This may involve home surveys/assessments and installation of alarms etc.
- f) Adequate time to prepare for the subsequent inquest. A period of 4-6 weeks was recommended and this was based on the officers' own experiences and the research they were required to undertake. The officers highlighted that had they not been allowed this amount of time, they would not have been adequately prepared for the examination that they were subjected to at the inquest. Failure to adequately prepare could have a serious impact not only on the officers concerned but also on the reputation of the Police Service.

This was an excellent presentation, which forcefully highlighted not only the importance of ensuring that all of the procedures and protocols associated with a police shooting are in place, adequately resourced and regularly tested, but also the deep emotional impact that such an operation can have on those concerned, especially the families. Failure to ensure that we are prepared and ready could have a catastrophic effect both on the reputation of the Constabulary and more importantly on those called to deal with the incident.

6. Mr Mark Williams. Since 2001, Mr Williams has been the full time Police Federation representative for CO 19 (formerly SO 19), the Central Operations, Specialist Firearms Unit of the Metropolitan Police. During this time Mr Williams has represented officers on at least 36 occasions where Post Incident Procedures have been implemented. These have included 13 fatal shootings, 2 incidents where Firearms Instructors have been shot and 2 incidents where members of the public have been accidentally shot. During his presentation Mr Williams spoke of the role and value of the Police Federation in representing officers who have been involved in an operation involving the use of firearms. He also spoke of the research and developmental work that the Federation is currently involved in and supporting. He concluded his presentation by speaking about the need to

ensure that Post Incident Managers are properly trained and equipped and that procedures and protocols are well rehearsed and in place.

7. Mr Scott Ingram. Mr Scott Ingram is a barrister specializing in criminal law. He is a partner at Russell Jones & Walker, where he heads the Criminal & Misconduct Group. He is an acknowledged specialist in police shooting cases and lectures on the legal issues in post shooting incident procedures. He is currently representing the police officers involved in the Stockwell shooting.

Mr Ingram's presentation featured around the importance of ensuring that police officers involved in a shooting receive suitable legal representation as quickly as possible. Such representation needs to be in place prior to the officer(s) providing a statement about the incident. Any such statement, no matter how perfunctory should only be given after the officer has been afforded the opportunity to discuss the statement with their legal adviser.

Mr Ingram outlined a number of cases and used these and the subsequent lessons learned to support his opening remarks.

He concluded his presentation by reinforcing the point that prior to any account of the incident being given three things should occur:

- a. The officer(s) involved should gain legal advice.
- b. The officer(s) involved should be permitted to discuss certain aspects of the incident.
- c. The officer(s) involved should be allowed a suitable period of rest. 48 hours was discussed as being appropriate.

8. Mr David Blocksidge. Mr Blocksidge is a police constable attached to the Central Operations Command of the Metropolitan Police. He has worked closely with Behavioural Scientists in Canada, the USA and the UK, specializing in contentious use of force issues within policing.

During his presentation Mr Blocksidge described some of the relevant current research relating to police shootings and how this research is helping to shed new light on some contentious areas. To demonstrate his points he used case histories and related how the latest research could be valuable in answering some of the questions raised in these cases. Answers, which in some instances have helped to corroborate the version of events, put forward by the officers involved, and which at the time seemed counterintuitive.

Though Mr Blocksidge provided a great deal of information and ranged across a number of areas of ongoing research it must be acknowledged that he barely scratched the surface of what is without doubt a fascinating area of research and one which will no doubt be incredibly valuable in helping to answer some of perplexing questions that can arise following a police shooting.

9. Mr Steve Howson. Mr Howson is currently the Firearms Command Training Manager of the joint Kent Police/Sussex Police Firearms Command Training Unit. He has been a Post Incident Manager since 1999 and was responsible for the design, development and delivery of a week long Post Incident Management Course, which is open for students nationally.

Not surprisingly Mr Howson's presentation featured around the importance of the role of the Post Incident Manager and the need to ensure that policies are in place and more importantly that they are regularly reviewed and tested. He also highlighted the benefits of

regular meetings between the Post Incident Managers and other personnel/agencies who are involved in Firearms incidents.

Mr Howson went on to discuss the need to ensure that the PIM Suite is suitably equipped and resourced and that its location is suitable and has not been selected as it is the only place available or nobody else wants it! He concluded his thought provoking presentation by reiterating the need for anonymity for those officers who have been involved in a Firearms incident.

10. Questions. The seminar concluded with the opportunity for the assembled audience to ask any questions they may have or to seek clarification on any points raised during they day. However, very few questions were raised and this was no doubt due to the comprehensive and effective manner in which the presentations had been given.

Summary

11. The seminar provided an ideal opportunity to gain a more detailed understanding of a number of issues relating to the role, deployment and work of Armed Firearms Officers. The information and knowledge gained will, I believe, be of particular value to me when representing the Authority on the Lancashire Constabulary Firearms Policy Management Group. In addition the seminar also provided an ideal environment to meet and network with colleagues from other police forces and authorities from around the country.

Gary Bell

July 2009

LANCASHIRE POLICE AUTHORITY

14 OCTOBER 2009

PART I

FINDINGS FROM POLICE AUTHORITY MEETINGS WITH CRIME AND DISORDER REDUCTION PARTNERSHIPS (CDRPs)

(Appendix A refers)

Issue for Consideration

This report aims to inform Members of the recent visit to CDRPs as part of the preparation for the Police Authority Inspection undertaken by HMIC and Audit Commission and to look at potential options to improve partnership working.

Information

In September 2009, the Authority was one of the first authorities to be jointly inspected by the HMIC and Audit Commission. The results of the inspection will align with the Comprehensive Area Assessment process.

Since a key part of the Authority's approach to the inspection was continued engagement with partners, the Authority took the opportunity to meet with CDRPs to discuss the role of the Authority on CDRPs and to listen to their views on ways to improve working with our partners.

Mr Bruce Jassi and Miss Lizzie Heath met with Chairs of CDRPs and/or CDRP Managers on a divisional basis and provided them with a briefing pack for the inspection which included the Authority's Self Assessment document, Case Study Evidence, Key Messages, the Local Policing Plan and the Authority's Business Plan.

Set out at Appendix A is a summary of the discussion from each meeting. With key findings and recommendations arising from the meetings set out below.

It is clear from the discussions with the CDRPs that Authority Member attendance at meetings is at best, patchy and needs to improve to fulfil the Authority's commitment to partnership working. Furthermore, CDRPs welcomed the suggestion of biannual meetings to be held at a County level between the Authority and CDRPs.

Generally, our CDRP partners were appreciative of the work of the Police Authority and its commitment to partnership working.

Key findings / Reoccurring issues

- Better communication and Co-ordination between CDRPs and LPA.
- Consistency of LPA representatives and attendance at partnership meetings.
- Expectations of CDRPs and Members of LPA involvement in CDRPs.
- Concerns over future funding and reducing budgets.
- Local Issues:
 - Consultation mechanisms
 - Improvements to Safer Lancashire Board
 - Police and Community Support Officers – their roles / funding
 - Automatic Number Plate Recognition funding.

Decision Required

The Authority is asked to consider the report and agree the following recommendations:

1. That Authority Members attendance at, and involvement in, Partnership meetings be improved, and that a system for substitution be developed to ensure a consistent coverage.
2. That the Authority holds County wide biannual meetings with CDRP Chairs, Vice Chairs and Managers.
3. Feedback mechanisms are developed to ensure that local issues picked up by CDRPs are fed into Authority considerations.

Background Papers

None.

Report Authors

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Organisation: Lancashire Police Authority

SUMMARY OF DISCUSSIONS FROM DIVISIONAL MEETINGS WITH CRIME AND DISORDER REDUCTION PARTNERSHIPS

CDRPs Met With / Date	Key Points	Other Issues / Concerns	Opportunities
<p>Central Division – 8 August 2009 Preston CDRP</p>	<p>Positives:</p> <ul style="list-style-type: none"> • Growing relationship with Police Authority (LPA). • More regular meetings between LPA and CDRP. • Improvements with communication since appointment of Chief Executive <p>Negatives:</p> <ul style="list-style-type: none"> • Lack of understanding of LPA's role v Constabulary. • Lack of engagement / attendance of LPA representatives at CDRPs. 	<ul style="list-style-type: none"> • Automated Number Plate Recognition revenue funding. • Future funding for Police Community Support Officers. • Future funding of town centre CCTV. • Councils looking for savings of 10% in future budgets and the pressures this could reflect. 	<ul style="list-style-type: none"> • Inductions for CDRP Chairs, Chief Executives, Managers and Elected Members outlining the work and relationships of the Authority, Constabulary and Partners. • County level biannual meetings between the Chair, V/Chair and Managers of CDRPs with the Authority. Meeting in June to look at Local Policing Plan (LPP) and local implications and a meeting in November to look at forthcoming budget issues.

CDRPs Met With / Date	Key Points	Other Issues / Concerns	Opportunities
<p>Pennine Division – 13 August 2009 Pendle CDRP Burnley CDRP Rossendale CDRP</p>	<p>Positives:</p> <ul style="list-style-type: none"> • Good partnership work around Police Authority Community Meetings, Face the Public and Divisional meetings. <p>Negatives:</p> <ul style="list-style-type: none"> • Consistency / Attendance of LPA Representatives at CDRPs. • Lack of clarity over who current Rep is. (Email of confirmation sent following meeting.) • Involvement of LPA in CDRP. 	<ul style="list-style-type: none"> • Duplication of consultations / research across partners – danger of over communicating and lack of action. • Concerns over how the Authority will monitor performance of CDRPs - can monitor and advise but not tell how to do jobs. • The geographical breakdown of LPA Members, if no Member from that area lack of local knowledge / interest. 	<ul style="list-style-type: none"> • Supportive of biannual meetings. • Sharing of consultation / research between partners – this could be picked up through biannual meetings. • CDRP funding as future case study. • Circulate updated Statement for LPA representatives on CDRPs to CDRP managers to agree expectations of Members.
<p>Northern Division – 14 August 2009 Lancaster CDRP Wyre CDRP</p>	<p>No real issues either positive or negative.</p>	<ul style="list-style-type: none"> • Future funding of PCSOs • Linkages of PCSOs to more council work than just police. e.g. Fixed Penalty Notices for environmental crimes. • Managing with reducing budgets. 	<ul style="list-style-type: none"> • Supportive of Biannual meetings. • Better coordination and communications between LPA and CDRPs.

CDRPs Met With / Date	Key Points	Other Issues / Concerns	Opportunities
Southern Division – 20 August 2009 Chorley and South Ribble CDRP	Positive: <ul style="list-style-type: none"> • There was good dialogue on, and LPA made effective inputs into, Local Area Agreements • LPA not parochial e.g. proactive in proposed mergers; responds to cross border issues • LPA needs to ensure it has a good value for money focus for the future.. 	<ul style="list-style-type: none"> • If other partners are looking at a 0% council tax increase this may pressure the Authority into a similar increase. <p>The meeting then took a slightly different slant and raised issues/suggestions regarding the SLB.</p> <ul style="list-style-type: none"> • SLB should be more strategic and forward thinking eg delegate some spending to the Officer Group (SLOG); and be more challenging of partners and their contributions. - more efficient and productive meetings e.g. timed items, only 1 presentation per meeting. 	<ul style="list-style-type: none"> • Supportive of strengthening links between LPA and CDRPs, linking in with existing partnership meetings where possible.
Eastern Division – 25 August 2009 Blackburn CDRP Hyndburn CDRP Ribble Valley CDRP	Negative: <ul style="list-style-type: none"> • Attendance / consistency of LPA representatives. 		<ul style="list-style-type: none"> • Supportive of biannual meetings.

CDRPs Met With / Date	Key Points	Other Issues / Concerns	Opportunities
<p>Western Division – 28 August 2009 Fylde CDRP</p>	<p>Negative</p> <ul style="list-style-type: none"> • Accountability of Authority to local councillors – lack of reporting mechanisms to council meetings. • Attendance / consistency of LPA representatives. 	<ul style="list-style-type: none"> • Effectiveness of PACTs. • Consultation fatigue / duplication of efforts. • Not confident in roles of PCSOs and do not propose to continue funding in future. • Training of Community Beat Managers for Police And Communities Together meetings – they are representing the Chief Constable at these meetings. • LPP not gone to all CDRPs 	<ul style="list-style-type: none"> • In support of biannual meetings. • Email CDRPs once LPP is published on website, can be viewed at own leisure. • Use Problem Oriented Policing Awards in future case study evidence
<p>Western Division – 4 September 2009 Blackpool CDRP</p>	<p>Positive:</p> <ul style="list-style-type: none"> • Good partnership working around Face the Public and Divisional meetings. • Strong working relationship, with projects undertaken together such as film for Local Government Channel. 	<ul style="list-style-type: none"> • Information requested and provided about LPA performance information, its use of National Indicators and LAA Indicators and its links to Government Office North West. • A request for LPA chief officer representation at the BSafe Face the Public meeting (this was actioned). • Limited usefulness of the Safer Lancashire Board for the unitary authority. 	

CDRPs Met With / Date	Key Points	Other Issues / Concerns	Opportunities
<p>Blackpool Local Strategic Partnership briefed at their request on 27 August 2009</p>	<p>Policing is very effective in Blackpool.</p> <p>There is strong partnership working in the area, involving the Police Authority and the Constabulary.</p> <p>It is good that the Authority is gaining a higher public profile.</p>		