



# **LANCASHIRE POLICE AND CRIME COMMISSIONER**

## **DRAFT STRATEGIC SCRUTINY PLAN NOVEMBER 2012 - MARCH 2014**

VERSION 12 December 2013 / baw

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# LANCASHIRE OFFICE OF THE POLICE AND CRIME COMMISSIONER STRATEGY MAP 2013 – 2014

## Our Vision is:

**RE-ASSURE** our communities – improving trust and confidence; **REDUCE** crime; **REDUCE** re-offending  
**WORK TOGETHER** with partners to deliver better services and ensure that resources are used effectively

## Our Priorities are:

**DEFEND FRONTLINE  
POLICING**

**CHAMPION THE  
RIGHTS OF THE  
VICTIM**

**PROTECT  
VULNERABLE PEOPLE**

**TARGETED INITIATIVES  
TO TACKLE CRIME AND  
RE-OFFENDING**

## SUPPORTED BY:

**PARTNERSHIP  
WORKING**

**POLICING  
REQUIREMENTS FOR  
LANCASHIRE**

**BUSINESS  
SUPPORT**

**COMMUNICATIONS  
AND COMMUNITY  
ENGAGEMENT**

## INTRODUCTION AND CONTEXT

The Police and Crime Plan published in March 2013 focuses on the key principles that the performance framework will be that performance monitoring will look to be set over a longer 3 year period rather than year on year targets and this will enable partnerships to be brought together to influence outcomes that may take longer to fully problem solve, with authentic performance activity addressing risk, harm and victim impact. Authentic performance can be described as:

- Performance activity that contributes toward keeping people safe
- Performance activity that focuses on victim impact and reducing re-offending
- Performance across the breadth of the Constabulary's policing mission and the risks that it manages, and
- Performance activity through the vital contribution made by relevant partnerships

In developing a performance framework a number of factors have been taken into account, including:

- Delivery of the Police and Crime Plan for 2013 to 2018
- Developing and displaying performance information to all relevant parties (the public, the Police and Crime Panel, HMIC, local authorities, community safety partnerships, criminal justice organisations etc)
- Constabulary Strategic Quarterly Performance Review meetings

Monitoring and scrutiny of performance will be developed to enable significant performance threat and risk to be managed dynamically when it clearly represents an exception. In many areas outcomes are in the process of being developed and they will form a part of the scrutiny approach. This in turn will make exception reporting difficult as much of the data will be new or in the process of being collected.

Strategic Scrutiny Meetings take place on a quarterly basis and enable the Police and Crime Commissioner to scrutinise the organisational and operational performance of Lancashire Constabulary. The meetings are attended by the Commissioner, his Deputy and Assistant Commissioners, Chief Executive and Chief Finance Officer and the Chief Constable. The areas of business identified in this document represent the priority areas supporting the delivery of the Commissioner's Police and Crime Plan. The Chief Constable will be asked to provide an update at each scrutiny meeting on those areas that are identified as presenting the greatest risk to the successful delivery of the Police and Crime Plan.

All the information presented on a quarterly basis will be available to the public via the OPCC's website except where the information is of a sensitive nature.

## 1 CONSTABULARY PERFORMANCE – OVERVIEW

**OWNER:** CHIEF CONSTABLE / ACC TERRITORIAL OPERATIONS

**WHEN:** QUARTERLY

ITEM
<ul style="list-style-type: none"><li>• High Impact Acquisitive Crime, eg burglary dwellings; personal robbery; business robbery – and including resolution rates.</li><li>• Violent Crime – data around numbers within each of the crime types that make up the broader category – specific mention of violence within the night time economy – number of crimes linked to that and including resolution rates.</li><li>• Police recorded business crime</li><li>• Police Recorded domestic abuse</li><li>• Police Recorded Non-Domestic Violence – serious violent assaults, assaults with lesser injury and assault without injury</li><li>• Sanction Detection with restorative justice and Police resolutions including community resolutions</li><li>• HMIC Crime Rate Comparisons (violence with injury, sexual offences excluding rape, criminal damage and arson)</li><li>• Police Recorded Hate Crime – including resolution rates – across all areas</li><li>• PSD – including number of misconduct meetings / business interest / grievances / hearings, appeal handling and outcomes and percentage of recording decisions within 10 days.</li><li>• Quality of Service – eg Stop and Search (PACE)</li><li>• To include exception reports from the Multi-Agency Data Exchange (MADE) each quarter as determined by officers within the OPCC / Lancashire Constabulary.</li></ul>

**Specific performance areas identified for consideration:**

<b>DATE OF SCRUTINY MEETING</b>	<b>AREA IDENTIFIED FOR CONSIDERATION</b>	<b>RATIONALE</b>
<b>Monday 23 December 2013</b>	<ul style="list-style-type: none"> <li>• Most Serious violence (including Vanquish)</li> <li>• All other theft (including business crime)</li> <li>• Exception reports from MADE – to be identified via Scott Keay</li> </ul>	<p>Flagged up at BMM meeting Oct 13</p> <p>MADE exception identified as Elderly Vulnerable – which is included in CE report</p>
<b>Thursday 13 March 2014</b>		
<b>Thursday 12 June 2014</b>		
<b>September 2014</b>		
<b>December 2014</b>		

## 2 PRIORITIES IDENTIFIED IN THE POLICE AND CRIME PLAN

### A DEFEND FRONT LINE POLICING

**OWNER:** CHIEF CONSTABLE / HEAD OF HR AND PAYROLL

**WHEN:** QUARTERLY

ITEM
<p><b>Aim:</b> to maintain a visible neighbourhood policing service that is accessible and responsive and tackling those issues of greatest concern to the public.</p>
<p><b>Scrutiny includes:</b></p> <ul style="list-style-type: none"><li>• Police recorded ASB – context, age profile and categories, working in partnership, direction of travel; people numbers and levels of satisfaction / confidence – reference to vulnerability and ASBRAC evidence</li><li>• Rural Policing - engagement</li><li>• Recruitment – and retention / progression inc BME and females</li><li>• Police Staff Step down model</li><li>• Police Officer Step down model</li><li>• Sickness performance and ill health retirements</li><li>• Frontline Policing Measure – Police Officers – link to HMIC, links from ARLS and engagement activity / measures in neighbourhoods including productivity</li><li>• Specials / cadets / volunteers recruitment updates – Citizens' in Policing</li><li>• Stats on confidence, satisfaction and levels and types of complaints / civil claims to monitor community feeling</li><li>• Feedback from the community through roadshows, casework, consultation and OPCCs communications team and comparison with Constabulary's information.</li></ul>

**Specific performance areas identified for consideration:**

<b>DATE OF SCRUTINY MEETING</b>	<b>AREA IDENTIFIED FOR CONSIDERATION</b>	<b>RATIONALE</b>
<b>Monday 23 December 2013</b>	<ul style="list-style-type: none"><li>• Police Officer Recruitment</li><li>• Rural Policing (to include Firecrest)</li></ul>	Recent meetings with DCC and DPCC and APCC
<b>Thursday 13 March 2014</b>		
<b>Thursday 12 June 2014</b>		
<b>September 2014</b>		
<b>December 2014</b>		

## B PROTECTING VULNERABLE PEOPLE

**OWNER:** ACC SPECIALIST OPERATIONS

**WHEN:** 2 X SCRUTINY UPDATES ON CHAMPIONING THE RIGHT OF ALL VICTIMS – STRATEGIC OVERVIEW  
(6 MONTHLY INTERVAL)  
2 X SCRUTINY UPDATES ON OTHER AREAS OF PROTECTING VULNERABLE PEOPLE  
(more frequently if required)

ITEM
<p><b>Aim:</b> to keep people safe from harm and to protect the most vulnerable individuals from abuse through the provision of a police and partnership response that meets the need of the individuals and challenges the behaviour of offenders (to include on-line forms of abuse).</p>
<p><b>Scrutiny Includes:</b></p> <ul style="list-style-type: none"><li>• MASH update – what they do, partners involved, cases, barriers to effective delivery and current implementation issues</li><li>• Child Sexual Exploitation – update / context including missing from home</li><li>• Domestic Abuse – update / context including partnership work (including forced marriage, female genital mutilation etc)</li><li>• Hate crime – update / context including partnership work</li><li>• Victims – criteria for referrals and compliance with victims code – include wider context and partnership working</li><li>• Data re number of sex crimes committed and breakdown of those committed on adults and the children (percentages)</li><li>• Specific data on rape – number of allegations made, how many are crimed and how quickly, how many are dealt with by out of court disposals and which ones and how many result in charge and conviction – outcomes focus</li><li>• Delivery of the Protecting Vulnerable People agenda</li></ul>



**Specific performance areas identified for consideration: CHAMPIONING THE RIGHT OF ALL VICTIMS**

<b>DATE OF SCRUTINY MEETING</b>	<b>AREA IDENTIFIED FOR CONSIDERATION</b>	<b>RATIONALE</b>
Monday 23 December 2013	<ul style="list-style-type: none"><li>Sexual offences - victims perspective</li></ul>	October BMM meeting
Thursday 12 June 2014		
December 2014		

**Specific performance areas identified for consideration: PROTECTING VULNERABLE PEOPLE**

<b>DATE OF SCRUTINY MEETING</b>	<b>AREA IDENTIFIED FOR CONSIDERATION</b>	<b>RATIONALE</b>
Monday 23 December 2013	<ul style="list-style-type: none"><li>Other sexual offences (to include overview from victims perspective)</li></ul>	October BMM meeting
Thursday 13 March 2014		
Thursday 12 June 2014		
September 2014		
December 2014		

**C PROMOTE TARGETED INITIATIVES TO CONTRIBUTE TO TACKLING CRIME AND RE-OFFENDING**

**OWNER: CHIEF CONSTABLE / ACC TERRITORIAL OPERATIONS**

**WHEN: QUARTERLY**

ITEM
<p><b>Promote targeted initiatives to contribute to tackling crime and re-offending: (looking for the picture around performance re in force ASB, CSE, alcohol harm etc)</b></p> <ul style="list-style-type: none"> <li>• Re-offending – Lancashire approach and partnership working – including updates on MAPPA, IOM, ASBRAC, MARAC, Revolution cohort performance, MoJ reoffending data for adults and young people – we need data from Constabulary and Partners to examine the direction of travel – it would be helpful to have data re % of crime in each category committed by first time offenders and what percentage by re-offenders if such data can be obtained proportionately</li> <li>• Early Action and impact on reducing crime</li> <li>• Working together with families and troubled families</li> <li>• Police related work with YOTs to reduce first time entrants into the criminal justice system</li> <li>• Police data around Triage provision across the force / divisional (including out of court disposals)</li> </ul>

**Specific performance areas identified for consideration: TARGETED INITIATIVES (overview / update on two areas of activity at each meeting)**

DATE OF SCRUTINY MEETING	AREA IDENTIFIED FOR CONSIDERATION	RATIONALE
Monday 23 December 2013	<ul style="list-style-type: none"> <li>• <b>Operation Avert</b> – a new project aimed at women offenders launched early November as a Pilot in Eastern – preventing further re-offending.</li> </ul>	Links to re-offending / early action and impact on reducing crime
Thursday 13 March 2014		
Thursday 12 June 2014		
September 2014		
December 2014		

### 3 REQUIREMENT TO ENSURE THE CONSTABULARY IS ABLE TO MEET THE OBLIGATIONS IN RELATION TO THE STRATEGIC POLICING REQUIREMENT

**OWNER: ACC SPECIALIST OPERATIONS**

**WHEN: 6 MONTHLY**

#### **ITEM**

Capacity and capability in the business areas of:

- Tier 1 terrorism
- Other tier 1 emergencies
- Tier 2 Organised crime including CSE, economic crime, border security and large scale cyber crime
- Public order and public safety
- Civil contingencies

**Specific performance areas identified for consideration: STRATEGIC POLICING REQUIREMENT  
(overview on emerging threats)**

<b>DATE OF SCRUTINY MEETING</b>	<b>AREA IDENTIFIED FOR CONSIDERATION</b>	<b>RATIONALE</b>
23 December 2013	National and local perspective	Opportune time to discuss and further update in 6 months
June 2014		

#### 4 RESOURCES AND VALUE FOR MONEY

**OWNER:** DIRECTORS OF RESOURCES / APCC JASSI

**WHEN:** QUARTERLY

<b>ITEM</b>
<b>Aim:</b> To ensure the Constabulary delivers value for money for the residents of Lancashire.
<b>Approach:</b> Scrutinise the efficiency and productivity of the workforce and make best use of resources to prevent waste and duplication, maximise resources and provide value for money.

Quarterly update on use of resources, focus of which to be agreed with Directors of Resources, Chief Executive and APCC Jassi and to include any update of forthcoming HMIC (or other) inspection activity or outcomes following inspections.

<b>DATE OF SCRUTINY MEETING</b>	<b>AREA IDENTIFIED FOR CONSIDERATION</b>	<b>RATIONALE</b>
Monday 23 December 2013	<ul style="list-style-type: none"><li>• Overview</li><li>• Investing to save – Leyland Mobile Office</li></ul>	Links to HMIC activity
Thursday 13 March 2014		
Thursday 12 June 2014		
September 2014		
December 2014		