



<b>REPORT TO:</b>	<b>STRATEGIC SCRUTINY MEETING</b>
<b>DATE:</b>	<b>15<sup>TH</sup> NOVEMBER 2018</b>
<b>TITLE:</b>	<b>QUARTERLY PERFORMANCE REPORT.</b>
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**1. Issue for Consideration**

The purpose of this report is to provide an update in relation to the performance of Lancashire Constabulary to 30<sup>th</sup> September 2018.

**2. Recommendation**

The Police and Crime Commissioner (PCC) is requested to review the report and make comments as appropriate.

**3. Background**

This report advises the Commissioner of the performance of Lancashire Constabulary against the agreed performance indicators which are reported to the Police and Crime Panel.

**4. Protecting Local Policing**

**a. Proportion of budget spent on front-line policing.**

Table 1: Expenditure on Frontline policing vs other spending

	Spend 30/9/18 £m	%
Visible	51.4	39%
Non Visible	42.8	32%
<b>Operational Frontline</b>	<b>94.2</b>	<b>72%</b>
Frontline Support	10.5	8%
Business Support	27.0	21%
Other *	8.3	
<b>Total</b>	<b>140.0</b>	

\* Other represents costs such as OPCC, capital financing, pensions and national policing functions.

As the Commissioner will recall it was noted in the last report that the proportion of expenditure on Business Support costs is higher in quarter 1 as some annual costs are paid at the beginning of the financial year. As a result the percentage of the budget spent on Operational Frontline Policing appeared low. This position is now starting to level out as the year progresses and the proportion is now 72% compared with 69% at the end of the first quarter.

The actual sum spent on Operational Frontline Policing has increased slightly from £93.1 for the first half of last year to £94.2 for this year. The balance has also moved slightly towards non-visible policing reflecting changes in structure.

### **b. Update re Fracking Operation.**

Cuadrilla re-started fracking on Saturday the 13<sup>th</sup> October. That day there was a significant but peaceful gathering of protesters at the gate. On Monday 15<sup>th</sup> October there was an obstruction at the gates (a “lock-on”) and a subsequent lock-on on the A583 that closed the road completely for approximately 7 hours.

Throughout the rest of the week the campaigners gathered in numbers and opposed most deliveries, this meant that there was virtually a permanent police presence during working hours. On Saturday the 20<sup>th</sup> October 700-1000 protestors marched to the site and listened to speeches. This event was wholly peaceful, but required a larger number of officers to police. It is expected that there will continue to be large numbers and regular protests. The Constabulary will continue to attempt to return to the normality of Police Liaison Teams at the site entrance with other officers in reserve. This may take some time.

Several of the protest organisers (both local and national) have spoken with police commanders and made it quite clear that as fracking has started they will continue to oppose it.

The Constabulary has the resources, skills and plans to deal with the situation.

### **c. Citizens in policing**

#### *Lancashire Volunteer Partnership*

The Constabulary and PCC commission Lancashire Volunteer Partnership (LVP) to run all of their volunteer opportunities. LVP has recently undergone a full evaluation and has returned a social value figure of £8.9M. LVP currently support 4,212 public service volunteers and partners include, Lancashire Constabulary, PCC, Lancashire County Council, Blackburn with Darwen Council, Blackpool Council, Lancashire Fire and Rescue Service and East Lancs Hospitals, all of whom contribute towards the cost of LVP.

The full evaluation report for the LVP can be found at <https://lancsvp.org.uk/about-lvp/reports/>

LVP manage the following business areas for the PCC and Lancashire Constabulary:

### *Our Lancashire*

Our Lancashire is a new venture supported by the PCC and aims to mirror the success of LVP. As a sub brand of LVP, Our Lancashire aims to complete the vulnerability triage for the county in harnessing the capacity of local social action groups such as Neighbourhood Watch (NHW), residents associations and other groups that bring people together. This platform is expected to launch early-mid next year and will offer a networking platform for social action groups to support what they do but also to allow public services to monitor and assess the social capital in each area and offer greater engagement opportunities.

A holding page can be found at [www.ourlancashire.org.uk](http://www.ourlancashire.org.uk)

### *Special Constabulary*

The Special Constabulary has undergone a strategic review to ensure that it is aligned with the new Constabulary Policing Model and that it is sustainable going forward. The review also took account of a number of national developments that provide a greater clarity as to their role and alternative options available to support the Constabulary. The following recommendations were made and agreed;

- An establishment of 259 Special Constables would be sustained
- A regular sergeant would be funded through savings identified to co-ordinate Special Constabulary activity
- A new role of a uniformed volunteer community champion would be piloted to work with parish and town councils

### *Volunteer Police Cadets*

There remain 650 places for Volunteer Police Cadets run in colleges across Lancashire supported by a dedicated team of 7 PCSOs. The Constabulary is looking to expand the age range of places available via a number of Mini and junior cadet schemes supported by funding from national VPC team and the PCC. This should see around 200 additional young people offered cadet places.

### *Volunteers*

LVP currently supports over 300 volunteering opportunities within the Constabulary ranging from cyber volunteers to neighbourhood support.

## **d. Contact management.**

A report on this subject appears elsewhere on the agenda.

## 5. Tackling Crime and Reoffending

### a. Recorded Crime

Recorded crime has continued to rise. There was a 32% increase in the year to the end of September 2018, greater than seen both regionally and nationally.

<b>Table 1. All crime</b>			
<b>AREA</b>	<b>%</b>	<b>12M to August-17</b>	<b>Recorded 12M to August-18</b>
England & Wales	9%	4,578,156	4,984,203
Most Similar Group	15%	1,072,444	1,231,934
North West Region	14%	649,251	740,684
Lancashire	30%	114,655	149,065

The table above (although only until August due to the unavailability of national data at this point) illustrates well the issues around crime recording and the inability to make direct comparisons with other forces in set periods due to the different stages each force is at in the changing of recording methodology. The Commissioner will recall that these issues were discussed in detail at the last Strategic Scrutiny meeting and then subsequently shared with the Police and Crime Panel.

#### *Crime Recording*

Crime recording is covered in detail in the HMICFRS report on the same agenda, however it is worth noting at this point that the Constabulary's efforts in this field to ensure accuracy and effectiveness continue unabated with the appointment by the Chief Constable of a Chief Inspector to lead the enlarged Crime Data team. The Commissioner will recall that he has been briefed directly by the new Chief Inspector. The Constabulary can expect to see consistent rises in recorded crime as a direct result of its efforts to ensure the most accurate recording. This is illustrated by the significant rises in most areas of recorded crime. These are in the main a direct result of police recording activity. This also provides a more detailed picture of crime and vulnerability in Lancashire. However the Constabulary is not complacent and led by the Head of Crime, the Constabulary is continuing to analyse the crime trends to ensure that any real increases in crime are identified and addressed.

The Commissioner will recall that he has publically voiced his active support for the Constabulary's Record 4 Victims initiative which places the main emphasis of accurate crime recording not as a bureaucratic exercise but as the essential first step in ensuring that victims of crime receive the support they both need and to which they are entitled. All consenting victims of crime receive an offer of support from Lancashire Victim Services (LVS), the service commissioned by the PCC for this specific purpose.

### *Public Order Offences*

Public order offences continue to feature as a key issue within overall recorded crime increases. Lancashire has seen a continued significant rise in public order offences with a 202% increase from 4045 to 12231 recorded offences. (For context Kent has previously seen a 1000% increase). As discussed previously this is entirely a result of police recording activity and stems mainly from the reclassification of anti-social behaviour (ASB) non-crime incidents to minor public order offences. This position has not changed (other than numerically) from previous scrutiny meetings. Lancashire has continued to see the migration of ASB to public order and minor non-injury assaults whilst there has been the same migration from non-injury into minor injury offences.

Recorded anti-social behaviour incidents have continued to drop dramatically by 23% (16,892) to 57952 incidents driving the increased reporting of recorded public order and violence offences.

### *Burglary*

All Burglary continues to be a proxy reporting figure until the new definition of residential burglary has been in place long enough to allow meaningful comparisons which will be 1<sup>st</sup> April 2019 at which point the Constabulary will be able to compare year on year. Currently the Constabulary has an increase in recorded burglary offence of 383 (3%) to 13406 offences to the end of September 2018.

With regard to Residential Burglary East division has identified an increase over recent months with specific regard to gold and jewellery in the Asian community. They have proactively targeted hot spot areas and offenders whilst providing reassurance patrolling in the community. Car-key burglaries have been an issue for the county but have been targeted effectively with numerous successes including the identification of “chop-shops”

### *Robbery*

‘All robbery’ recorded crime has increased in the majority of police force areas across the Country. The increases in Lancashire (+11%) are significantly below those of England & Wales (+18%) and the North West Region (+21%). This continues the trend reported upon at previous Strategic Scrutiny meetings.

Within Lancashire, personal robberies are up 13% (120) to 1026 for the year ending September 2018

All robbery Table3.

AREA	%	12M to August-17	Recorded 12M to August-18
England & Wales	18%	67,435	79,587
Most Similar Group	18%	9,558	11,249
North West Region	21%	8,427	10,236
Lancashire	11%	878	974

### *Knife Crime.*

Some of the personal robberies have involved the use of “bladed weapons”. Given the national trends involving knife crime the Constabulary has been keen to ensure that Lancashire proactively addresses the issue to maintain public safety. To this end the Constabulary has continued to monitor and analyse incidence of knife crime. Analysis was carried out for the 6 months to April and is currently being updated for the 6 months to September. Early indications are that the latter period has seen a rise in recorded knife crime from 378 to 478. There are several factors to be noted: of these approximately 50% consistently take place in the home; increased crime recording is also a factor in the rise (the consistency of the rise in domestic situations strongly supports this) and there may be seasonal factors.

Following knife crime offences including personal robberies in South Division, in addition to investigating the crimes and arresting offenders, the Constabulary has proactively disrupted the carriage of knives by young people with a series of targeted operations using “section 60” powers. These powers allow a senior officer to authorise targeted stop searches. The result has been that following initial seizures the proportion of successful searches has fallen indicating a change in behaviour. This situation will continue to be monitored closely via the Best Use of Stop and Search Board.

The Constabulary has recently also taken part in Operation Sceptre, a nationwide operation aimed at reducing knife crime whilst raising public awareness of the dangers of knives. The public were urged to dispose of knives at police stations whilst police licensing officers worked with Trading Standards officer carrying out test purchases across the county. Good use of social media was made across the county and particularly in West Division.

## **b. Serious and Organised Crime (SOC) Threats**

### *ATM Thefts*

There has been an increase in offences targeting Cash Machines (Automatic Teller Machines (ATMs)) across Lancashire and the northwest region. Offences are committed using several very distinctive methodologies. Two examples seen in Lancashire recently are:

- The use of large plant machinery (telehandler or similar) to pull the entire ATM from the building that it is housed within, the ATM is then loaded onto a flatbed truck and driven from the area where it is then cut open and the cash removed.
- The targeting of floor standing ATMs within stores, this involves breaking into the store while it is closed and using heavy duty strapping or a chain to pull the ATM from the ground and out of the store.

ATMs are seen as a less risky target as they can be attacked at night after replenishment, are often unstaffed / in isolated locations and offer potential high gains of up £120,000 per machine. Offences are frequently committed in a series with offender(s) travelling large distances across force boundaries.

The Constabulary has both proactive and reactive measures in place to target the offenders ranging from targeted patrolling by the Tactical Operations Department and providing security advice to plans to react to further incidents. The Constabulary is linking in at regional level in a coordinated response with other forces and the Regional Organised Crime Unit.

#### *“County Lines”*

"County Lines" continues to be an area of concern in relation to vulnerable people being targeted by Organised Crime Groups (OCGs) to distribute drugs. This issue has been widely reported nationally and Lancashire continues to address the matter. The situation is governed at chief officer level via the Operations Board to ensure that divisions are supported by force resources. In West Division, Tactical Operations officers continue targeting operations against the OCGs involved local whilst at force level the Constabulary is working closely with colleagues from across the region to address cross border activities.

### **c. Road Safety**

The number of persons killed or seriously injured (KSI) has reduced by 15.7% during the 12 month period to August 2018; 124 fewer casualties. Child KSI casualties have also reduced during the same period, by 21.3%; 20 fewer seriously injured children. There have been no child fatalities during this period. In terms of fatalities overall, 30 are recorded during this period; 11 fewer than in the previous 12 month period.

All 8 permanent Average Speed Camera systems are now active across Lancashire with the last route, the A682 between Gisburn and Barrowford, going live on 22<sup>nd</sup> August. Two of the eight routes, the A6 London Road in Preston and A565 Southport New Road, have now been live for 1 year and interim evaluations of these highlight very positive impacts, including reductions in casualty numbers and collisions, lower vehicle emissions and a significant financial saving in incident response costs.

Lancashire is embracing the National Road Safety Week thematic of ‘Young Riders’ this year. Work undertaken during the summer period to study this discrete area of vulnerable road user established that young riders (aged 16-24 years) of motorcycles in Lancashire are disproportionately at risk of collisions and serious injury than other road users. Substantial Lancashire media campaigns are planned during Road Safety Week including #saveyourskin on Twitter. Road Safety Week runs between 19<sup>th</sup> and 25<sup>th</sup> November.

Lancashire ran a successful ‘Mobile Phone Week’ during September with 14,000 young persons (17-30 years) reached via a targeted social media campaign on *Facebook*. A further 40,000 road users were reached by utilising more open social media streams. An increase in mobile phone-related police enforcement accompanied the public engagement with the sole aim of clamping down on the dangerous practice of texting and phoning whilst driving.

1<sup>st</sup> December will see the launch of the annual Christmas Drink and Drug Drive Campaign and planning is in the final stages to ensure a successful operation.

#### **d. Business Crime**

As the Commissioner will be aware he funds a business crime coordinator's post sitting within Corporate Services. This post had been empty for approximately six months. A new coordinator has now been appointed. As he will also note on the Joint Management Board (JMB) paper re the reorganisation of the Corporate Services Department, the temporary Inspector's post that currently liaises with the Office of Police and Crime Commissioner (OPCC) is being made permanent to supervise amongst other functions, Business Crime. This provides an appropriate structure to address business crime issues. The coordinator has already made community and business links and with the inspector has attended the National Business Crime Centre to establish an understanding of national standards and available resources.

The coordinator will work alongside the Constabulary's Designing Out Crime officers (DOCOs) and the Lancashire Partnership against Crime to support both front line policing and develop partnership working with the business community. He has already linked in with other PCC funded posts within the Economic Crime Unit (ECU) and the Digital Media Investigation Unit (DMIU). In addition to the traditional business crime issues several areas where they can make innovative contributions have been identified including: serious organised crime, modern slavery, counter terrorism.

The new coordinator will arrange to meet the Commissioner to brief him on planned activity and progress to date.

### **6. Supporting Vulnerable People and Victims**

#### **a. Domestic abuse**

Recorded Domestic Abuse (DA) crime has been continuing to rise. The year to the end of September saw an increase of 64% (7616) to 19563 reported offences. Whilst it is believed that most of this increase is a direct result of police crime recording activity the Constabulary is continuing to analyse offences governed by the Crime Recording Board to ensure any genuine increase is identified and addressed. The Constabulary has a focused response, coordinated via the DA action plan and governed at Chief Officer level via Divisional Checkpoint meetings and Protecting Vulnerable People (PVP) meetings.

#### **b. Child Sexual Exploitation (CSE)**

The Commissioner will be aware from personal briefings that the focus for the last few months has been on Child Protection. A recent survey shows that 84% of staff have seen and remembered the "Think Child" campaign. Additionally frontline officers and staff have received face-to-face training to increase their knowledge and confidence in recognising and dealing with CSE.

The Commissioner is of course aware that his office is hosting their annual CSE event on 20<sup>th</sup> November to support the Constabulary's efforts to address CSE.

The results of the Constabulary's efforts to improve awareness amongst officers of their responsibility towards vulnerable children are highlighted in the HMICFRS report later in the agenda.

The Commissioner will recall from previous Scrutiny Meetings that CSE offences had shown a year on year decrease of 19.1%. This was attributed to inconsistent identification and recording of such offences. He will further recall that the Constabulary intended to introduce additional oversight via the Crime Data Integrity Team plus training for front line staff. As a result the period to the end of June showed a significant improvement in the recording of CSE such that the year on year decrease reduced to 1.4% (13 offences). It is the Constabulary's aim to continue to increase reporting. For the period to the end of September the recorded level of offences was 929, a reduction of 19 (2%) in line with the previous quarter. Whilst the Constabulary has not yet achieved its intent to increase recording, it is continuing to work towards this end. Last week was CSE awareness week and as part of which the Constabulary held an event to train officers and staff in CSE matters to their support colleagues. It was co-delivered with an affected parent who shared their experiences throughout the day. It was previously delivered to 50 Child Protection coaches trained to assist and support colleagues.

### c. Rape and sexual offences

'All sexual offences' are showing an increase. The increase in Lancashire (38%) is greater than the England & Wales our regional and most similar forces. Almost all forces continue to show increased recording.

Table 6. All sexual offences

AREA	%	12M to June-17	Recorded 12M to June-18
England & Wales	15%	135,190	155,145
Most Similar Group	19%	32,482	38,704
North West Region	24%	17,984	22,360
Lancashire	38%	3,577	4,952

Recorded *Rape*' (30%) and '*other sexual offences*' (42%) have also increased, both of which have been significant increases in Lancashire. Again Lancashire is reporting higher levels of recorded offences than other forces.

Table 5. Rape

AREA	%	12M to August-17	Recorded 12M to August-18
England & Wales	17%	48,132	56,180
Most Similar Group	20%	11,556	13,804
North West Region	29%	6,107	7,873
Lancashire	46%	1,091	1,595

As the Commissioner will recall from previous meetings 39% of rape offences recorded are *historical* (reported more than one year after being committed) against 61% *recent* offences. This trend has continued for the last 3 years and beyond.

Again the Commissioner will recall that at the last meeting recent increases in both historical and recent recorded offences were discussed in detail and the explanation is as previously reported: training of officers; a campaign to encourage and improve reporting; changes in the Home Office recording rules and changes in local recording practices. However the Constabulary is not complacent and has tasked the Head of Public Protection via the Operations Board to analyse and monitor the causes of increased recording to ensure that the Constabulary can make any necessary interventions. Additionally the Constabulary has introduced a Rape Triage Coordinator into Criminal Justice Support to improve outcomes.

#### **d. Modern Slavery Offences** (including People Trafficking)

Modern Slavery was introduced as an offence category in April 2015. It is expected that locally, regionally and nationally the recording of such offences will continue to increase for some years as understanding improves. In the year to the end of September Lancashire has shown continued increased reporting with 101 offences, an increase of 44 offences (77%) compared to the previous year.

A key factor in addressing modern day slavery people is public awareness. The Constabulary recently deployed a mobile interactive exhibition to Blackburn Town Centre which explained the issue whilst educating them how to spot the signs. Additionally there were stalls throughout the town manned by volunteers and cadets plus a “freedom bus” covered with anti-slavery messages that stopped in communities across East Lancashire to provide information. This will be repeated across Lancashire in the coming months.

Additionally the Constabulary regularly works with colleagues across the region and recently participated in Operation Aident, a week long exercise aimed at tackling women trafficked into the sex trade. The focus of the operation was visiting “pop-up brothels” linked to adult websites in order ascertain the safety and wellbeing of potential victims of trafficking. Officers visited addresses across the county over the week speaking with numerous potentially vulnerable women.

#### **e. Hate crime**

In the year to 30 September 2018 Lancashire Constabulary recorded 2724 hate crimes. This is an increase of 1167 offences (75%) compared to the same period last year and is a significant but slightly reduced increase compared to the last quarter. The Constabulary expects to see the increase level out through the year given the initial surge in recorded offences following many hate incidents being reclassified as crimes. The Constabulary continues, via the Lancashire Strategic

Hate Crime and Cohesion Group, to encourage active reporting of such offences and has even more improved reporting facilities such as the third party reporting centres.

Every University and Further Education (FE) College has been contacted to either create a third party reporting centre or to further partnership working. From this, all Universities and Colleges met with so far have incorporated Hate Crime in to their safeguarding strategies or developed new policies to ensure all staff and students are aware of what is tolerated on campus. UCLan now have a dedicated Hate Crime and Online Harassment employee (funding to end Jan 19) and since January 2018 has recorded 19 Hate Crimes from staff and students.

Runshaw College has conducted a recent Hate Crime study in partnership with Lancashire Constabulary entitled 'Adolescent Perceptions of Hate Crime and Hate Incidents'. Launched at a conference in National Hate Crime Awareness week (October 2018) this work has led to further development of the college's approach to Hate Crime and the establishment of a Third Party reporting policy on campus. It is hoped that this will lead the way for other Higher and FE establishments.

Guild Lodge, part of the Lancashire Care Foundation Trust (LCFT), has recently launched a Hate Crime strategy developed alongside practitioners and the Constabulary. This strategy is the first of its kind in Lancashire for the National Health Service (NHS) and could be adopted on a wider basis. In summer 2018 the Constabulary approached all 7 NHS Trusts based in Lancashire plus the North West Ambulance Service (NWAS) to start partnership work with their Equality & Diversity leads around Hate Crime and the lack of recording and reporting received by Lancashire Constabulary. This is looking to replicate the Guild Lodge approach to ensure a Lancashire wide approach to Hate Crime in Doctors' surgeries, Emergency Departments and other health care settings.

#### **f. Missing From Home**

The Constabulary has seen an increase in Missing from Home numbers in the year to the end of September of 9% (827). This is somewhat explained by a combination of factors including an increased number of children identified as being vulnerable, the Early Action initiatives and earlier reporting of missing children (ie not waiting to see if they return home).

The issue of Missing from Home has been subject to review leading to a final report in August. The report proposes the creation of a dedicated team consisting of 6 police constables, 1 police sergeant, a MFH co-ordinator and an early action prevention officer in West BCU as a trial. This is a resource investment of 235 hours per week, less than current 259 officer hours estimated to manage MFH in West BCU: an efficiency saving in addition to increased expertise and ability to deal with this area of vulnerability.

It is anticipated that the creation of this dedicated team will significantly reduce the demand generated from missing persons through improved call centre grading of

reports, better informed risk levels, improved investigations, dedicated supervisory oversight and prevention.

A new officer guide has also been issued by the Public Protection Unit aimed at ensuring officer time investigating missing persons is spent as effectively as possible.

## **7. Developing Confident Communities**

### **a. Satisfaction**

In the four areas of satisfaction measured for this report, there are mixed results. Whole User satisfaction has fallen in both Burglary and Hate Crime but increased in Violent Crime. The main change however is in Anti-Social Behaviour (ASB) which has seen a fall in Whole User satisfaction from 77% to 64%. It postulated that this relates to the reclassification of large numbers of ASB incidents to minor public order crime reports. ASB incidents have fallen by 23% (16,892) in the year to September 2018. These by definition are the more serious ASB incidents which receive a higher level of service. These are now no longer counted and have very likely skewed the satisfaction rates.

### **b. Confidence: Crime Survey of England and Wales (CSEW)**

The CSEW asks six questions concerning the confidence the people of Lancashire have in the Constabulary. In the 12 month period to the end of June (nb CSEW data is released 3 months later than other information) overall public confidence in Lancashire Constabulary decreased slightly from 78 to 77%, the same as England Wales overall.

Of those surveyed, 63% believe the Constabulary can be relied upon when needed placing the force 12<sup>th</sup> (out of 43 forces) in the country. A significant 88% believe they are treated with respect giving legitimacy to the work of the Constabulary. At 66% two thirds of people perceived they will be treated fairly. 72% (11<sup>th</sup>) perceive that Lancashire Police understand local concerns whilst 61% (14<sup>th</sup>) believe the Constabulary deals with those local concerns.

With regard to ASB the CSEW has produced an interesting contrast: 13.1% of those surveyed (the 4<sup>th</sup> highest in the country) perceive that Lancashire has a high level of ASB, however when it comes to actually being subject to or witnessing ASB, Lancashire is one of the lowest being a very creditable 38<sup>th</sup> out of 43 forces in England and Wales (ie 6<sup>th</sup> best).

With regard to perceived risk of crime Lancashire fairs very well with only 2% believing themselves to be at risk of personal crime (3<sup>rd</sup> in the country) and 8% believing themselves to be at risk of household crime (10<sup>th</sup> in the country).

### **c. Equality and Inclusion**

Lancashire Constabulary has recently received yet more national recognition for its commitment to equality and inclusion. It has secured a top 50 place in the Inclusive UK Employers Awards, a prestigious award scheme that recognises and rewards organisations for “harnessing a diverse work force and excelling in their commitment to equality and inclusion across all strands of diversity”. The Constabulary will discover its final place on 15<sup>th</sup> of November at the awards evening in Manchester.

Additionally the Constabulary was recently successful winning two awards at the National Black Police Association Conference: “Police Force of the Year” and “Excellence in Race Equality Leadership”, the latter being awarded to Deputy Chief Constable Sunita Gamblin.

### **8. Implications**

<b>Financial:</b>	Nil
<b>Legal:</b>	Nil
<b>Equality Impact Assessment:</b>	Nil
<b>Risks and Impact:</b>	Nil
<b>Link to Police and Crime Plan:</b>	Provides a performance update in relation to the measures reported to the Police and Crime Panel.

### **9. Appendices**

#### **Appendix A: Performance Data.**