



Strategic Scrutiny Meeting

10.00 Thursday 20 June 2013





Strategic Scrutiny Meeting

Police and Crime Plan Priorities

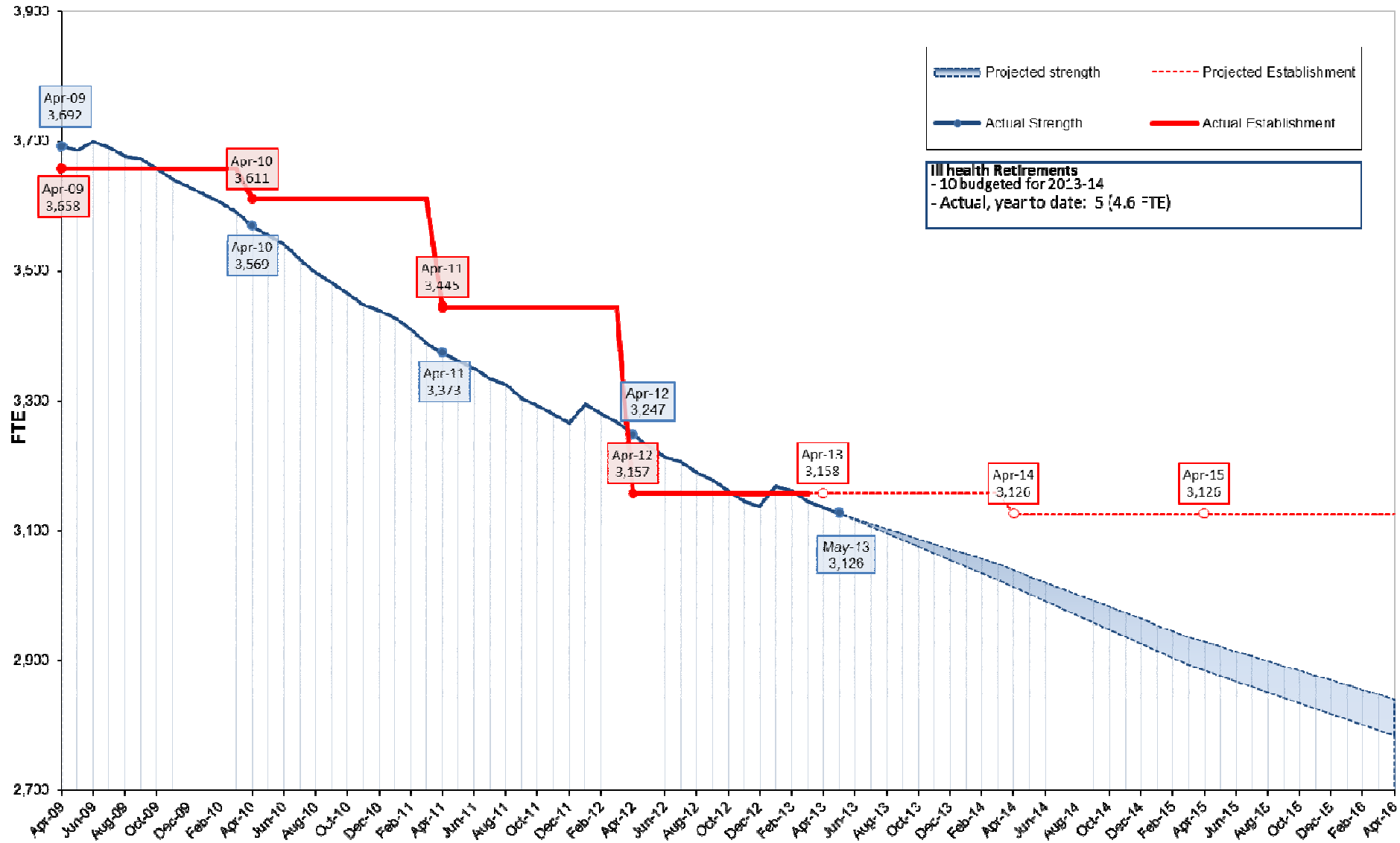


Strategic Scrutiny Meeting

Defending Frontline Policing

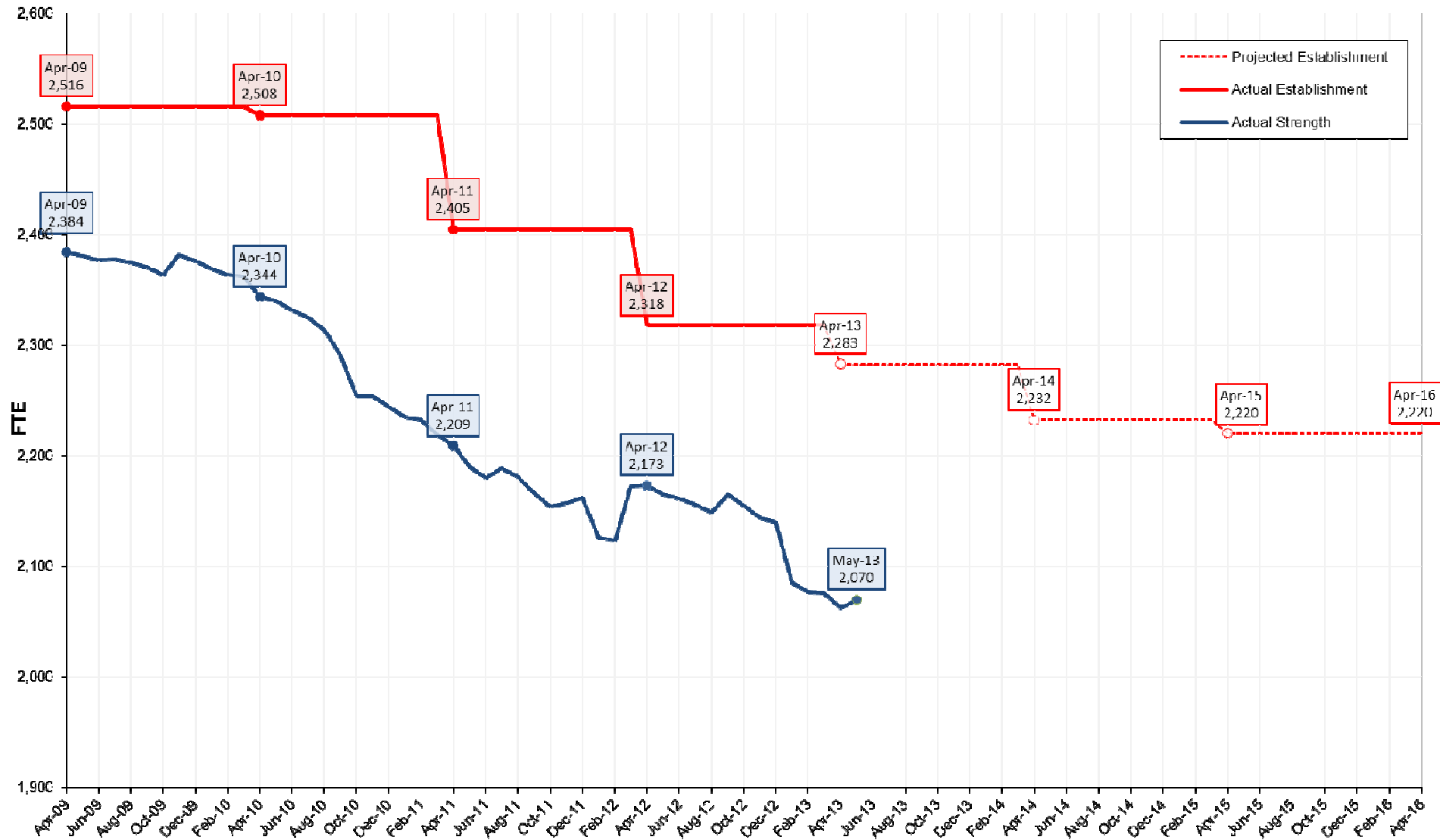
Police Officer Step-down Model

As at 31 May 2013



Police Staff Step-down Model

As at 31 May 2013



Sickness Performance

12 Month Moving Average Working Days Lost

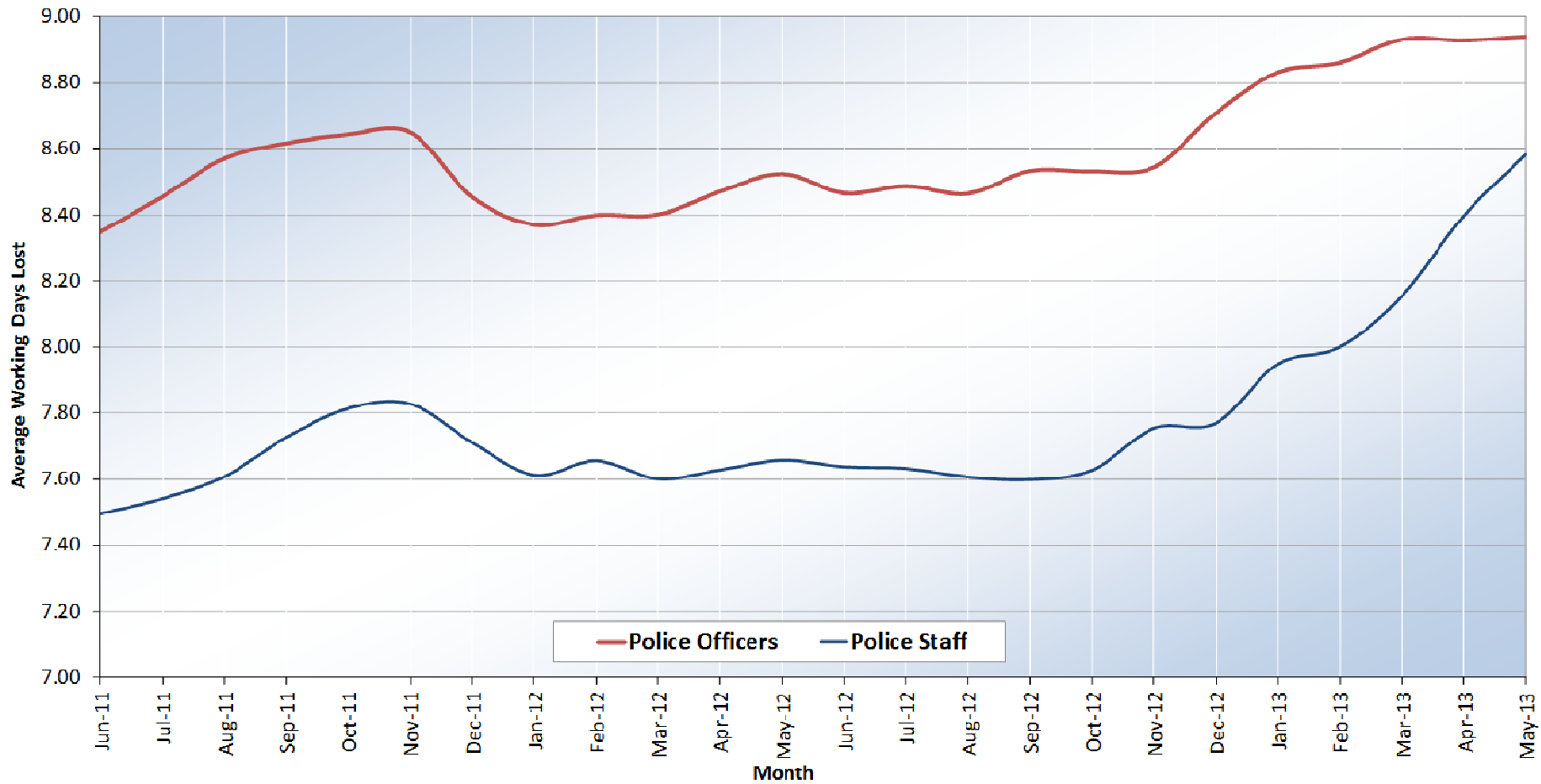
As at 31 May 2013



Lancashire Constabulary

police and communities together

Month	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13
Police Officers	8.35	8.45	8.57	8.62	8.64	8.65	8.45	8.37	8.40	8.40	8.47	8.52	8.47	8.49	8.46	8.53	8.53	8.54	8.71	8.83	8.86	8.93	8.93	8.94
Police Staff	7.49	7.54	7.61	7.73	7.81	7.83	7.71	7.61	7.66	7.60	7.63	7.66	7.64	7.63	7.61	7.50	7.63	7.75	7.77	7.95	8.00	8.15	8.40	8.58



Frontline Policing

Comparing 2009 to 2013 establishment based on new definitions defined in HMIC VTP3



01 April 2009

		Frontline	Operational Support	Business Support	Grand Total
Police Officer	FTE	3232	300	126	3658
	%	88%	8%	3%	
Police Staff	FTE	1246	597	673	2516
	%	50%	24%	27%	
Grand Total	FTE	4478	897	799	6174
	%	73%	15%	13%	

01 April 2013

		Frontline	Operational Support	Business Support	Grand Total
Police Officer	FTE	2877	218	63	3158
	%	91%	7%	2%	
Police Staff	FTE	1266	504	512	2283
	%	55%	22%	22%	
Grand Total	FTE	4143	722	575	5441
	%	76%	13%	11%	



Establishment Numbers



Establishment (FTE)	Police Officers		Police Staff		Total	Specials*	Volunteers*	Grand Total
	Total	of whom were CBMs (Incl. NHP Sergeants)	Total	of whom were PCSOs				
01-Apr-09	3658	381	2516	430	6174	448	555	7177
01-Apr-10	3611	374	2508	429	6119	469	457	7045
01-Apr-11	3445	374	2405	410	5850	443	357	6650
01-Apr-12	3157	332	2318	408	5475	370	318	6163
01-Apr-13	3158	334	2283	409	5441	343	310	6094
Difference between 2009 and 2013	-500	-47	-233	-21	-733	-105	-245	-1083

* figures provided as current headcount as specials and volunteers do not have an establishment (i.e. budgeted posts)



Maintain a Visible Policing Presence



The Local Confidence Survey has been running from April 2009, data are gathered monthly, via the telephone by means of random digit dialling.

This question is asked in respect of visibility:-

“Thinking again just about your local area. How often would you say you see a police officer or PCSO”

	2011/2012		2012/2013
About once a week or more often	39%		37%
Once a month	17%		18%
Less often	22%		22%
Never	23%		23%

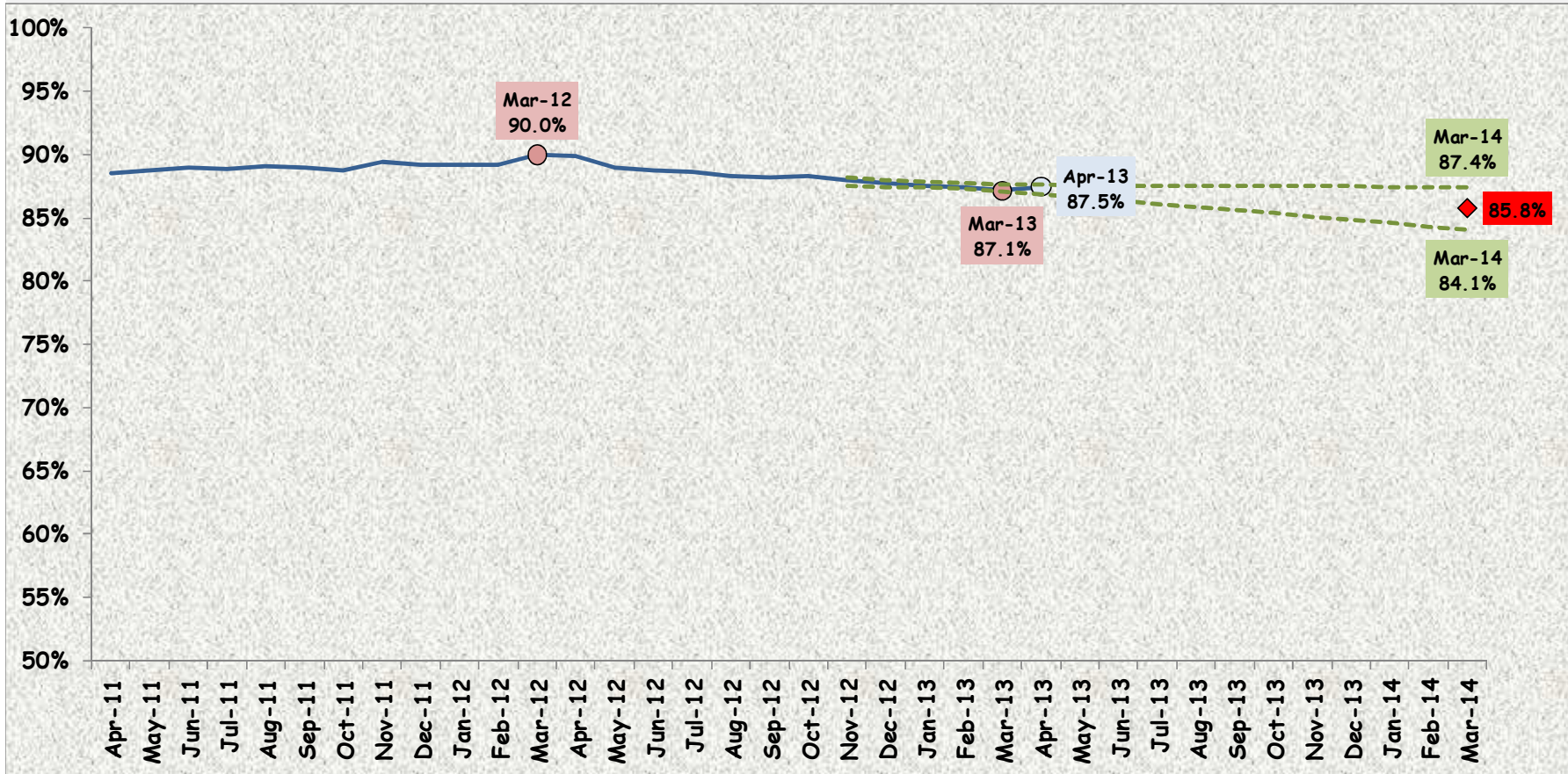
The above responses do not include the occasions where the sighting was that of officer(s) responding to an emergency.



Confidence in the Constabulary



Select Area: Confidence In: Confidence Level:



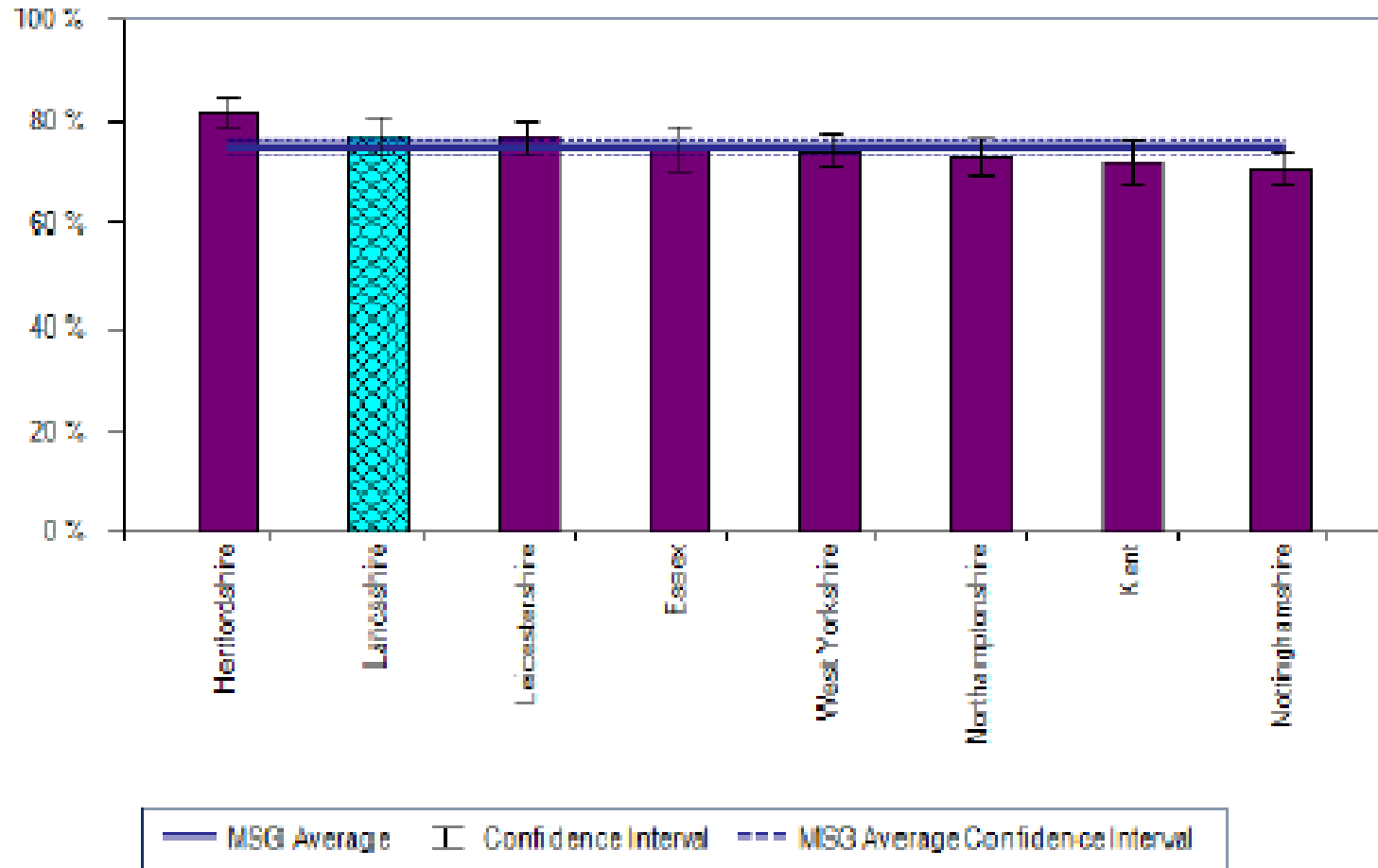
The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.



Confidence in the Constabulary



iQuanta Barchart MSG - Confidence (overall diagnostic)
Lancashire
Interviews Year Ending 31 Dec 2012





Strategic Scrutiny Meeting

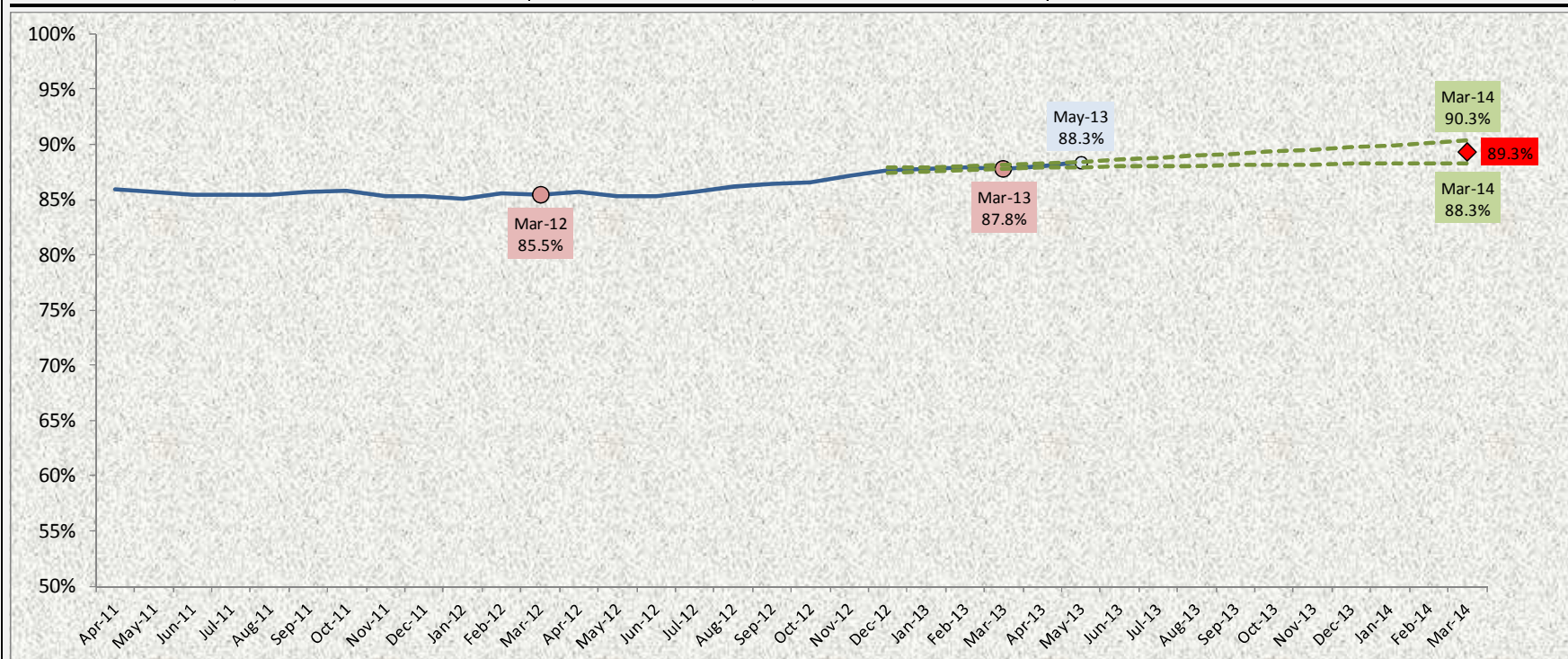
***Champion the Rights
of the Victim***



User Satisfaction – Victims of Domestic Burglary, Violence, Vehicle Crime and those involved in RTCs



Select Area	<input type="button" value="The Constabulary"/>	Select User Group	<input type="button" value="Four Groups"/>	Select the desired parameters in the blue boxes (click on the box, then on the drop-down arrow, and choose from the list)
Select Aspect	<input type="button" value="Whole Experience"/>	Satisfied - At Least	<input type="button" value="Fairly"/>	



The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.

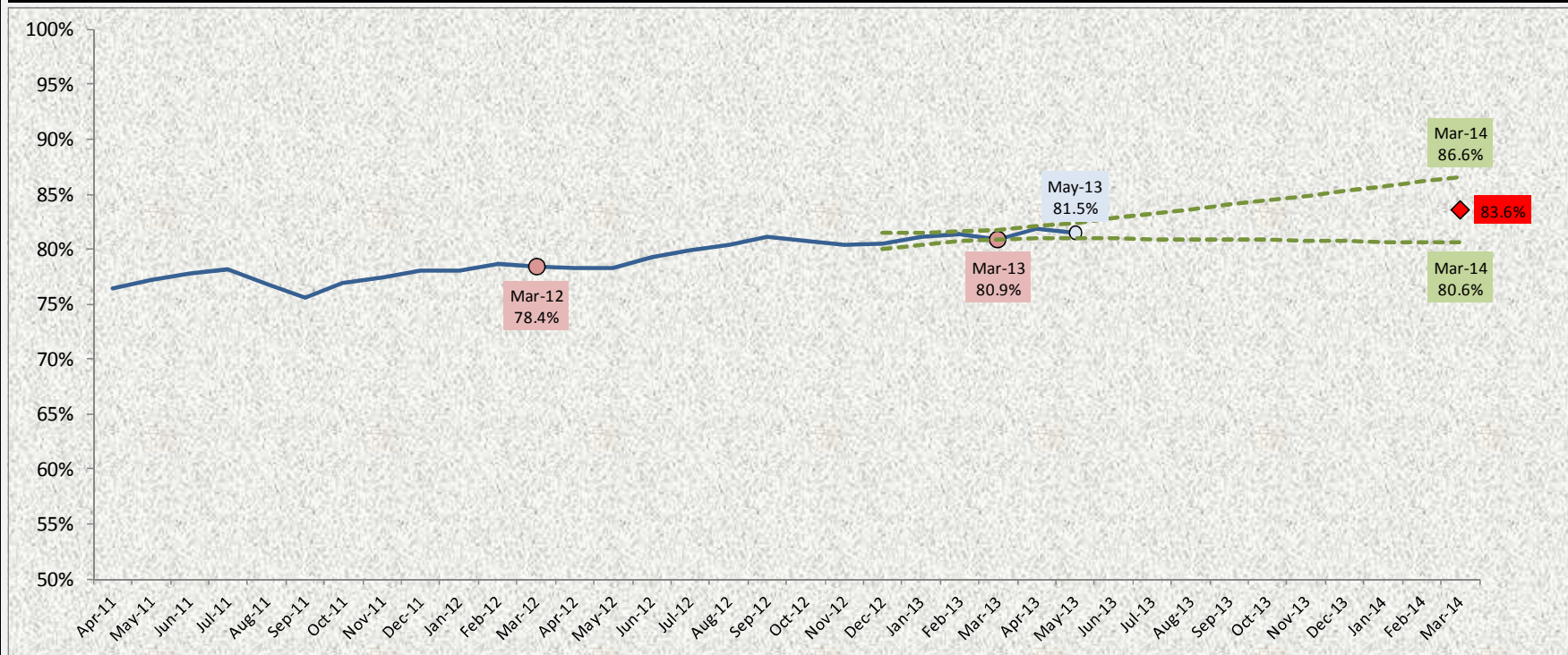


User Satisfaction – Racist Incident Victims



Select Area: **The Constabulary** Select User Group: **Racist Incidents**
Select Aspect: **Whole Experience** Satisfied - At Least: **Fairly**

Select the desired parameters in the blue boxes (click on the box, then on the drop-down arrow, and choose from the list)



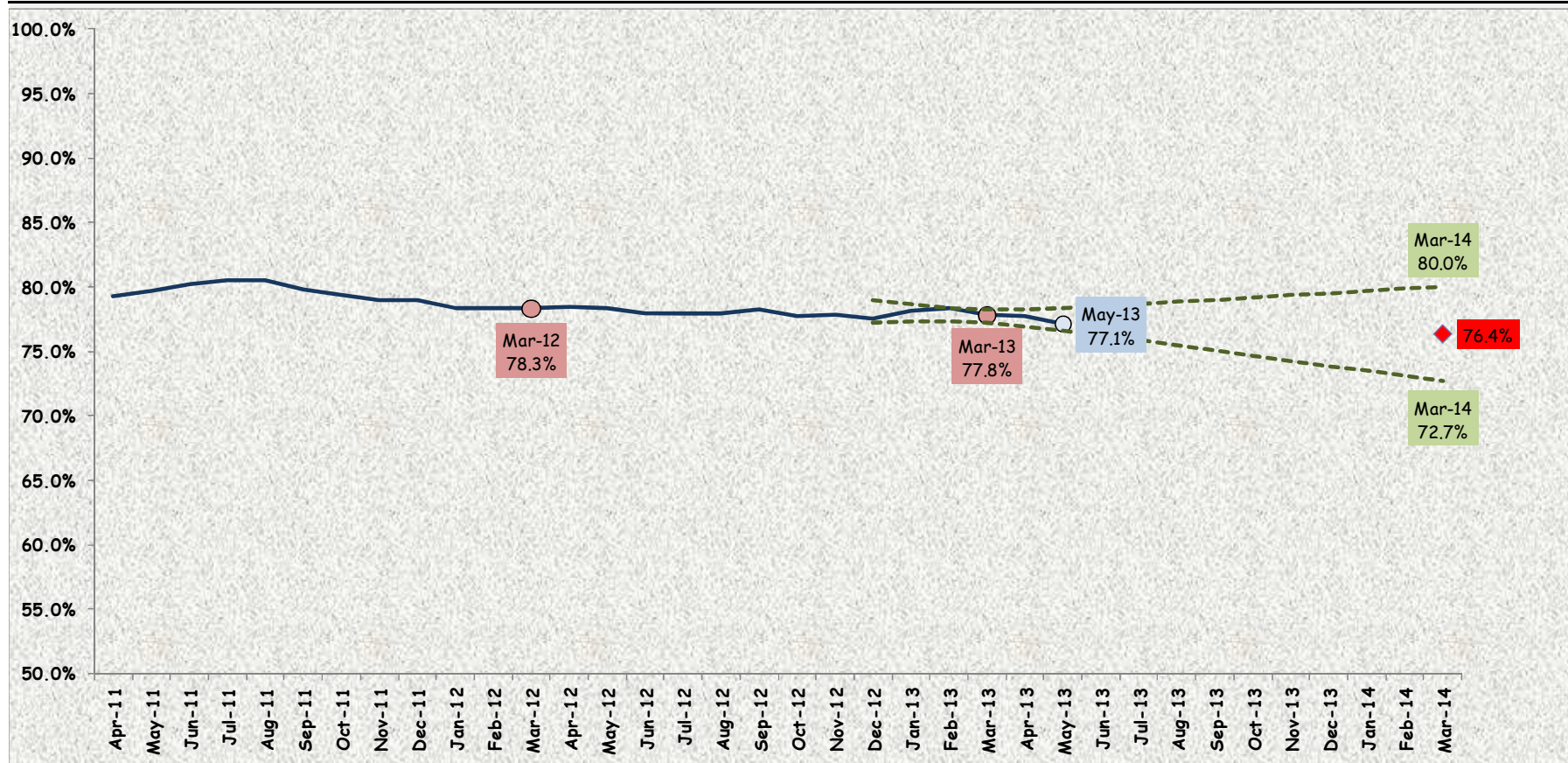
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User Satisfaction – Anti-Social Behaviour



SELECT AREA: **The Constabulary** SERVICE ASPECT: **Whole Experience** Click on the blue boxes, then on the drop-down arrows that appear, and select the desired items from the lists
VICTIM TYPE: **ALL** SATISFIED - AT LEAST: **Fairly**



The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.



PSD – Public Complaints Data



Complaint Cases & Allegations

Public Complaint Cases / Allegations	Apr-10 - Mar-11	Apr-11 - Mar-12	Apr-12 - Mar-13
All Recorded Public Complaint Cases	804	794	771
All Recorded Public Complaint Allegations	1440	1496	1399

Top Four Allegation Categories *(commonly accounting for over 60% of all allegations)*

Top Four Public Complaint Allegation Categories	Apr-10 - Mar-11	Apr-11 - Mar-12	Apr-12 - Mar-13
Other Neglect or Failure in Duty	343	369	385
Incivility, Impoliteness and Intolerance	263	215	199
Other Assault	175	153	142
Oppressive Conduct or Harassment	128	140	129
TOTAL (Top 4 Categories)	909	877	855
% of Allegations with Top 4 Categories	63.1	58.6	61.1



Strategic Scrutiny Meeting

Protecting Vulnerable People

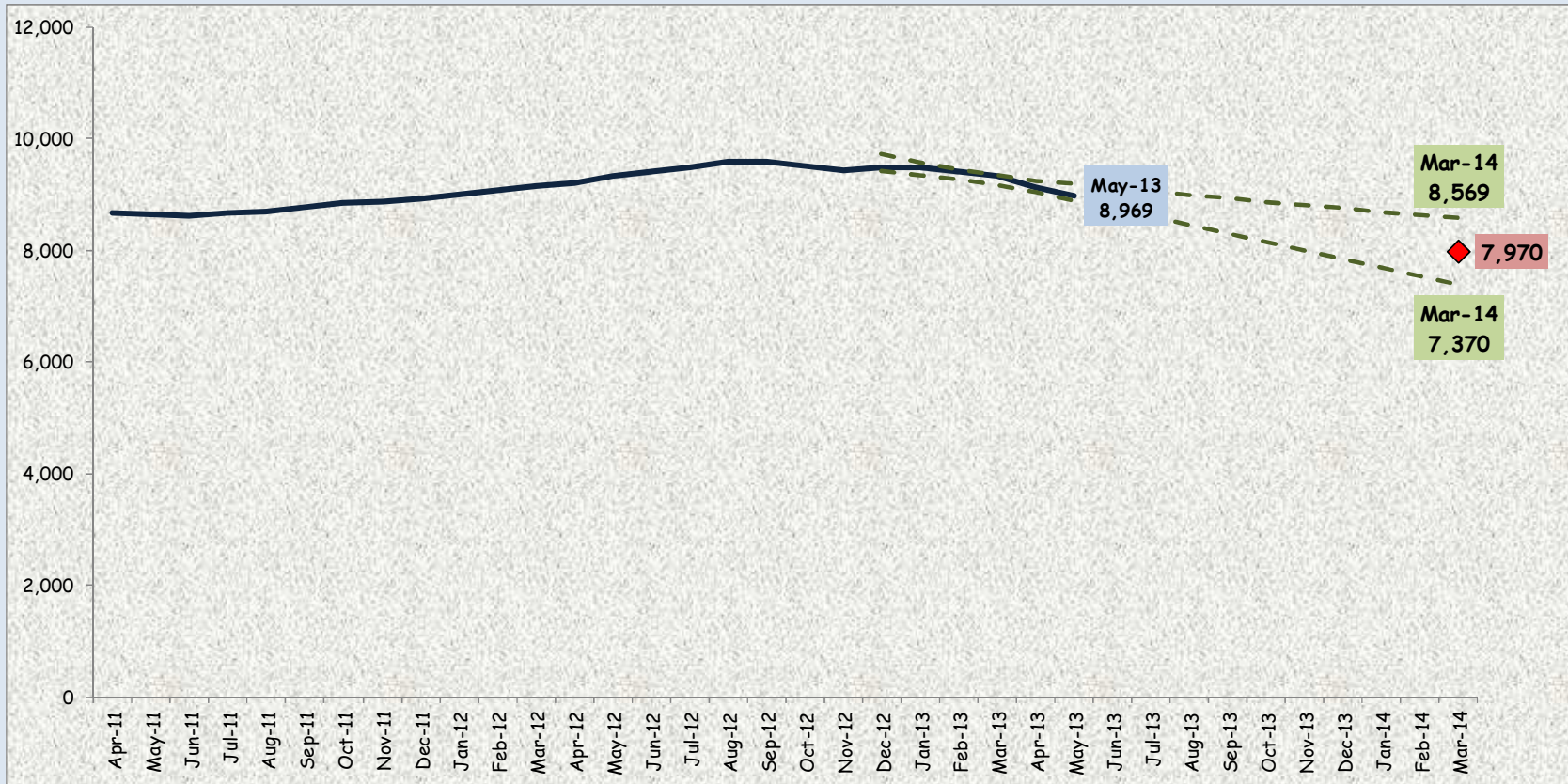


Domestic Abuse



Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (9,330)

Upper Limit of Estimate for 2013-14	8,569 (Down by 761 or 8.2%)
Point Estimate for 2013-14	7,970 (Down by 1,360 or 14.6%)
Lower Limit of Estimate for 2013-14	7,370 (Down by 1,960 or 21.0%)

The point estimate for the current year (7,970) represents a reduction of 11.6% on the average out-turn for the last three years (9,018)

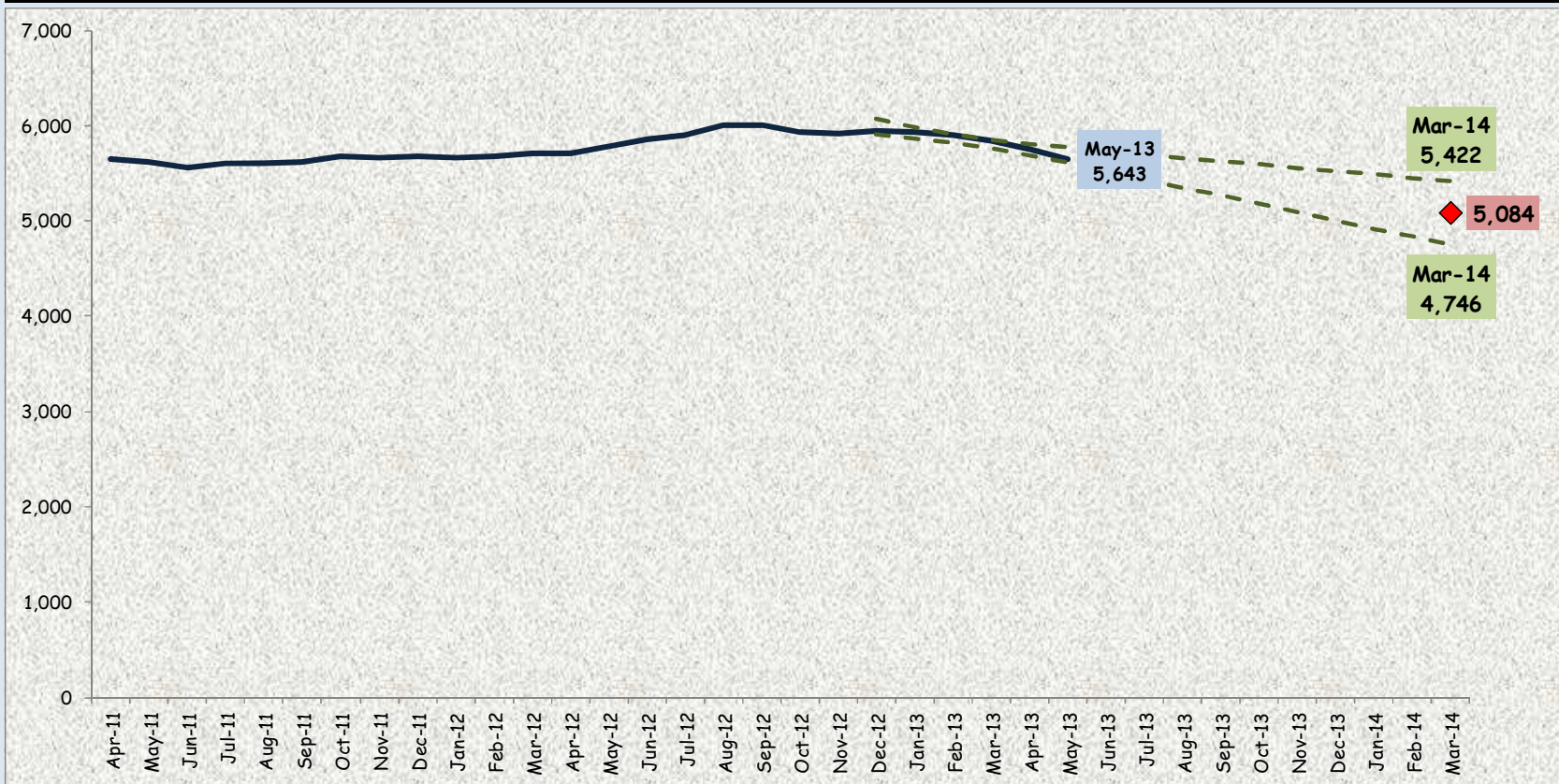


Domestic Assaults



Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (5,848)

Upper Limit of Estimate for 2013-14	5,422 (Down by 426 or 7.3%)
Point Estimate for 2013-14	5,084 (Down by 764 or 13.1%)
Lower Limit of Estimate for 2013-14	4,746 (Down by 1,102 or 18.8%)

The point estimate for the current year (5,084) represents a reduction of 11.2% on the average out-turn for the last three years (5,723)

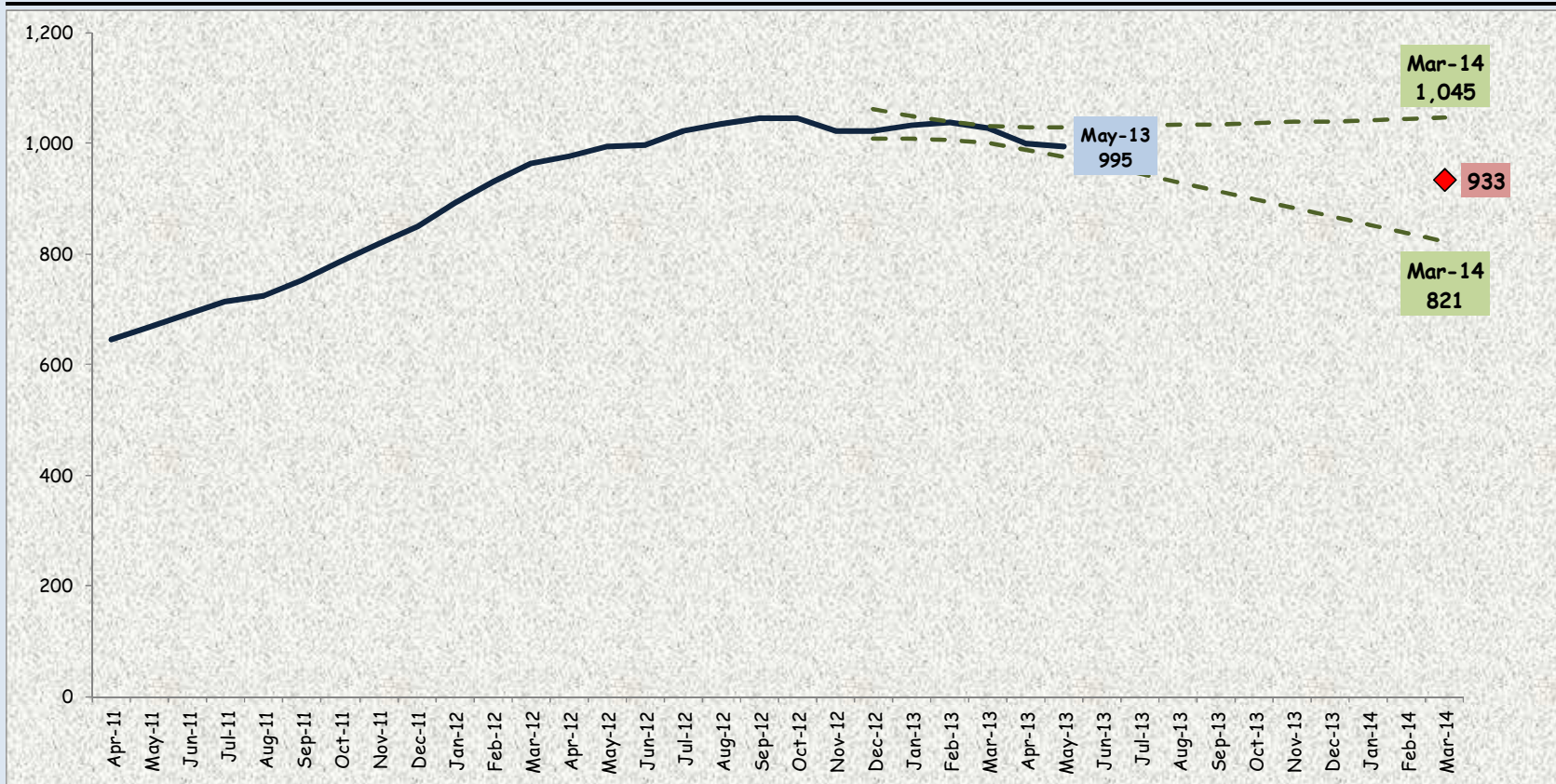


Domestic Harassment



Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (1,027)

Upper Limit of Estimate for 2013-14	1,045 (Up by 18 or 1.8%)
Point Estimate for 2013-14	933 (Down by 94 or 9.1%)
Lower Limit of Estimate for 2013-14	821 (Down by 206 or 20.1%)

The point estimate for the current year (933) represents an increase of 7.6% on the average out-turn for the last three years (867)



Sexual Offences Against Children under 16

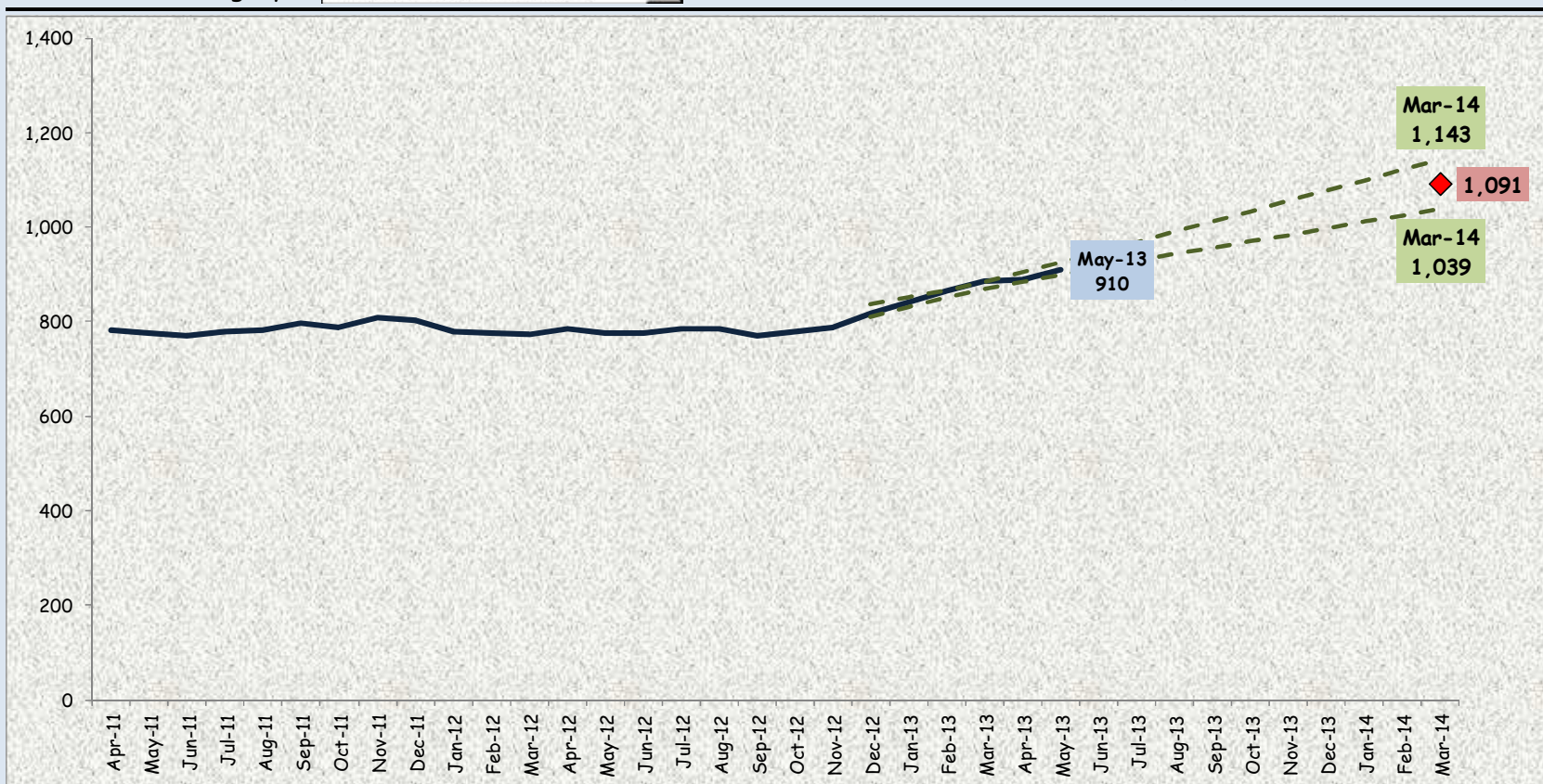


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Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (886)

Upper Limit of Estimate for 2013-14	1,143 (Up by 257 or 29.0%)
Point Estimate for 2013-14	1,091 (Up by 205 or 23.2%)
Lower Limit of Estimate for 2013-14	1,039 (Up by 153 or 17.3%)

The point estimate for the current year (1,091) represents an increase of 33.7% on the average out-turn for the last three years (816)

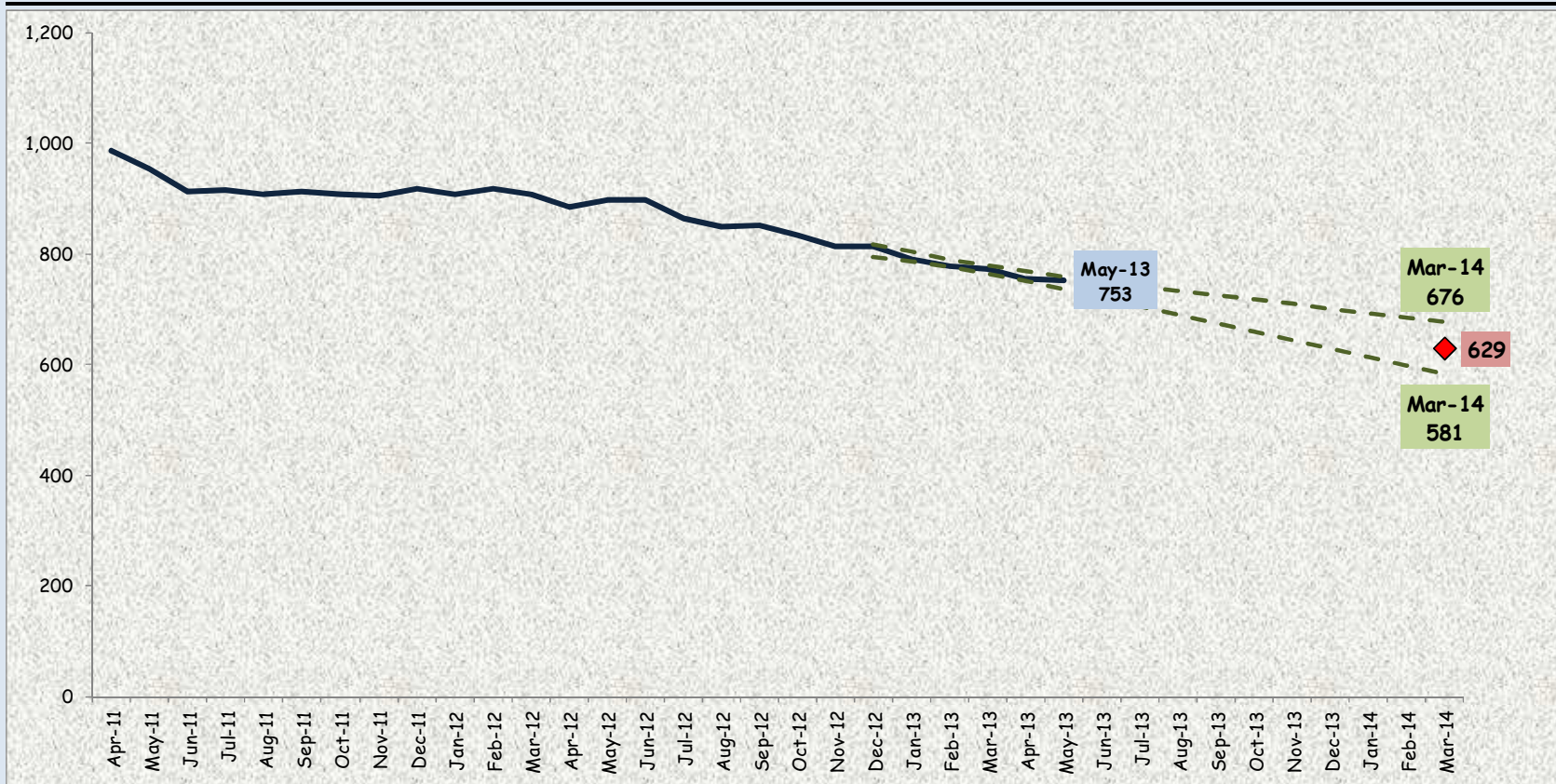


Hate Crime



Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (771)

Upper Limit of Estimate for 2013-14	676 (Down by 95 or 12.3%)
Point Estimate for 2013-14	629 (Down by 142 or 18.5%)
Lower Limit of Estimate for 2013-14	581 (Down by 190 or 24.6%)

The point estimate for the current year (629) represents a reduction of 29.2% on the average out-turn for the last three years (888)



Stop & Search



Select Display:

File Correct To: **Mar-13**

Primary Parameters	Ethnic Group	Start At	End At
	White	Apr-12	Mar-13
Area	Searches	Population (K)	Searches per K Pop
The Constabulary	16,522	1,180.572	13.99
Western Division	3,808	189.617	20.08
Northern Division	3,088	215.345	14.34
Southern Division	3,449	283.629	12.16
Central Division	1,722	100.436	17.15
Eastern Division	1,684	203.174	8.29
Pennine Division	2,702	188.371	14.34

INDEX	
<i>Comparison Parameters result divided by Primary Parameters result (both per 1,000 Population)</i>	
The Constabulary	1.11
Western Division	1.14
Northern Division	0.56
Southern Division	1.11
Central Division	0.59
Eastern Division	1.55
Pennine Division	1.67

Comparison Parameters	Ethnic Group	Start At	End At
	Asian	Apr-12	Mar-13
Area	Searches	Population (K)	Searches per K Pop
The Constabulary	1,324	85.253	15.53
Western Division	46	2.009	22.90
Northern Division	23	2.842	8.09
Southern Division	40	2.976	13.44
Central Division	168	16.539	10.16
Eastern Division	501	38.929	12.87
Pennine Division	527	21.958	24.00

PROPORTION TESTS	
<i>Whether Comparison result is Higher Than, Lower Than or Not Different From Primary result</i>	
The Constabulary	Higher
Western Division	Not Diff
Northern Division	Lower
Southern Division	Not Diff
Central Division	Lower
Eastern Division	Higher
Pennine Division	Higher



Arrests from Stop & Search



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Select Display: Arrests from Stop and Search		File Correct To: Mar-13			
Primary Parameters		Ethnic Group White	Start At Apr-12	End At Mar-13	INDEX <i>Comparison Parameters result divided by Primary Parameters result</i>
Area	Searches	Arrests	Proportion Arrested		
The Constabulary	16,522	1,901	11.5%	The Constabulary	0.90
Western Division	3,808	464	12.2%	Western Division	0.85
Northern Division	3,088	295	9.6%	Northern Division	1.92
Southern Division	3,449	442	12.8%	Southern Division	1.65
Central Division	1,722	173	10.0%	Central Division	1.11
Eastern Division	1,684	197	11.7%	Eastern Division	0.86
Pennine Division	2,702	322	11.9%	Pennine Division	0.66
Comparison Parameters		Ethnic Group All VME	Start At Apr-12	End At Mar-13	PROPORTION TESTS <i>Whether Comparison result is Higher Than, Lower Than or Not Different From Primary result</i>
Area	Searches	Arrests	Proportion Arrested		
The Constabulary	1,630	169	10.4%	The Constabulary	Not Diff
Western Division	106	11	10.4%	Western Division	Not Diff
Northern Division	60	11	18.3%	Northern Division	Higher
Southern Division	85	18	21.2%	Southern Division	Higher
Central Division	259	29	11.2%	Central Division	Not Diff
Eastern Division	539	54	10.0%	Eastern Division	Not Diff
Pennine Division	558	44	7.9%	Pennine Division	Lower



User Satisfaction – White Vs VME



Time Series - 12 Month Rolling Total

Parameters

AREA
The Constabulary

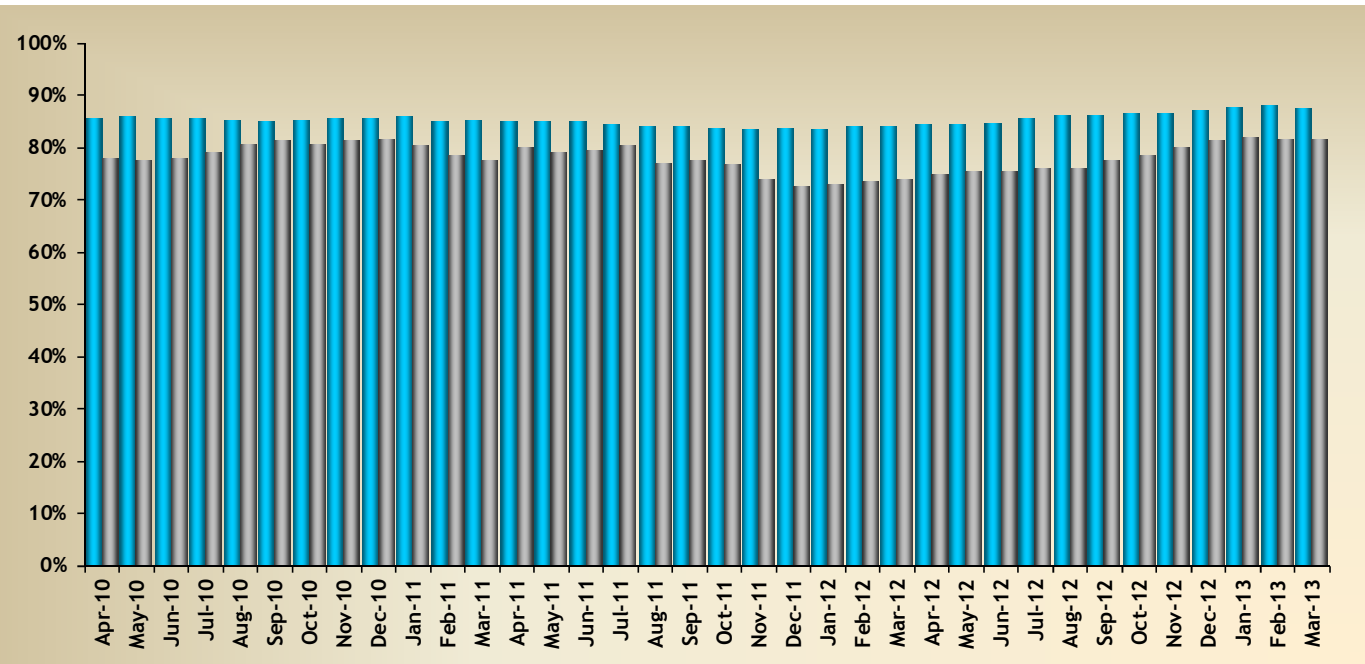
ASPECT
Whole Experience

AT LEAST
Fairly Satisfied

User Groups Included

- Burglary Dwelling
- Vehicle Crime
- Violent Crime
- Racist Incidents
- Collisions

Weighted or Unweighted
Weighted



12 Month Rolling Total	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
White Result	85.4%	85.8%	85.6%	85.6%	85.4%	84.9%	85.1%	85.4%	85.4%	85.7%	84.8%	85.1%
VME Result	77.8%	77.4%	78.0%	79.0%	80.7%	81.4%	80.7%	81.2%	81.6%	80.2%	78.5%	77.6%
12 Month Rolling Total	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12
White Result	84.8%	84.9%	84.8%	84.5%	83.9%	83.9%	83.8%	83.5%	83.7%	83.3%	84.0%	84.0%
VME Result	80.1%	79.2%	79.4%	80.3%	76.9%	77.4%	76.7%	73.9%	72.5%	72.8%	73.5%	73.9%
12 Month Rolling Total	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
White Result	84.3%	84.2%	84.7%	85.5%	86.3%	86.2%	86.4%	86.5%	87.2%	87.6%	87.9%	87.5%
VME Result	74.7%	75.3%	75.3%	75.9%	76.2%	77.6%	78.4%	80.2%	81.1%	81.8%	81.6%	81.6%

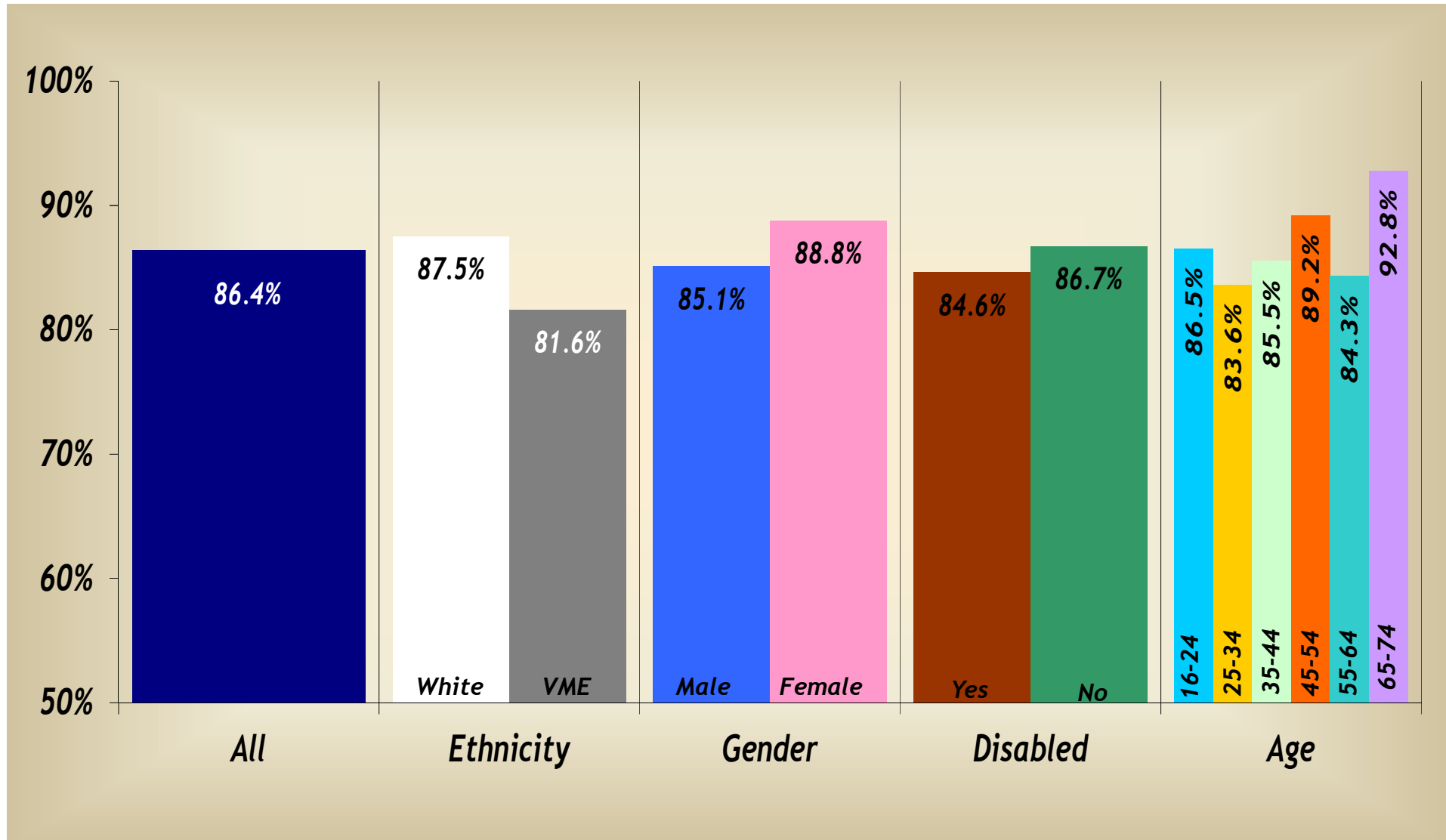


User Satisfaction – by Diversity Strand



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Strategic Scrutiny Meeting

***Promote Targeted Initiatives to
Contribute to Tackling Crime
and Re-Offending***



All Crime

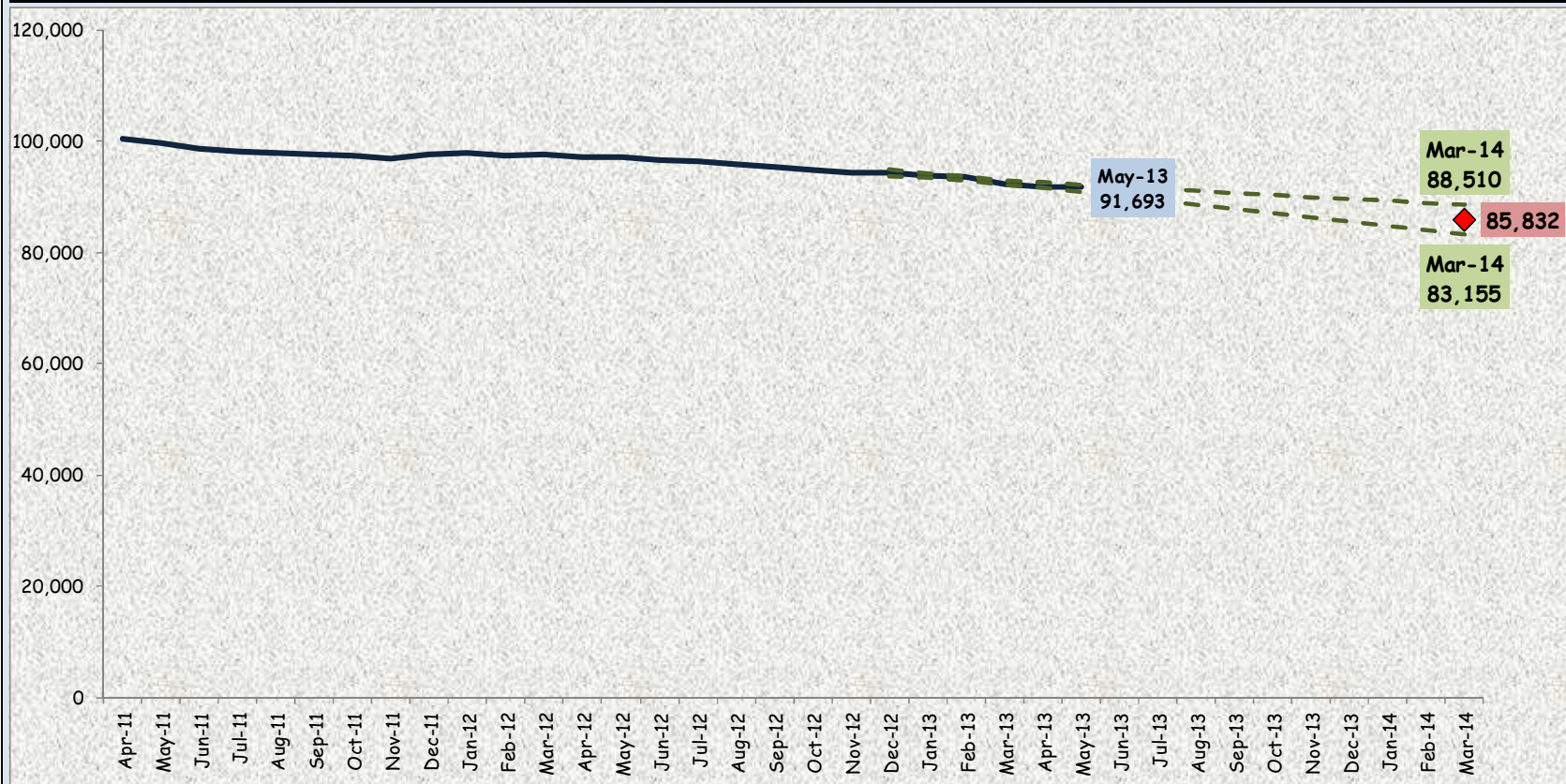


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Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

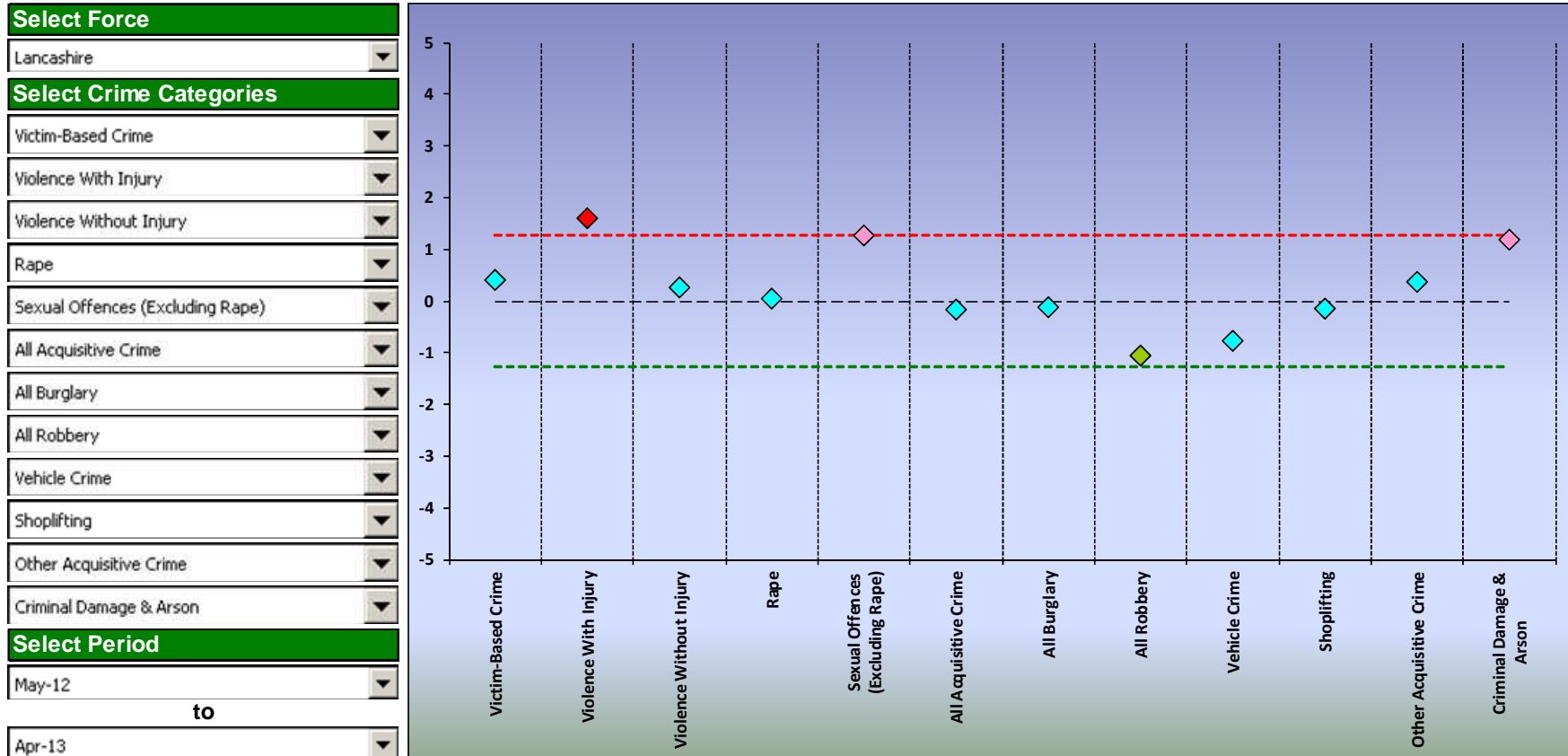
The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (92,329)

Upper Limit of Estimate for 2013-14	88,510 (Down by 3,819 or 4.1%)
Point Estimate for 2013-14	85,832 (Down by 6,497 or 7.0%)
Lower Limit of Estimate for 2013-14	83,155 (Down by 9,174 or 9.9%)

The point estimate for the current year (85,832) represents a reduction of 11.5% on the average out-turn for the last three years (96,951)

Lancashire Constabulary – Delivery National Position April 2013

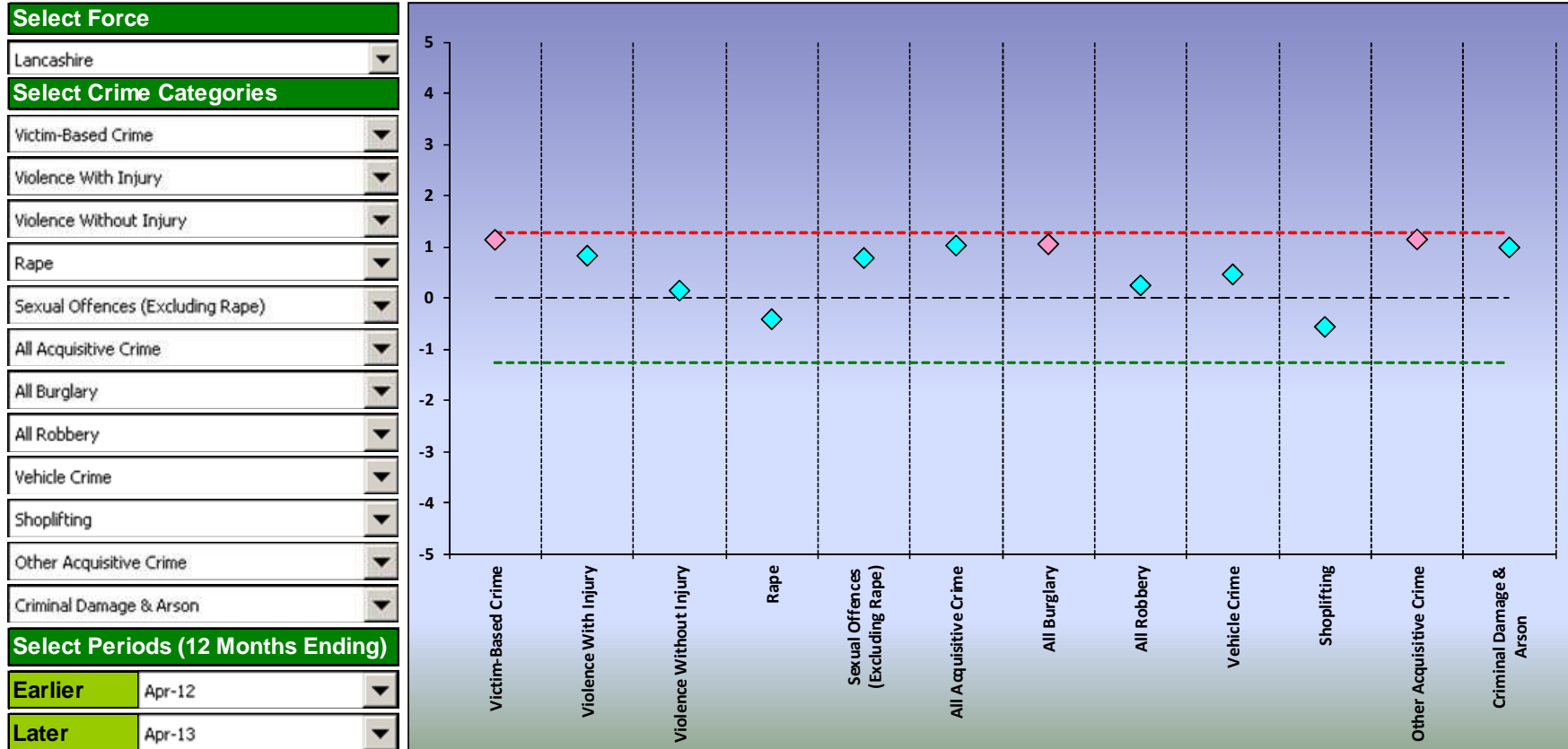
SINGLE FORCE Z SCORES - DELIVERY - SEVERAL CRIME CATEGORIES



In the boxes down the left-hand side select a force, the desired crime categories, and a period of complete months. The chart displays the selected force's results as z scores based on the distribution of the logarithms of the Risk Indexes at national level (City of London excluded). In the chart the black dashed line represents the mean of zero, and the dotted lines represent the boundaries of the top and bottom 10% of the distribution. The force results are simple markers, which are coloured red if they fall above the upper limit or dark green if they fall below the lower limit. Markers falling within the 5% of the distribution immediately below the red dotted line are shaded pink, while those within the 5% immediately above the green dotted line are shaded light green. All other markers are shaded blue.

Lancashire Constabulary – Direction National Position April 2013

SINGLE FORCE Z SCORES - DIRECTION - SEVERAL CRIME CATEGORIES



In the boxes down the left-hand side select a force, the desired crime categories, and a period of complete months. The chart displays the selected force's results as z scores based on the distribution of the logarithms of the Risk Indexes at national level (City of London excluded). In the chart the black dashed line represents the mean of zero, and the dotted lines represent the boundaries of the top and bottom 10% of the distribution. The force results are simple markers, which are coloured red if they fall above the upper limit or dark green if they fall below the lower limit. Markers falling within the 5% of the distribution immediately below the red dotted line are shaded pink, while those within the 5% immediately above the green dotted line are shaded light green. All other markers are shaded blue.

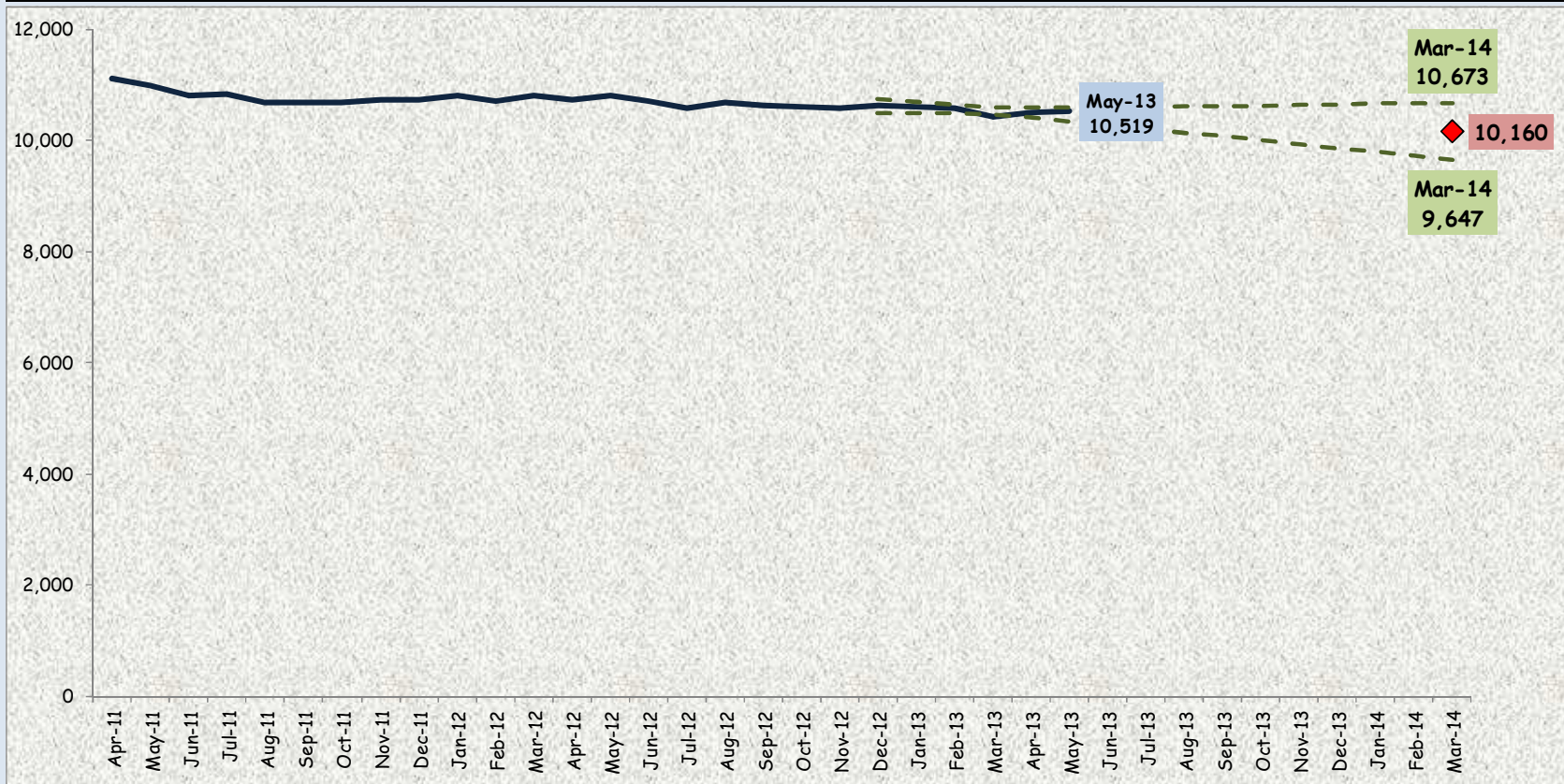


Non-Domestic Assaults



Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (10,421)

Upper Limit of Estimate for 2013-14	10,673 (Up by 252 or 2.4%)
Point Estimate for 2013-14	10,160 (Down by 261 or 2.5%)
Lower Limit of Estimate for 2013-14	9,647 (Down by 774 or 7.4%)

The point estimate for the current year (10,160) represents a reduction of 6.2% on the average out-turn for the last three years (10,828)

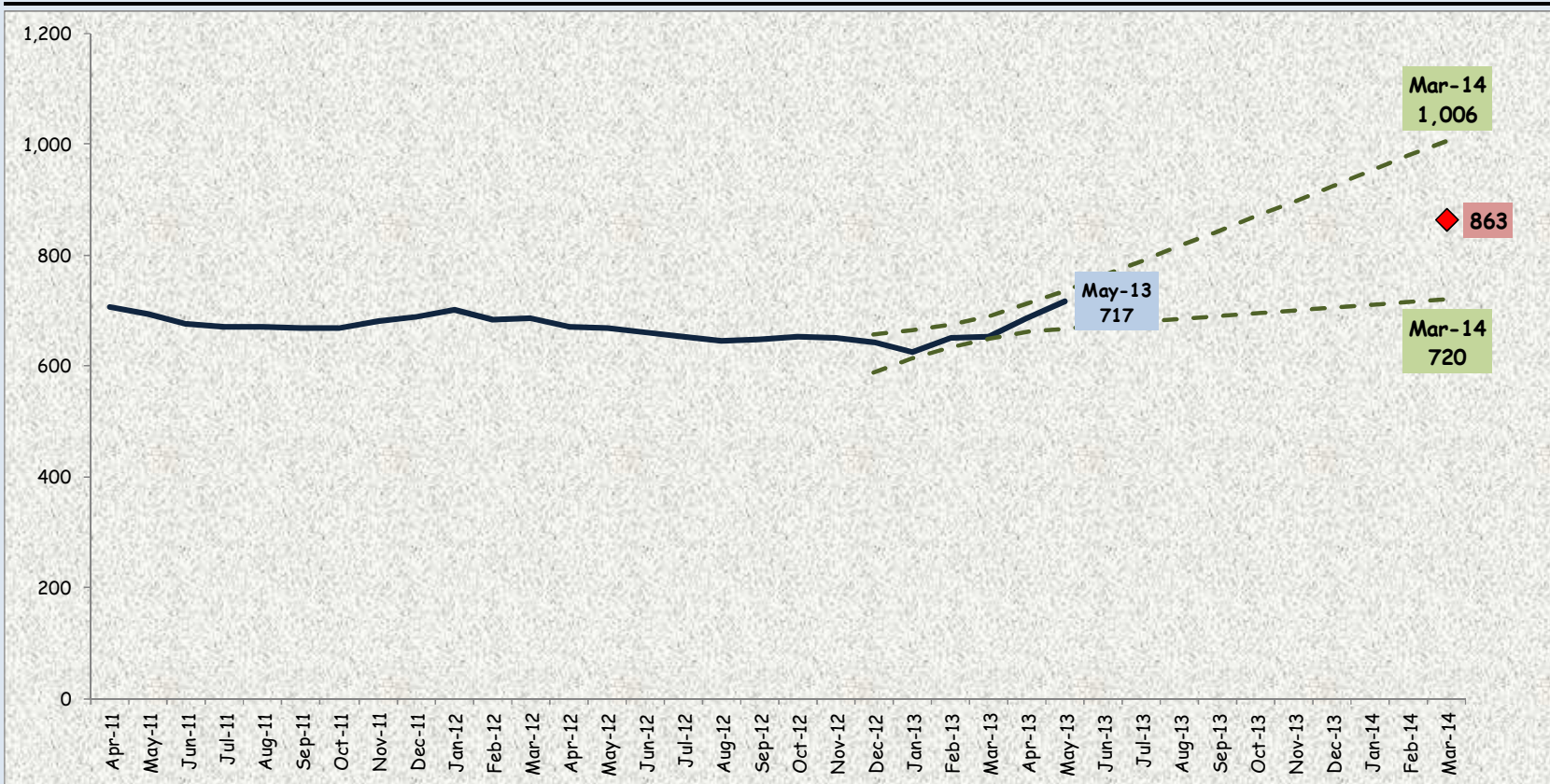


Serious Non-Domestic Assaults



Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (652)

Upper Limit of Estimate for 2013-14	1,006 (Up by 354 or 54.3%)
Point Estimate for 2013-14	863 (Up by 211 or 32.4%)
Lower Limit of Estimate for 2013-14	720 (Up by 68 or 10.4%)

The point estimate for the current year (863) represents an increase of 25.9% on the average out-turn for the last three years (686)

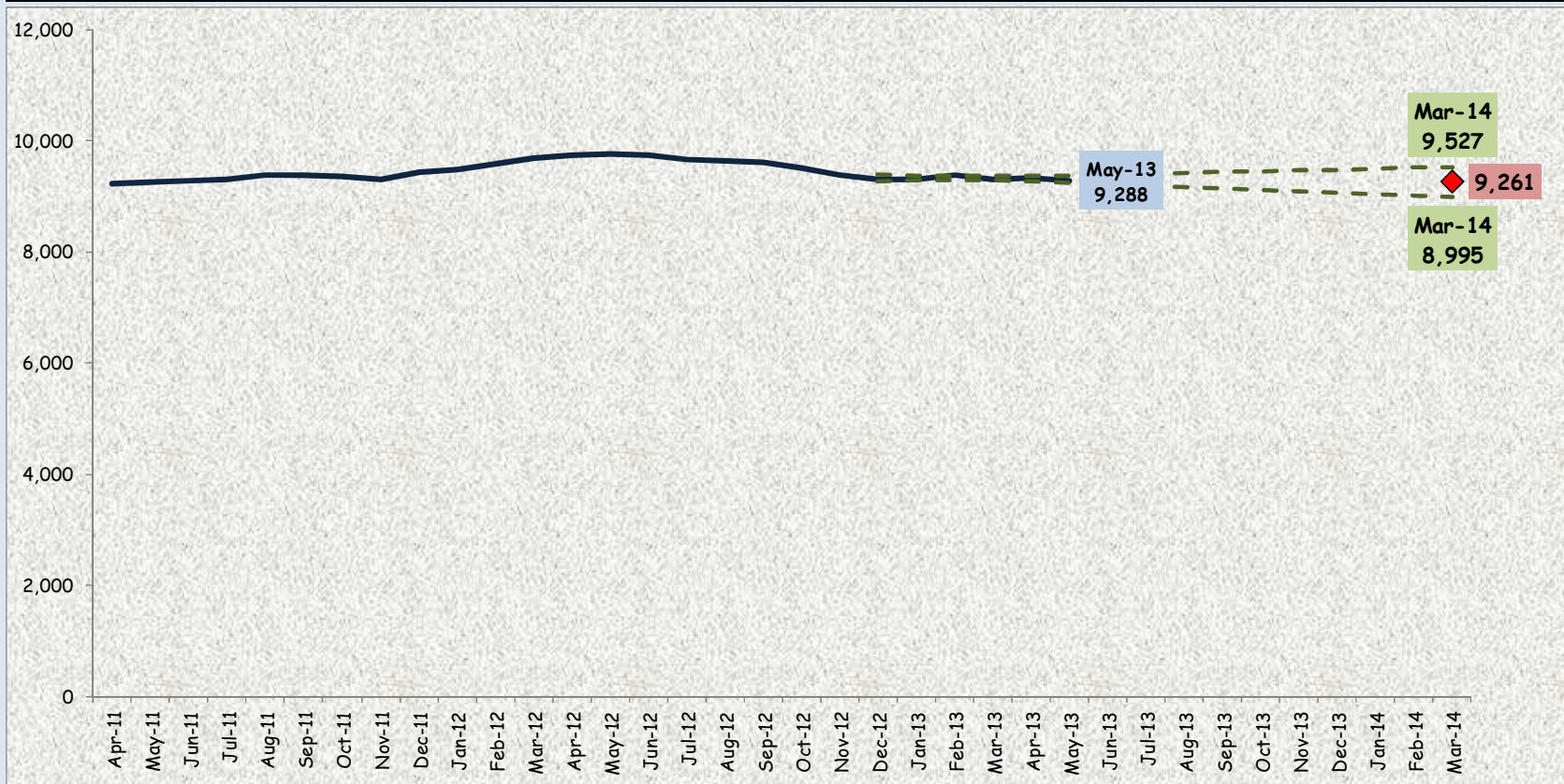


Business Crime



Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (9,302)

Upper Limit of Estimate for 2013-14	9,527 (Up by 225 or 2.4%)
Point Estimate for 2013-14	9,261 (Down by 41 or 0.4%)
Lower Limit of Estimate for 2013-14	8,995 (Down by 307 or 3.3%)

The point estimate for the current year (9,261) represents a reduction of 1.6% on the average out-turn for the last three years (9,410)



Anti-Social Behaviour



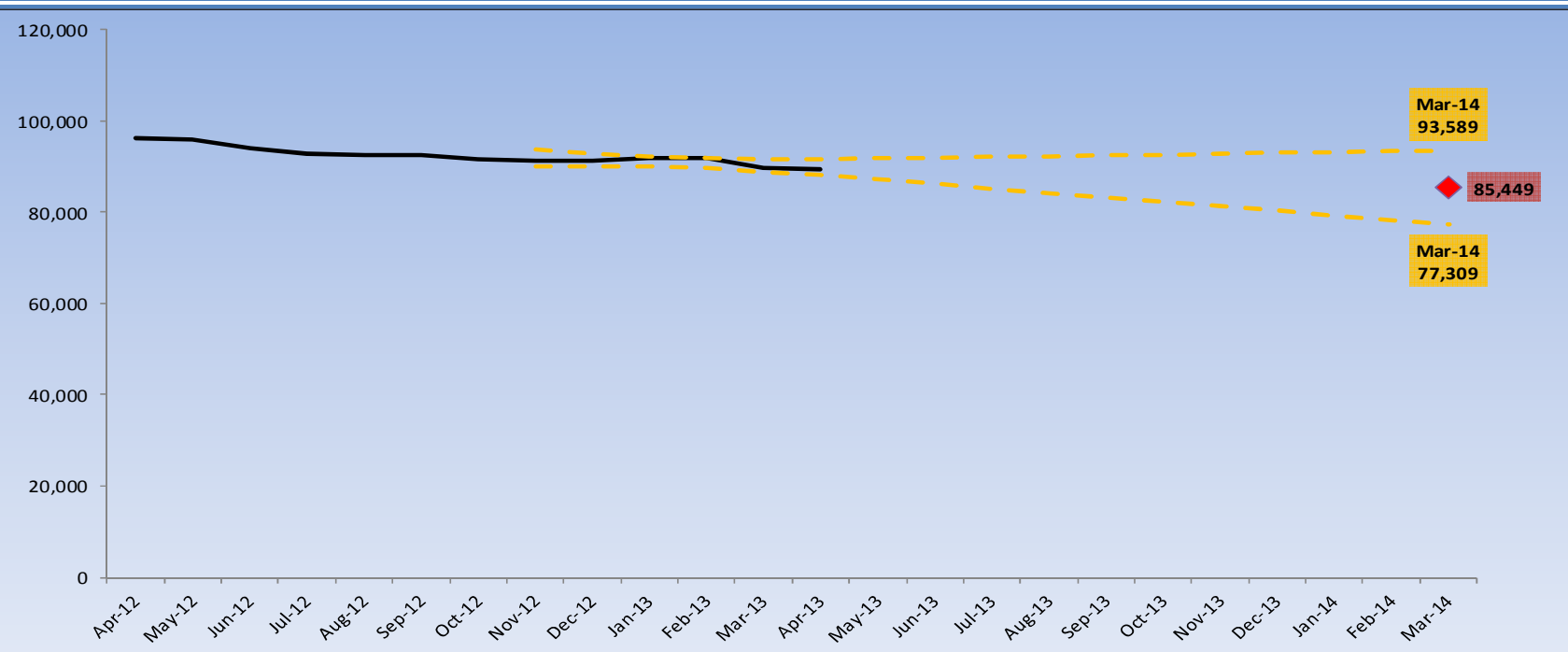
i-SITE (v1) - Recorded Incidents Tracker

Updated To

Apr-2013

SELECT AREA: The Constabulary
 SELECT CLASS: Anti Social Behaviour
 SELECT GRADE: All Grades

Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear



12 Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (89,747)

Upper Limit of Estimate for 2013-14	93,589 (Up by 3,842 or 4.3%)
Point Estimate for 2013-14	85,449 (Down by 4,298 or 4.8%)
Lower Limit of Estimate for 2013-14	77,309 (Down by 12,438 or 13.9%)

The point estimate for the current year (85,449) represents a reduction of 9.8% on the average out-turn for the last two years (94,772)



Rural Crime



The process of identifying offences classified as “rural crimes” can be problematic.

A report commissioned by the Office for National Statistics produced a geographic dataset that has been used to identify “urban” and “rural” areas.

Lancashire was identified in the study as being largely urban; having an “urbanness” rating of 79%. Output areas that are classified as village and dispersed make up 74% of the land area of Lancashire and just 9% of the population.

Rural crime, i.e. crime occurring in rural areas, made up 2.8% (5,428 offences) of the total number of offences in the Constabulary during the period 1st February 2011 to 31st of January 2013.

There was an 8.7% (246 offences) reduction in rural crime offences between 2011/12 and 2012/13.



Rural Crime



The most common crime types committed in rural areas are Domestic Burglary, non-Domestic Burglary, Vehicle Offences and Other Theft offences; these offences constituted 84% of all the crime occurring in rural areas between February 2011 and January 2013.

Examination of the main stolen property types involved in rural areas:

Property Type	Offences	Proportion
Trailer	84	9%
Metal	398	45%
Fuel	245	28%
Quad Bike	102	11%
Livestock	48	5%
Plant	12	1%
Total	889	



Strategic Scrutiny Meeting

Finance and Resources



Money - Current forecast

Year	Gap (£m)	Savings Identified (£m)	Savings Required (£m)
2011/12	13.8	13.8	0
2012/13	17.5	17.5	0
2013/14	6.4	6.4	0
2014/15	13.2	3.6	9.6
TOTAL	50.9	41.3	9.6
2015/16	5.5	0.3	5.2
2016/17	8.5	0.1	8.4
TOTAL	64.9	41.7	23.2



Securing and Delivering VfM



Effective management of revenue resources despite the challenging financial environment:

- ***2013/14 Revenue Budget will come in under budget***
- ***Initiatives include recruitment freeze pending organisation restructure; retention of PCSO budget for vacancies; inflation provision revisited; zero based budgets re equipment, furniture, external training/conferences***
- ***Transitional Change Reserve Balance at 1 April 2013 £6.7m***
- ***DFM Balances at 1 April 2013 £2.4m***



Securing and Delivering VfM



- ***£10m Capital investment planned in 2013/14 plus £6m from 2012/13***
- ***Western Division investment***
- ***VDI infrastructure build to secure accreditation to CJX***
- ***Disaster Recovery phased over 2 years***
- ***Successful roll-out of PVP Database Phase 1***
- ***Investment in vehicles to ensure robust operational delivery***
- ***Miscellaneous Minor Works to be reduced from £900k to £800k***
- ***Current risks or delays- Digital Voice Recording; ICCS; Digital Speed Camera Upgrade; Electronic Case Files; Facilities at Blackpool and Accrington and Minor Works (subject to BCU Review)***



Securing and Delivering VfM



Delivery of financial strategy to deal with Financial Challenges:

- ***Implementation of savings plan to identify £42m savings***
- ***Balanced budget in place for 2013/14***
- ***Detailed strategy to deliver force restructure to deliver further £23m***

Positive external accreditation of Financial Health and Resources:

- ***HMIC positive message in preparing for financial challenge (VtP3)***
- ***Positive internal audit with no major concerns***



Strategic Scrutiny Meeting

10.00 Thursday 20 June 2013

