



STRATEGIC SCRUTINY MEETING

THURSDAY 29TH AUGUST 2019 AT 1.00PM IN ROOM CH1:08, COUNTY HALL, PRESTON

NOTE

PRESENT

Clive Grunshaw - Police & Crime Commissioner for Lancashire
Andy Rhodes - Chief Constable, Lancashire Constabulary

IN ATTENDANCE

Terry Woods, ACC Operations, Lancashire Constabulary
Steve Freeman, Chief Finance Officer, Office of the Police and Crime Commissioner
Ian Dawson - Superintendent, Lancashire Constabulary
Rachel Whittle, Communications and Engagement Lead, Office of the Police and Crime Commissioner for Lancashire

Minutes – Toni Prout, Business Support, Office of the Police and Crime Commissioner for Lancashire.

NOTE AND ACTIONS FROM LAST MEETING

The Police and Crime Commissioner (PCC) recalled that there were a number of actions identified at the last meeting.

The Chief Constable (CC) was actioned to present an options paper in relation to the future provision of telephone and online engagement with the public at a future meeting. A key work stream in the change program is renegotiating the Capita ICCS (integrated Command and Control Systems) contract by October/November. Focus will also be on digital engagement and development with data analytics identifying approximately 40% of calls identified as not needing to be handled in voice.

ACTION: as per previous action, ACC to present a plan to CC and PCC.

CC identified that although there had been a genuine growth in digital demand this had not created a reduction on 101.

PCC noted that he was aware that many people are calling 101 for updates on already logged reports and requested clarification on automatic updates online. CC confirmed that any online logged report receive automatic online updates on the details provided, however voice calls did not have the same feature once details are recorded and this functionality provided, but this will be worked on to achieve in the future.

CC noted that in addition for all crimes reported in person the officer has access to provide a digital business card which contains all the details to contact them directly. This is encouraged to all officers to allow direct contact and take away from 101 calls for updates.

Ian Dawson advised that there is a dashboard tracking usage and officers who are not providing details can be highlighted. It was suggested that the PCC is provided with a demonstration to see this in action along with other new features of officer Samsung mobile phones.

ACTION: Rachel Whittle to liaise with Ch Insp Dave Hannan, Digital Lead to book in demonstration for PCC.

It was noted that FMS priorities would be presented by the Supt Ian Dawson to the Police and Crime Panel on the 18th September.

PERFORMANCE REPORT

The Chief Constable presented a report in relation to the performance of Lancashire Constabulary to the 30th June 2019.

A copy of the report is set out on the Commissioner's Website.

A verbal update of the policing of the Cuadrilla fracking site on Preston New Road, Wesham (April-June 2019) was provided.

In reference to the establishment of 273 officers as of the 30th June, the PCC enquired as to the target level of Special Constables and how the operational deployment has changed to improve their effectiveness.

The ACC noted that 250-300 is the optimum level for quality of service. Both the CC and ACC advised that the performance of the Special Constabulary has never been better, with the correct numbers in post and almost 80% of officers on independent patrol.

The CC also commented that he has received excellent feedback from attestations as to the satisfaction of Special Constables.

Special Constables are also being given access to the police officer benevolent fund.

The PCC was mindful of an increase in homicide figures and enquired about demand when compared to previous years and discussion ensued around reasons behind the increase and impact on police resources.

The CC highlighted the uptake on Operation Encompass and that they are pleased with the initial compliance rate of 30% but have plans to further grow the initiative which is still developing.

The Commissioner noted that the Chief Constable had recently commissioned a new Rape profile via the Constabulary's Intelligence Unit to improve the understanding in this area. It was agreed that the Chief Constable would share the Rape Profile with the Commissioner when it is completed in October 2019.

In regards to Confident Communities the PCC highlighted the need to manage expectations regarding the uplift of officers and what the public will expect as a result.

It was noted that the PCC is due to attend the launch of the first NPT Task Force team in the county in East Division. This will then be rolled out over a 6 week period to other areas.

The date of the Our Lancashire Launch was also highlighted as the 27th November 2019, Lancashire Day.

CONTACT MANAGEMENT

The CC presented a report on the progress for Contact Management.

It was noted that since the last scrutiny there has been a step change in the preparatory work required for decant and rebuilding of the FCR 2020/21.

The Decant Governance Board chaired by Chief Superintendent Proctor is now in an established cycle of meetings, facilitated by the British Telecom Lancashire Services (BTLS) decant project manager. A representative of the OPCC has a standing invitation to the board to monitor progress.

The high-level timeline for the refurbishment will see decant of staff from the main FCR to the fall back communications rooms in early 2020, with staff returning to the refurbished FCR in early 2021. Progress on this important programme of work will be reported on in future updates.

Under the direction of the Decant Governance Board, the project delivery team are undertaking a considerable amount of engagement and consultation with the FCR staff, centring on temporary communication rooms, the technical sequencing of the decant and mapping and understanding the interdependencies with other Contact Management and wider organisational ICT change programmes of work.

To summarise, although a challenging and complex undertaking, the decant remains on track to commence January 2020.

The FCR continued to recruit PCROs (Police Control Room Operators) to maintain a staff establishment of 345 FTEs. In order to maintain this level there was an intake of 17 PCROs in April. The focus was now on a recruitment intake of 40 PCROs in September 2019. The recruitment of a significant number of PCROs in September

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was deliberately timed to ensure the FCR was at full establishment operationally at the point of the commencement of decant in January 2020.

The summary of 999 demands shows an 11.04% increase when comparing Jan-Jun 2018 to 2019. For the 3 months covering this scrutiny period (April-June) there was a 10.08% increase when compared to 2018.

A high level review of the increase in 999 calls has not identified an underlying reason for this trend in increasing demand. Anecdotal feedback identifies the same trend being seen in many other forces.

It was noted that Contact Management and Corporate Development are working in Partnership with HPE (Hewlett Packard Enterprise) on voice analytics review of all telephony demand into the FCR which has given insight into the current demand, patterns and trends in both 999 and 101 that particularly identify "waste" demand that consumes PCRO time.

With the exception of June 2019, the 999 abandonment rate was an improvement on the same period in 2018.

It was noted that in reference to 999 service level the months of May and June 2019 have lower performance than the previous year, this is likely to be down to a number of factors including staffing resilience, increase in 999 demand during that specific period, and the total staffing establishment being below the 345FTE level for a number of months due to a higher than anticipated PCRO turnover.

The ACC noted that although Lancashire is one of the best performing forces on 999 call handling, following the low performance in June with an increased number of long wait calls noted, there have been contingencies put in place to ensure this does not happen again, with more police officers are being trained in 101/999 call handling who can be brought in when staff resilience is low.

Non-emergency calls also remained a priority for the FCR. As with 999-call performance, a proportion of these difficulties could be attributed to the changing nature of demand entering the FCR.

The main issues were the complexity of the demand within the calls, combined with the additional safeguarding / vulnerability checks done by FCR which increase the call length and update times which Control Room Operators are spending on each call.

Non-emergency calls still also remain a priority alongside 999 as reported previously, achieving the locally agreed target of answering 101s within 40s seconds has proved extremely challenging.

Effects on 101 performance including FCR PCRO staffing levels during this quarter have been problematic, however call handling time length has reduced by 4.8% on the previously quarter, saving 15.7 seconds per call. Online demand has also increased and shows no sign of stabilising, which is a constant daily abstraction from the FCR PCRO establishment.

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In regards to POD overflow, following a period of evaluation, the current overflow time where a call will be transferred to another pod is set at 7 minutes, the FCR management team feel this is the optimum time to still deliver a local service while still providing the local benefits of a central FCR.

In Jan to Jun 2019 there has been a 4.6% fall in 101 calls in comparison to the same period in 2018.

In regards to online demand it has been noted that there has been a rise in online demand month by month, despite minimal marketing on these services. Dealing with online demand is not factored into the staffing establishment of the FCR and is dealt with via daily abstractions from the FCR. This position is neither desirable nor sustainable and therefore a business case for establishing a permanent dedicated Digital Team based in FCR will be prepared and presented to the Chief Officer team.

A discussion ensued in regards to the HMICFRS efficiency grading and expectations from the CC and PCC.

A Harrison
Director