



## **OFFICE OF THE POLICE AND CRIME COMMISSIONER**

### **STRATEGIC SCRUTINY MEETING**

**MONDAY 23 DECEMBER 2013**

### **CHIEF EXECUTIVE'S UPDATE**

#### **Issues for Consideration**

This is an update on scrutiny activity since the last meeting in September 2013. The Police and Crime Commissioner (the Commissioner) has the responsibility to hold the Chief Constable and the force to account and ensure that they are accountable to local communities. As well as this, the Police and Crime Plan sets out how the Commissioner will work in partnership across a range of agencies at local and national level to protect vulnerable people, champion the rights of victims, promote targeted initiatives to tackle crime and reduce re-offending and defend front line policing. This reports sets out how the OPCC is supporting the Commissioner in discharging these priorities.

#### **Information**

##### **1.1 FUNDING SETTLEMENT 2014/15**

The Home Office announced police funding allocations for policing bodies in England and Wales on 18 December 2013. From 2014/15 funding that was previously received from DCLG will be distributed by the Home Office.

Revenue and capital allocations for 2014/15 were announced. The Home Office has decided to defer publication of the 2015/16 revenue and capital allocations to allow time for a full review of all Home Office budgets in light of the further reductions to departmental budgets in 2014/15 and 2015/16 that were announced as part of the Chancellor's Autumn statement. For 2014/15 the Home Secretary has decided that the Central Government Funding to the police will be protected from further reductions.

#### **Impact on the Lancashire Police and Crime Budget**

There has been a cash reduction of 3.3% in formula funding compared to 2013/14 and this is in line with previous announcements. However in addition to this the following initiatives are being funded from the police settlement and this has led to an overall funding reduction for police forces nationally of 4.8% in 2014/15:

- **Independent Police Complaints Commission** In 2014/15 a total of £18m of funding from the police settlement is being provided to expand the IPCC to deal with

all serious and sensitive cases involving the police with a planned transition over 3 years . This funding will enable the IPCC to begin taking on additional cases from next year. A further £10m of capital monies is also being provided in 2014/15. A larger top slice in 2015/16 will be taken but exact details are not yet available;

- **Police Innovation Fund** This new fund totalling £50m in 2014/15 is being provided by top slicing the Police Main Grant. The Police Innovation Fund will provide Police and Crime Commissioners with the opportunity to submit bids on initiatives that will promote collaboration, including with other forces, emergency services, criminal justice agencies and local government, and improve their use of digital working and technology in order to deliver sustainable improvements and efficiencies in the way their police force operates in future;
- **HMIC Force inspections** Funding of £9.4m from the police settlement will be made available to HMIC to fund a new programme of all force inspections.
- **Other** In addition to the above there will be topslicing for National Police Co-Ordination Centre (£2m), the College of Policing to pay for direct entry schemes at Inspector and Superintendent level (£3m), a National and International Capital City Grant for the City of London (£2m)

In cash terms the additional funding reduction for Lancashire is £2.8m more than originally forecast and this will add to the funding gap over the next 4 years. Whilst the funding reduction is more than is in the current financial strategy the topslicing for the IPCC and Innovation Fund was known and a reduction was anticipated.

### **Community Safety Fund**

As expected the Community Safety Fund has been rolled into the Home Office Police Grant from 2014/15.

### **Council Tax**

The Communities Secretary, following consultation with the Home Secretary, will today give an indication of the council tax referendum principles he is proposing for 2014/15. Further detail will be provided as soon as this emerges however the Home Office are pushing DCLG and HMT to make sure the detail around any flexibility is made clear as soon as possible in the new year.

### **Capital Funding**

Capital funding for 2014/15 remains at the level as set out in January 2012. The development of the capital programme and the funding requirements is currently being carried out.

### **Counter Terrorism Specific Grant**

Total funding for counter terrorism remains as set out in SR2012 and will be announced earlier in the new year.

### **SUMMARY**

The PCC budget for Lancashire is £2.8m worse off in 2014/15 as a consequence of the funding announcement and an indication that funding will worsen in subsequent years. The profile of savings means that there is currently some headroom available within the strategy

for 2014/15 and this will be needed to offset the reduction in funding. In the longer term there still remains a requirement to find substantial savings but discussions and plans are currently underway to determine how these savings can be achieved. Work is now underway to look at the impact of the settlement and prepare budget reports for the Police and Crime Panel on 27 January 2014.

## **1.2 SUPPORTING THE DELIVERY OF THE COMMISSIONER'S POLICE AND CRIME PLAN PRIORITIES**

In line with the Police and Crime Plan the OPCC has established a range of portfolio areas in which senior members of the Commissioner's team are supporting and monitoring delivery against the Commissioner's priorities.

- Areas of work currently ongoing include improving the integration between criminal and civil justice systems through effective disclosure. A draft joint working protocol has been produced.
- Work is currently ongoing in relation to effective neighbourhoods initiative with Constabulary to deliver targeted local policing in order to ensure best use of resources and public reassurance. Work is also ongoing with the Citizens in Policing and the OPCC has been represented at the Attestation Ceremony for Specials and first 100 Cadets Attestation Ceremony.
- Work has been ongoing around the plan for Lancashire to be recognised as an Early Intervention Place by the Early Intervention Foundation and work is ongoing with partners across Lancashire. The OPCC was represented at a debate at the House of Commons on the role of PCCs driving the Early Intervention agenda. Planning is underway for a pan Lancashire conference on Early Intervention Delivery.
- The OPCC is represented at a range of partnership meetings / Boards including Reducing Reoffending Board; joint Lancashire Community Safety Strategy Group / Criminal Justice Board meeting; attendance at Families Health and Wellbeing Consortium AGM to speak about the Police and Crime Plan and working with third sector agencies to achieve priorities.
- A Victims Conference has been arranged for the end of January 2014; an agreed approach has been adopted to ensure the conference is used as a consultative tool to engage with key stakeholders as well as covering the findings from a Victims' Services Review.
- Work is underway to develop a proposal for activity to support the domestic violence and healthy relationships victims' support and collaboration initiative. The approach is collaborative across the statutory and third sector organisations.
- Work is underway with partners in relation to agreeing activity required to hold a joint Religious Hate Crime Summit consultation event in early March.

## **1.3 VALUE FOR MONEY**

### **Monitor Sustaining Excellence Organisational Reviews**

All the Constabulary's organisational reviews have been implemented – all on target and new structures planned. All savings on target.

### **Work with LANCON on HMIC VFM Profiles**

HMIC profiles 2013 published. Report to Strategic Scrutiny meeting 23 December 2012 for discussion (HMIC 2013 do not reflect current round of OR implementation as above on SE).

### **Ensure that savings are delivered in a planned manner, protecting the front line and delivering further efficiencies.**

All saving on target – projected surplus circa £8-9M for current year. Surplus allocated to one-off commitments, transitional reserve and general reserve

### **Consider alternative policing models**

Cheshire MFSS report produced for the Police and Crime Commissioner and Chief Executive. The Home Office has a push on collaboration and innovation; two Innovation Fund bids have been submitted in December by LANCON.

## **1.4 PROCUREMENT, ESTATES AND IT PROVISION**

### **Procurement Strategy**

A draft Procurement Strategy has been produced with a view to delivering savings of between 5% and 10% on the Procurement Budget. This is being considered again at a Resources meeting in January 2014.

### **Estates Strategy**

A draft Estates Strategy has been developed, the aim being to deliver further savings and to identify opportunities for sharing facilities. This is being considered at a Resources meeting in January 2014.

### **ICT Strategy**

A mobile strategy is being piloted in Southern Division which is likely to be extended to 100 users by March 2014 – the equivalent to half of all response officers. The ICT strategy is on target and all projects are broadly within budget. The ICT Strategy will be refreshed in 2014.

## **1.5 DRIVE OFF POLICY**

### **Drive Off Policy**

In early 2013 the Constabulary noted an increase in reported theft of fuel offences and as a result embarked on a piece of work with key partners and individuals within the fuel trade in order to collectively develop processes for the effective reporting, recording and investigation of these offences.

This work linked into the Police and Crime Plan, in particular that relating to business crime. The work has involved extensive consultations and briefing and has sought to increase confidence of policing within the garage forecourt community whilst at the same time reducing demand on policing.

The additional demand was as a result of confusion between theft of fuel offences and those incidents where members of the public presented with an inability to pay. Theft offences clearly fall within the policing remit, but inability to pay incidents were, more often than not, a civil matter.

The Deputy Police and Crime Commissioner and key representatives from Euro Garages have been highly involved in this work and have been a barometer for what might be a workable policy. The policy was presented to and approved by the Constabulary's Tactical and Tasking Co-ordinating Group in November.

On Monday 16th December the Constabulary officially launched Forecourt Watch. The scheme will promote a consistent reporting mechanism for retailers which will assist us to identify persistent offenders and deal with them effectively. Neighbourhood Policing Teams across the County have been out visiting fuel retailers in the coming weeks, providing them with clarity on the process and pertinent crime prevention advice.

The intention is to allow a period where the policy can be allowed to bed in, deal with any issues that might arise, and then early in the New Year conduct some publicity to further highlight this piece of work.

## **1.6 SPECIAL CONSTABULARY COURSE**

A bid to encourage residents from diverse communities to apply to Lancashire's Special Constabulary has been hailed a success. The course was supported by the Deputy Police and Crime Commissioner. The course involved five sessions and gave the students an insight into what is expected of a Special Constable, the training new recruits undertake and the recruitment process itself.

Out of the twenty one students who took part in a "feeder" course run by the University Centre at Blackburn College, 14 of the students chose to formally apply to become Specials. Ten of the students who took part in the course were from the BME community, with seven of those deciding to apply.

## **1.7 BUSINESS CRIME SURVEY UPDATE**

A business crime survey was commissioned by the Deputy Police and Crime Commissioner, in order to gain an understanding of the seriousness of crime against businesses locally. As there is limited knowledge and understanding of this area of crime given that police recorded crime, in general, is limited in the way in which it defines and measures business crime and also only includes those crimes that are reported to and recorded by the police, a programme of research aimed at providing information about the nature and impact of business crime in Lancashire, followed by more detailed feedback about individual experiences, has been undertaken.

The main aim of the research is to provide a better understanding of the nature, cost and extent of crime against business within Lancashire, with the specific objectives being to identify and establish:

- The extent and nature of crimes committed against businesses.
- The cost of crime to businesses and its impact.
- The extent to which crime against business is a problem in various sectors.
- Business awareness of and contact with Neighbourhood Policing teams.
- The most useful sources of crime reduction advice and the effectiveness of various crime reduction methods.
- Confidence in local police in relation to awareness and understanding of business crime.
- Perceptions/experience of police response to business crime.
- Requirements of the PCC in relation to future strategies for addressing business crime and its associated issues.

In order to provide the breadth and depth of information required a two stage approach to the research was recommended, with an initial quantitative stage to provide the necessary statistical information followed by a qualitative stage to provide insight into and further explore the quantitative findings.

This work is still ongoing and the findings will be shared with the organisations and businesses that have taken part in the survey, the wider business community in Lancashire and the Constabulary. It is intended that the outcome of this piece of work will be the development of a Business Crime Strategy for Lancashire.

## **2 OPCC ORGANISATIONAL REVIEW**

The Commissioner established an organisational review of the Office of the Police and Crime Commissioner (OPCC) to consider the key functions needed to enable the Commissioner to fulfil his responsibilities. The review has been led by the OPCC with professional support from the Constabulary. A Staff Consultation event was held on 11 November to discuss the draft proposals for changing the current organisational structure. Further work has been undertaken since this event and the Commissioner has now decided his preferred final organisational structure for the OPCC. A further meeting was held with staff last week in which Constabulary HR briefed staff on the processes to be followed in implementing the new structure

### **Stage 2 Transfers**

As part of the Stage 2 activity, work is currently underway to update the Interim governance documentation so that it is ready for implementation by the end of March 2014. A small OPCC / Constabulary working group is taking this work forward. The Vice-Chair of the interim Audit Committee is also engaged in this work.

## **3 PUBLIC ENGAGEMENT ACTIVITY UPDATE**

The Commissioner will be touring Lancashire in January gaining views from local people about the precept decision. Visits to libraries, community centres, supermarkets and PACT meetings are planned. In addition a 1400 strong telephone survey will be undertaken supported by an online survey and a dedicated budget area on the website will bring policing to life in terms of expenditure and outputs enabling residents to see the complexity of policing that has to be considered when making budget decisions.

Work is ongoing with the White Ribbon campaign organisers to support the aspiration of Lancashire being a White Ribbon County. Support has been offered from Kevin Davies (current Preston striker who has previously played for Bolton, Blackburn Rovers, Southampton and England) to help promote any campaign. The Commissioner also supported Lancashire's aspiration; standing alongside the Chief Constable, Blackburn with Darwen Borough Council and Lancashire County Council to sign the pledge.

As part of a county wide event in relation to domestic abuse, the Commissioner's head of communications is working with Lancashire County Council and the DAAG to undertake a piece of research with young people aged 16 – 17 years of age. The research will inform the development of an information campaign and will provide insight into tactics; channels and messaging that resonate with young people.

Monday 9 September was the launch of Child Sexual Exploitation awareness week. Together with our partners the week saw a range of activities focusing on prevention, awareness, enforcement and community engagement carried out. Partnership buy in, into the communications and promotion of the week was high with over 30,000 campaign materials distributed across Lancashire.

December sees the launch of the Child Sexual Exploitation (CSE) Christmas refresher coordinated by the OPCC office with refreshed web banners, and case study materials. In

addition the campaign materials have been requested by over 11 forces and 3 councils for adoption in their area.

Following the HMIC national thematic review of Stop and Search (S&S) and the launch of a consultation on the use of S&S by the Home Secretary; a copy of the national survey was placed onto the PCC website to ensure we had a 'Lancashire voice' when we provide feedback nationally about the use of S&S.

Research is currently being undertaken which will provide the PCC with a clear understanding of the current victim service and through both primary and secondary research provide recommendations for service transformation, which will form the basis of the commissioning framework. The research brings together input from victims' data, criminal justice agencies, victim service providers, the Lancashire Criminal Justice Board, the police, the third sector and victims.

## **4 CASEWORK**

The Commissioner continues to be delighted with the response from communities since taking office in November and is keen to ensure that community voices are heard on priorities that people would want to see reflected in the Police and Crime Plan and the Budget.

The Office of the Police and Crime Commissioner is continuing to develop systems in order to assist staff in the effective management of correspondence both between the Public and the Lancashire Constabulary. System checks by Lancashire County Council are nearing completion in relation to a new Contact Management System and it is anticipated that this will be operation before the Christmas break.

Work is also underway at the request of the Commissioner to fulfil his duty to oversee and monitor force performance, policies and processes in relation to complaints against rank and file police officers and police staff in relation to professional standards, misconduct, direction and control and quality of service, to consider how they impact on the efficiency and effectiveness of the Constabulary, and to ensure that the expected standards of professionalism and integrity are maintained. Staff from the OPCC have recently met with the Head of the Professional Standards Department in this regard and work will continue to be supplemented by additional scrutiny through the joint Audit Committee receiving regular updates around the police integrity agenda at a national and local level. A report will be presented to the March 2014 Scrutiny meeting.

The Commissioner has also welcomed an invite from Lancashire Constabulary to attend the newly established Integrity and Standards Board and is actively pursuing the idea of an Ethics Committee with the Chief Constable.

## **5 EXCEPTION REPORTS FROM THE MULTI-AGENCY DATA EXCHANGE (MADE) – VULNERABLE ELDERLY VICTIMS**

The 2012 Lancashire Strategic Assessment<sup>1</sup> identified that population forecasts indicate that Lancashire will see an increase in the over 50s demographic group in the next 20 years. This 'increasing ageing population' has been evident since 2008, with more people

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<sup>1</sup> Lancashire Constabulary (2012) *Strategic Assessment of Crime & Disorder*, November 2012

aged over 60 than those under 19. This in turn also means that people are spending longer in old age with decreasing mental and physical health.

A recent analytical report has highlighted recent examples in Lancashire of vulnerable elderly individuals being targeted<sup>2</sup>:

- In one area of the county in 2012 a group of offenders was identified exploiting vulnerable elderly males, using their houses as drink and drug dens and in some cases exploiting victims for money.
- In another area in 2013, a group of females have been identified targeting vulnerable males, again with the main aim of exploiting money from their victims.
- There has also been the recent well publicised court case regarding the abuse of residents at a Lancaster care home.

Scanning and research indicates that one of the key vulnerability factors relating to the elderly is that they often do not see themselves as being victimised. This is especially the case where the victim is being exploited for money. Consequently this means there will be a considerable level of under reporting in relation to this type of crime.

The aim of the Lancashire Safeguarding Adults Board is to identify and work to safeguard vulnerable adults from significant harm (including financial harm); however the 2 key questions are:

- 1 Is the current MASH referral process adequately identifying vulnerable elderly victims (especially those at home where levels of targeting are likely under reported)?
- 2 Do the future plans for safeguarding this vulnerable group take into account the likely increase in risk due to the growing ageing population (ie the population forecasts)?

## **Decision Required**

The report is for noting.

## **Background Papers**

None

## **Report Author**

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<sup>2</sup> Eckersley, R (2013) *Elderly Vulnerable Victims of Crime and Anti-Social Behaviour*, Lancashire Community Safety Partnership, December 2013