



## **NOTE OF MEETING**

**Attendees: Clive Grunshaw  
Chief Constable  
CSI Sarah Oldham  
Bruce Jassi  
Miranda Carruthers-Watt  
Ian Dickinson  
Saima Afzal**

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

#### **QUARTERLY STRATEGIC SCRUTINY MEETING – 24 JUNE 2014**

The primary area which the Commissioner had identified for scrutiny was the performance of the Constabulary's Contact Management Department, and a report was presented by the Chief Constable Steve Finnigan and Chief Superintendent Sarah Oldham, Head of Contact Management.

Mr Grunshaw knows there is dissatisfaction among both the public and councillors around the performance of the 101 service since Contact Management was centralised, the Commissioner shares these concerns and therefore it is a key public-facing area where Mr Grunshaw expects to see an improvement.

Whilst the Commissioner appreciates that the Constabulary's Contact Management Department has undergone the most changes as a result of the Governments Spending Cuts, there are no excuses for the poor performance of this key service – and Mr Grunshaw has made that clear. Reasons for standards slipping have been identified by the Constabulary, and both the Chief Constable and Chief Supt Oldham outlined some of the issues the department has faced, and which are now being addressed to drive up standards. In summary, these are:

- The merger of the Force Integrated Command and Control System (ICCS), provided by Capita, with the existing system has proved more complex than anticipated – the situation is improving and work with Capita is ongoing.
- Staff vacancies were created by the centralisation which have not yet been filled.
- Increase in demand on the service, particularly in the evenings.
- The restructure of the Police Divisions from six to three.

As a consequence, the Commissioner has been assured that the Chief Constable has put in place strong governance around this issue and the following steps are being taken to improve immediate service performance:

- A switchboard system has been implemented to manage all non-emergency calls – during office hours many of these relate to members of the public wanting to contact specific officer or department or requesting an update.
- Residents are being pushed to use the website for all non-emergency contact with officers.
- Police officers and staff have been drafted in to perform overtime in Contact Management and have been trained to answer 999 calls at peak times.

- Recruitment has taken place, with new recruits due to be ready to take live calls by the end of July.

Mr Grunshaw is disappointed by the problems which residents have experienced when calling 101 – which for many people may be the only time they ever experience contact with the police. Whilst Chief Superintendent Oldham anticipates that improvements will be evident in the coming weeks and months, it will be September before the department is able to function at its optimal level. The Commissioner has made it clear he expects to see improvements immediately in the level of service being offered to the public. Accordingly, the Assistant Police and Crime Commissioner Bruce Jassi will be working closely with the force and the Commissioner will be receiving regular performance updates prior to the next Scrutiny meeting in September.

One success that is worthy of note is the introduction of the Demand Reduction Unit within Contact Management. The unit was introduced in December 2013, with the intention to benefit front line staff by increasing capacity and reducing demand.

Between December 2013 and January 2014 the Demand Reduction Team have dealt with:-

<b>December: 4,557 incidents</b>	<b>January: 4,955 incidents</b>
1,780 Domestic abuse incidents, checking risk and threat, safeguarding, crimes etc	1,731 Domestic abuse incidents, checking risk and threat, safeguarding, crimes etc
158 Complaints- 13 LH1s (complaint forms) submitted to PSD. 92% resolved at first point of contact	196 Complaints -12 LH1s (complaint forms) submitted to PSD. 94% resolved at first point of contact.
2,619 of the remaining incidents are risk and threat decisions made by the Sgts (averages about 87 per day)	3,028 of the remaining incidents are risk and threat decisions made by the Sgts (averages about 97 per day)

The Demand Reduction Unit has been well received by the staff within Contact Management as they have a first point of contact for legal issues and any concerns over risk, threat and vulnerability. It is assisting in improving the delivery of service to the public and ensuring that other agencies take responsibility for their areas of business particular around mental health and social services.

### Organised Crime Groups (OCGs)

OCGs have been highlighted as a risk area by Lancashire Constabulary, and therefore the Commissioner included it on the scrutiny agenda to gain a full update on how the force is dealing with the issue in Lancashire.

Mr Grunshaw wants the public to be confident that, wherever they live and whatever risk their community is facing, they will receive the best possible service from Lancashire Constabulary.

Having been updated on how the Constabulary intends to respond to any increased threat from OCGs in the county, Mr Grunshaw is confident this is the case. The Commissioner is happy Lancashire is resilient enough to address any increased threat and he fully supports the Chief Constable in the actions he is taking. Mr Grunshaw will monitor the implications on police performance county-wide.

### Recruitment of Police Officers

The Commissioner is pleased to be able to update you on the recruitment process for the 100 new police officers we plan to bring into the force.

The Chief Constable has informed me that, of the 500 recruitment packs sent out, 438 (70 BME or 16%) were returned – and 238 candidates (35 BME or 14%) have subsequently made it through the paper sift. With the exception of 13 who have already passed, these candidates – of which 110 are internal and 115 external - will now be put forward to the National Assessment Centre at Hutton. For those successful at that stage, interviews will take place in September.

### Stop and Search

The force has received communication from the Home Secretary about the use of Stop and Search powers, and has subsequently been invited by the Home Office to sign up to the new Best Use of Stop and Search Scheme.

The Chief Constable has indicated to the Commissioner he believes all forces nationwide will adhere to this request, and he intends to follow suit.

The scheme contains a series of 13 recommendations, and it will now be for the Constabulary to examine the implications these will have. Accordingly, the Assistant Police and Crime Commissioner Saima Afzal will take responsibility on Mr Grunshaw's behalf for working with the force on the implementation of this new scheme, and he will scrutinise the impact it has on Stop and Search in the county.