



**Lancashire  
Constabulary**  
police and communities together

## **STRATEGIC SCRUTINY MEETING**

**THURSDAY THE 19 SEPTEMBER 2013 AT 10.00AM IN  
THE MORRISON ROOM, POLICE HEADQUARTERS,  
HUTTON**

### **NOTE**

### **PRESENT**

- |                            |   |  |
|----------------------------|---|--|
| Mr Clive Grunshaw          | - | Police and Crime Commissioner                                  |
| Mr Ibbey Master            | - | Deputy Police and Crime Commissioner                           |
| Mrs Amanda Webster         | - | Assistant Police and Crime Commissioner                        |
| Ms Miranda Carruthers-Watt | - | Chief Executive, Office of Police and Crime Commissioner       |
| Mr Steve Finnigan          | - | Chief Constable, Lancashire Constabulary                       |
| Supt Matt Horn             | - | Lancashire Constabulary  |
| Lisa Kitto                 | - | Chief Finance Officer, Office of Police and Crime Commissioner |
| Mr Larry Weir              | - | Corporate Development, Lancashire Constabulary                 |

### **IN ATTENDANCE**

- |                     |   |   |
|---------------------|---|---|
| Mrs Beverly Wood    | - | Policy and Performance Officer, Office of Police and Crime Commissioner |
| Mr Steve Southworth | - | Administrative Assistant, Office of Police and Crime Commissioner       |

### **APOLOGIES**

Apologies were presented on behalf of Saima Afzal and Bruce Jassi.

### **MEMBERSHIP AND TERMS OF REFERENCE**

The Membership and Terms of Reference of both the Strategic Scrutiny Meeting and the Strategic Planning Board were presented for information.

It was suggested that the Assistant Police and Crime Commissioners should attend the Strategic Scrutiny meetings and be added to the membership list.

The Commissioner pointed out that it would be helpful if the Chief Constable's presentation was circulated a week in advance of the meeting.

It was confirmed that the agenda would be planned at least one month in advance of the meeting and the Chief Constable's presentation would be forwarded to the OPCC at least one week in advance of future meetings.

**ACTION:**

- 1 Assistant Police and Crime Commissioners to be included on the membership list for Strategic Scrutiny Meetings**
- 2 Chief Inspector Matt Horn to forward Chief Constable's presentations to the OPCC at least one week in advance of Strategic Scrutiny Meetings**

**MINUTES OF THE MEETING HELD ON 20 JUNE 2013**

The Minutes of the meeting held on 20 June 2013 were agreed.

**ACTIONS ARISING FROM THE LAST MEETING HELD ON 20 JUNE 2013**

Chief Inspector Matt Horn presented a report on the actions generated from the previous Strategic Scrutiny Meeting and confirmed that all required actions had been completed, with the exception of one, as detailed below:-

**Action: Officers of the OPCC to meet with the Deputy Chief Constable and Simon Giles to discuss further Complaints and Allegations related to 'service failure issues' – it was advised that this meeting had not yet taken place, but that work involving relevant Officers was underway to review the process**

An update was provided with regard to shared service discussions with the Fire and Rescue Service. The Deputy Police and Crime Commissioner advised that he would be attending a Conference on this issue in November 2013.

**ACTION:**

- 1 OPCC / DCC and Simon Giles to meet up to discuss complaints and service failure issues.**
- 2 CE / DCC views re shared service opportunities be presented to the Commissioner's Strategic Planning Meeting.**
- 3 Action Sheet to be produced following Strategic Scrutiny Meetings**

**DRAFT STRATEGIC SCRUTINY FRAMEWORK**

Beverly Wood provided an update on development of a strategic scrutiny framework.

**ACTION:**

- 1 **CI Matt Horn and Leah Watson and officers in the OPCC to develop the Strategic Scrutiny Framework to support work around the forward plan and the Police and Crime Panel.**

**CHIEF CONSTABLE'S REPORT**

The Chief Constable presented a report on performance figures in respect of crime reduction and detection rates, with particular reference to an overview of performance; the priorities contained within the Police and Crime Plan; and finance and resources.

The meeting gave consideration to the details provided in the Chief Constable's report:-

**Finance – Money – Current Forecast** – the Chief Constable provided information relating to the 'financial gap'; savings identified; cumulative savings; and savings required up to the 2017/18 financial year.

**Sustaining Excellence Up-date** – the Chief Constable provided a brief up-date on the reviews completed since the beginning of the programme, and the £60 million savings identified. To accommodate the decision making process it was agreed that the Commissioner's Decision Making Session be moved at the end of October to accommodate timely decision making immediately following the cycle of meetings involving the Implementation Plans.

**ACTION:**

- 1 **OPCC (Ian Dickinson) to rearrange the Commissioner's Decision Making Session from 30.10.13 to early November to take account of the cycle of 'Implementation Plan meetings'**

**Defending Frontline Policing**

**Police Officer Step-down Model (as at 31<sup>st</sup> August, 2013)** – the Chief Constable reported that force strength was currently slightly below parity with force establishment, with some savings having already been achieved through early implementation of Organisation Reviews.

In response to a query in connection with 'overtime payments' to officers to cover any reduction in manpower, the Chief Finance Officer reported there had been an underspend on overtime. The Chief Constable advised that overtime was utilised as a management tool to enable policing to be effective.

The Chief Constable suggested that the time may be right to give some consideration to some recruitment, albeit on a small scale, as a nine month 'lead-in' period would be required, and this would all revolve around affordability – the Commissioner was also mindful of the cost implications, with £13 million of savings still needing to be found. The Chief Executive suggested that it might be appropriate to ask the two Chief Finance Officers to look at possible recruitment with HR Dept and report back to Management Board.

**ACTION:**

- 1 **Lisa Kitto and Ian Cosh, in consultation with HR Dept, to give consideration to recruitment, and report on this issue to Management Board.**

**Police Staff Step-down Model (as at 31<sup>st</sup> August, 2013)** – the Chief Constable advised that there was some significant fluctuation, and it was not as easy to predict Police Staff fluctuations. Actual Police Staff strength was approximately 200 under establishment – the Chief Constable advised that, currently, 75 Agency Staff were employed, the majority being in Contact Management.

**Sickness Performance – 12 Month Moving Average Working Days Lost** – the Chief Constable provided details of the numbers of average working days lost for Police Officers and Police Staff since September 2011 – currently, (August, 2013) the average number of working days lost was 8.90 (Police Officers); and 8.58 (Police Staff). The Chief Constable advised that this compared with an 'all-time low' of 6 days lost (Police Officers) in 2009; and an average for Police Staff of around 7.7 days during 2012. Long-term sickness (over 28 days) was still a big issue. The Chief Constable further advised that work was being undertaken Departmental Heads and HR Advisors to try to understand the reasons and the issues. It was hoped that this work, together with intervention work such as the 'well-being strategy, and the new shift system, would soon 'kick-in', and the figures would improve.

Whilst it was acknowledged that sickness performance presented a big challenge to the Constabulary, the Chief Constable felt that, as a result of work being done, levels of sickness were starting to come down.

In response to a comment that there was a feeling amongst police officers that 'nothing has changed', the Chief Constable advised that there was a greater emphasis about "culture shift" and performance, rather than an obsession with numbers. It was important to ensure that strategic messages were cascaded and shared – "The Buzz" was a useful tool in that regard.

The Chief Executive commented that frontline officers (CBMs and PCSOs) often attended community meetings and needed to be able to answer questions from members of the community – it was important that were well prepared for those meetings and were aware of current key messages and activity. The Commissioner added that a 'frequently asked questions' sheet might be appropriate.

The Chief Constable agreed, through ACC Bates, to ensure that officers would be appropriately prepared, and clear on organisational issues, for future community meetings.

**ACTION:**

- 1 **ACC Bates and CI Matt Horn to ensure that CBMs, PCSOs and other officers attending community events / meetings are suitably prepared and aware of organisational issues and key activity / messages.**

**Force 'Most Similar Group' (MSG)** – Larry Weir informed the meeting that, following a recent refresh of 'most similar forces' as a result of data available from the 2011 Census, Lancashire Constabulary was now placed with Kent; Nottinghamshire; West Yorkshire, (as before); and Humberside; Northumbria; South Yorkshire and South Wales, (new to

Lancashire's Group) – Larry believed that the new group of Forces was a 'better match ' than previously and Lancashire now fared better on issues of violent crime, for example.

**Confidence in the Constabulary – Individual Monthly Results** – the Chief Constable presented information giving details of customer confidence in the Constabulary over a two year period – there had been an increase over the period March-August 2013 to 88.6%, which was excellent news, with this figure predicted to be 91% by March 2014.

The Commissioner commented that the figures relating to Confidence in the Constabulary were very re-assuring, given the savings and resources which had so far been found.

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

**User Satisfaction – Victims of Domestic Burglary, Violence, Vehicle Crime and those involved in RTCs** – the Chief Constable advised that user satisfaction was at its highest level since the original surveys in 2005, 88.1% – Lancashire was 6<sup>th</sup> highest in MSG.

**User Satisfaction – Racist Incident Victims** – the Chief Constable advised that user satisfaction was at its highest level since the original surveys in 2005, 80.4%, but that Lancashire was 3.1% lower than MSG average.

**User Satisfaction – Anti-Social Behaviour** – the Chief Constable advised that the trend had been fairly stable over the previous 12 months, with current satisfaction being 77.1%.

**PSD – Public Complaints Data** – the Chief Constable advised that the Constabulary had some concerns at the increase in complaints and allegations, up 16% over the three month period June-August 2013, although he was pleased at the number of Local Resolutions, with only 3% of allegations being upheld. The increase was largely due to an increase of 54.5% in Central Division. This was currently being considered.

In response to a query from the Deputy Commissioner in relation to service failure issues, the Chief Constable advised that these would be picked up within the Division, and they would be captured through Direction and Control, and the appropriate Officer and Supervisor would make a professional judgement – Constabulary would need to look at the Service Recovery process, and Customer Service Desks and Contact Management would also be involved in addressing these issues. The Deputy Commissioner felt that there may be an increase in such issues when the Constabulary reduced the number of Divisions from six to three.

The Chief Executive raised the issue of the numbers of complaints which were not recorded by the Constabulary, but subsequently recorded by the IPCC. There was a discussion about the definition of vexatious complaints and it was suggested that the BE approach, linking in with PSD, might be appropriate.

#### **ACTION:**

- 1 Officers of the OPCC to meet with PSD to discuss complaints and allegations.**

**PSD – Civil Claims Data** – the Chief Constable advised that the Constabulary had seen a steady downward trend in Civil Claims since April 2012.

The Chief Executive advised that a number of issues had come to light, such as a high reliance on external providers; and high settlement costs, and the Commissioner had asked for a review of the process, by the end of the year, and for recommendations for future

practice by the end of March 2014. There was, therefore, a need for the OPCC and Constabulary to give further consideration to this issue.

**ACTION:**

- 1 Officers of the OPCC to meet with PSD and the Director of Resources to discuss civil claims with a report being presented to the Commissioner before the end of March 2014.**

## **Protecting Vulnerable People**

**Domestic Abuse** – the Chief Constable advised that HMIC would shortly be carrying out a National inspection on Lancashire's response to Domestic Abuse – there had been a steady downward trend, both in Lancashire and regionally, although high risk referrals had increased since the introduction of the MASH (50,000 referrals in a year) – Heads of PPU's would look at key messages and working practices.

**Domestic Assaults** – the Chief Constable advised that a 7.3% decrease was forecast over the period 2013/14.

**Domestic Harassment** – the Chief Constable advised that there had been a 4.2% decrease over the period 2012/13, with a further decrease of 7.4% forecast over the period 2013/14.

**Sexual Offences Against Children Under 16** – the Chief Constable advised that, if accurate, a 20% increase was forecast over the next 12 months – there had been a significant increase in the number of cases coming forward, due to a number of 'high profile' and 'celebrity offences'. It had, however, been seen as a positive issue that more people had been encouraged to come forward and report offences. There had recently been a successful 'week of action', with 22 people charged.

**Hate Crime** – the Chief Constable reported that there had been a steady and significant reduction in Hate Crime since April 2011, although there had been a slight increase over the period April-August 2013, and a 34% increase was forecast over the next 12 months – it was felt that Operation Leganza had had an effect on this issue.

**Stop and Search** – the Chief Constable presented information relating to searches, population, and searches per 1000 population, by Constabulary Division – the Chief Constable advised that, whilst stop and search would always be a sensitive area, results in Lancashire were consistent with a recent HMIC Survey. There had been a suggestion that stop and search levels in Pennine Division were disproportionate, but there had been no adverse representations from the community on this issue.

**Arrests from Stop and Search** – the Chief Constable presented information relating to searches, arrests, and proportion arrested, by Constabulary Division – these figures presented a more meaningful measure, and were more equitable across the County.

**User Satisfaction – White Vs VME** – the Chief Constable presented detailed information of User Satisfaction levels since April 2011, which indicated an improvement in satisfaction levels in both categories; and also indicated that the 'gap' between both groups had been gradually narrowing. UCLAN was undertaking some work in this area. CI Horn advised that ease of contact, call handling and treatment were areas of greatest satisfaction; and that, in racist crimes, VME users were more satisfied than White users.

More work was needed to be carried out to explore these matters further, but funding would be an issue.

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

**All Crime** – the Chief Constable presented information which indicated that, although there had been a steady downward trend since April 2011, there had been a slight increase in All Crime since April 2013, with an increase for 2013/14 of 2.5% predicted – he added, however, that September had been a good month, but this issue continued to be a challenge for the Constabulary.

**Lancashire Constabulary – Delivery (National Position June 2013)** – the Chief Constable presented information to indicate Crime Rates vs MSG Average – Other Sexual Offences was the area presenting most concern, with Offences against children under 16 contributing towards this.

**Lancashire Constabulary – Direction (National Position June 2013)** – the Chief Constable presented information which provided a comparison of Constabulary performance June 2012 to June 2013 – the figures were reasonably good, with no real areas of concern, although All Other Theft Offences was just on the upper limit, and included offences such as metal theft and theft of milk from doorsteps.

**Non-Domestic Assaults** – the Chief Constable advised that, following a slight downward trend in non-domestic assaults at the beginning of 2013, an increase of 11.9% was now forecast over the next 12 months.

**Serious Non-Domestic Assaults** – the Chief Constable advised that the trend was for an increasing number of serious non-domestic assaults, with a 42% increase forecast for the next 12 months – this was of real concern to the Constabulary. The Chief Constable advised that ACC Bates had been tasked to bring together Gold Group; the violence and alcohol strategy was to be re-visited; Early Morning Restriction Orders were being looked at; enforcement activity was under consideration; and some thought was being given to bringing forward the annual Christmas Campaign on this issue. The Chief Constable advised that some funding may be needed to address this issue.

The increase in levels of violence was a worry. In response to a query as to how many of these offences related to shop-workers, Larry Weir advised that it would be necessary to individually go through all of the crime reports to get to that type of information.

### **ACTION:**

- 1 CI Matt Horn, in liaison with ACC Bates, to provide further information to the OPCS team on Serious Non-Domestic Assaults.**

**Business Crime** – the Chief Constable presented information which predicted an increase in Business Crime of 9.9% over the next 12 months – there had been increases in 'shoplifting', business robbery and 'making off without paying'. ACC Bates was undertaking some additional work in this area.

### **ACTION:**

- 1 ACC Bates / CI Matt Horn to brief the Deputy Commissioner on the issues around business crime.**

**Anti-Social Behaviour** – the Chief Constable advised that there had been a sustained downward trend in this area over the past year, with a further reduction of 1.0% forecast over the next 12 months.

**Use of Taser – MSG Comparison** – the Chief Constable presented information to indicate the Constabulary's use of taser vs MSG Average since January 2009. The year 2009/10 had seen the 'roll-out' of the use of the taser, and Constabulary usage had been fairly consistent since then and only slightly above the national average. The taser was felt to be an important tool in combating violent crime, and Lancashire had 386 Officers trained to carry tasers – each use was recorded and quality assured.

## **CHIEF EXECUTIVE'S REPORT**

A copy of the Chief Executive's up-date had been circulated prior to the meeting, and provided details of presentations and discussions which the OPCC had had with the Constabulary; an overview from the Chief Executive of OPCC activity; a financial overview from the Chief Finance Officer; details of public engagement and casework activity; and details of the establishment of portfolio areas where the OPCC would support and monitor delivery against the Commissioners priorities in the Police and Crime Plan.

## **REPORTS FOR POLICE AND CRIME PANEL**

The Chief Executive advised of the necessity to prepare a report on scrutiny and performance for the next meeting of the Police and Crime Panel on 15 October, 2013, and it was suggested that discussions take place between the OPCC and Constabulary to discuss further the content of that report.

Mrs Webster felt that it would be helpful for the Assistant Police and Crime Commissioners to know precisely what information was required for the report.

### **ACTION:**

- 1 OPCC team and Constabulary to meet to discuss scrutiny and performance report for presentation to the Police and Crime Panel on 15 October 2013.**

## **ANY OTHER BUSINESS**

No other matters of business were reported.

## **DATE OF NEXT MEETING**

It was noted that future meetings of the Strategic Scrutiny Meeting had been arranged to be held on Thursday 19 December 2013 (to be recorded); Thursday 13 March 2014 (to be webcast); and Thursday 12 June 2014.

OPCC / GOV / SPS  
20 September 2013

