



**Lancashire  
Constabulary**  
police and communities together

## **STRATEGIC SCRUTINY MEETING**

**TUESDAY THE 12 JANUARY 2016 AT 10:30AM IN THE  
CONNOLLY ROOM, POLICE HEADQUARTERS, HUTTON**

### **NOTE**

### **PRESENT**

Clive Grunshaw - Police and Crime Commissioner  
Steve Finnigan - Chief Constable, Lancashire Constabulary

### **IN ATTENDANCE**

Angela Harrison - Chief Executive Director, Office of Police and Crime Commissioner  
Ian Dawson - Superintendent, Lancashire Constabulary  
Janet Rhodes - Strategic Planning and Scanning Officer, Lancashire Constabulary  
Ian Dickinson - Standards and Governance Officer, Office of Police and Crime Commissioner  
Ashley Robertson - Business Support Officer, Office of Police and Crime Commissioner

### **APOLOGIES**

Ian Cosh, Director of Resources, Lancashire Constabulary

### **ITEM 1 – NOTES AND ACTIONS FROM PREVIOUS MEETINGS**

The Chief Constable provided an update regarding racially aggravated crimes and advised the Commissioner that a more detailed report had been requested at the Constabulary's Strategic Management Board.

It was noted that the Constabulary had identified an issue regarding 'data markers', and whilst the Chief Constable provided an assurance that there was still a reduction of between 15%-16% in the number of reported racially aggravated crimes it wasn't as high as the original reduction of 22% reported at the last meeting.

**ACTION – That the Chief Constable to provide a further report to the next scheduled Strategic Scrutiny meeting in relation to Racial Aggravated Crimes**

### **ITEM 2 - PERFORMANCE**

The Chief Constable presented a report on performance figures in respect of crime reduction and public confidence rates, with particular reference to an overview of performance and the priorities contained within the Police and Crime Plan. Overall, the Chief Constable believed that the figures indicated a positive outlook.

## **Response Times to answer 999 and 101 calls**

The Chief Constable advised focusing attention on the average time to answer. In doing so, the Chief Constable stated that on average 999 calls were answered in 4 seconds, whilst non-emergency calls were answered in 20 seconds. This was married with a reduction in the abandonment rate of calls between April and November 2015.

## **Absences and Sickness**

The Police and Crime Commissioner noted that there had been a significant reduction in the number of absences due to sickness in 2015/16; falling from 14.2% in 2014/15 to 7.15% in 2015/16.

## **Calls for service**

The Commissioner was advised that the Contact Management Centre had seen a reduction in the number of calls received. The Chief Constable suggested this reduction could be explained due to the different mediums by which to contact the Constabulary. Despite this reduction, the calls to log ratio had increased, due to better prioritisation and an enhanced awareness and understanding of non-crime demand by staff.

The Police and Crime Commissioner questioned whether incidents such as 'welfare visits' etc. could be completed by, or in collaboration with, the fire services. In response, the Chief Constable informed the Police and Crime Commissioner that the fire service was already assisting with such duties; however, in some instances it was appropriate that the police should be the first respondent on the scene, in order to prevent the contamination of a potential crime scene for example. However, a memorandum of understanding would be created to facilitate an effective collaboration with the fire services on this issue, reminding however that high risk sensitive incidents should be attended by the police first.

In this regard, the Chief Constable also informed the Commissioner that the Constabulary was to introduce IT software into the Contact Management Centre which would assist with the effective deployment of police officers or officers from the fire service to high risk sensitive incidents.

## **Domestic Abuse**

The Chief Constable indicated that there had been a decline in the number of domestic abuse referrals to the Multi-Agency Safeguarding Hub (MASH). It was understood that this was due to officers not referring incidents where 'verbal only arguments' had occurred to the MASH. The Chief Constable explained that this would be remedied by more training around these types of incidents ensuring such incidents were referred in the future.

## **User Satisfaction**

The Commissioner received an update in relation to the results of the user satisfaction survey. The Chief Constable advised the Commissioner that it was evident that the satisfaction levels were lowest in the aspects of 'Investigation' and 'Keeping Informed'. This, he suggested, was attributable to the changes in policy regarding the manner in which certain incidents are being dealt with and staff reductions. The Chief Constable informed the Commissioner that a Crime Outcomes Delivery Plan had been developed and implemented and this would assist the Constabulary in improving user satisfaction.

In relation to keeping people informed, the Chief Constable informed the Police and Crime Commissioner that the Constabulary was 'relentlessly pursuing' follow-ups, with the Samsung roll out and tough books promoting the completion of follow-ups with complainants. The Police and Crime Commissioner agreed, that such technology made the completion of follow-ups easier, but

noted that the action of completing a follow-up must be embedded in the culture/individual; which could perhaps be achieved through some form of training. In response, the Chief Constable advised the Commissioner that he had requested a paper in relation to this matter at a recent Strategic Management Board.

## **Public Confidence**

The Chief Constable advised the Commissioner that there had been a 2.7% decrease in public confidence for the period ending November 2015, compared to the previous 12 month period. It was believed that this was due to publicity around the anticipated budget reductions attached the Funding Formula and Comprehensive Spending Review. It was commented however, that in this digital age there are more ways to assess how people are feeling about the service of the Constabulary, and this should be explored to perhaps obtain more accurate results.

It was cautioned that the Confidence Survey only surveyed 50 people per month at random, and not necessarily those which had had a police interaction or service.

## **ACTIONS**

- 1. The Police and Crime Commissioner noted that the 101 abandonment rates remained high, and requested details on how the Constabulary would reduce this at a future meeting.**
- 2. With respect to public confidence, the Chief Constable agreed to explore the reduction in confidence described in the survey through further analysis.**
- 3. The Chief Constable agreed to look at ways of improving user satisfaction and provide a report to the Police and Crime Commissioner on the work undertaken.**

## **ITEM 3 – HMIC REPORT 'BUILDING THE PICTURE' – AN INSPECTION OF POLICE INFORMATION MANAGEMENT**

The Chief Constable presented a report on the progress taken against Her Majesty's Inspector of Constabulary (HMIC) inspection recommendations concerning Police Information Management. In noting the progress made, the Police and Crime Commissioner was concerned that the timescales set by HMIC were not being met. In response, the Chief Constable indicated that 2,700 recommendations have been made nationally by the HMIC, and that the Constabulary must be proportionate in determining which of those recommendations were relevant to Lancashire Constabulary.

**ACTION –The Chief Constable to provide an updated action plan setting out the Constabulary's delivery against the timescales identified in the HMIC recommendations.**

## **LANCASHIRE CONSTABULARY COMMUNITY ENGAGEMENT UPDATE REPORT**

The Chief Constable presented a report on the Constabulary's recent Community Engagement. It was noted that this was only an update and that the Constabulary's Community Engagement Strategy would be presented at the Strategic Scrutiny Meeting in March 2016.

The Chief Constable placed significant emphasis on the Constabulary's social media interaction, with increases in most areas and in particularly the Neighbourhood pages. It was noted however, that many individuals still preferred face-to-face and telephone communication with the Constabulary, and these channels would continue to be maintained.

**ACTION – The Chief Constable agreed to present the Constabulary's Community Engagement Strategy at the next meeting in March with particular emphasis on the pivotal link between the effective use of IT and user satisfaction.**

## **ITEM 5 – STOP & SEARCH**

The Chief Constable presented a report on the progress against the Home Secretary's recommendations in 2014 and 2015 in respect of the Best Use of Stop and Search (BUSS), and also outlines the current performance on Stop and Search.

The Chief Constable explained that presently, the Constabulary was not fully compliant with the Home Secretary's recommendations, noticeably in relation to the use of a 'community trigger'. However, whilst the introduction of a Community Trigger was a result of a large volume of complaints, which Lancashire Constabulary did not have, the Constabulary was working towards the introduction of a community trigger and the 'ride-a-long' scheme. The Police and Crime Commissioner stated that there was a good tale to tell about the improvements, in respect of outcomes and the diversity sizes subjected to Stop and Search. The Chief Constable added that it was the aim of the Constabulary to perform Stop and Searches with the community's mandate.

**ACTION – The Police and Crime Commissioner requested information in relation to the best use of stop and search over the PCCs current term of office for inclusion in the Annual Report.**

## **ITEM 6 – PROCUREMENT STRATEGY**

The Chief Constable presented a report on the progress as against the Procurement Strategy 2015, with a monthly spend update to be supplied to the Commissioners commissioning office.

The Chief Constable outlined significant savings of £809,000 this financial year. It was added that the original prediction of 52% third party spend on suppliers in the North West has increased to 54% for 2014/15. Therefore, 54% of £48.5 million was being spent via suppliers in the North West region. Further, two thirds of procurement in relation to fleet was spent on maintenance and not purchasing additional equipment; further increasing spend in the North West region.

The Police and Crime Commissioner welcomed the findings and questioned how the Living Wage policy was being implemented. The Chief Constable responded by stating that this was effectively implemented with regards to direct employees.

**ACTION – The Chief Constable to provide an update on how the Living Wage and Social Value policy has been implemented in respect of third party suppliers.**

## **ITEM 7 – HUMAN RESOURCES STRATEGY & UPDATE**

The Chief Constable presented a report on the progress on key activity to the end of December 2015, which complimented the further briefing given to the Commissioner in December 2015.

It was noted that 34 student officers were appointed between 1 July 2015 and 30 September 2015, of which 29.4% were female and 8.9% were from a BME background. The 2014 recruitment window resulted in 139 appointments of which 8.6% were from a BME background and 38.1% were female.

The external recruitment window opened on 1 October 2015 and closed on 13 October 2015. This campaign aimed to appoint 120 high calibre candidates for 2016/17 intakes. It is proposed that the Constabulary would have three intakes of 40 officers. Appointments are to be made on

the 6 June 2016, 3 October 2016, and 16 January 2017. It was intended that the October intake would be appointed directly in to Early Action.

The Chief Constable stated that the recent recruitment drive painted a positive picture, with 359 out of 3,000 applications through to the second stage. It was predicted that approximately 180 applicants would make it through to the third stage. The Police and Crime Commissioner welcomed the Chief Constable's update, but stressed the importance of the Constabulary keeping their focus in relation to diversity. He added that the Constabulary's work in partnership with the Cadets scheme was a great example of the diversity which should be aimed for throughout the whole of the Constabulary's operations.

It was noted that a paper proposing a number of options for PCSOs has been presented to Chief Officers and that a Gold meeting had been established to oversee PCSO numbers and deployment following the Commissioner's letter to partners on funding. The Chief Constable extended an invitation for an officer from the OPCC to attend.

### **ITEM 8 – ICT STRATEGY 2014 – 2018 UPDATE**

The Chief Constable presented a report on the progress against the ICT strategy for 2014/18, adding that the ICT report from their Strategic Management Board on 8<sup>th</sup> January 2016 would also be shared with the OPCC.

In welcoming the progress made in relation to the ICT strategy, both the Commissioner and the Chief Constable discussed the importance the effective use of such equipment played in relation to the overall service delivered by the Constabulary and the significant impact on Community Engagement.

**ACTION – The Chief Constable to undertake an evaluation of the use of ICT equipment in delivering an effective policing service and the impact in relation to Community Engagement, and present a report at the Strategic Scrutiny Meeting in March 2016.**

### **ITEM 9 – ESTATES STRATEGY AND UPDATE**

The Chief Constable presented a report on the progress against the objectives set out in the five year Estates Strategy 2014 to 2019.

The Chief Constable stated that a formal collaboration with LCC had been agreed and signed off, which enabled the PCC access to some specialist services. There was also a continued search for opportunities to share premises with partner agencies to increase the services available to the PCC.

The Chief had additionally identified a dedicated Estates Single Point of Contact (SPOC) to provide the necessary input by the Estates team in dealing with consequential matters particularly in implementing the 'One Team' and Serious and Complex Futures Programme workstreams.

**ACTION – The Chief Constable to undertake a detailed review of the Police Estate, to include an update in relation to the Constabulary's progress in implementing the previous Estates review by the Police Authority and present a report on the findings to a future meeting of the Joint Management Board.**

## **ITEM 10 – REGIONAL COLLABORATION**

The Chief Constable presented a report advising the Police and Crime Commissioner of the current collaboration landscape.

**ACTION – The Chief Constable to provide a more detailed update in relation to Cumbria and Lancashire Strategic Alliance (CALSA) and TITAN to provide an assurance that they provide value for money and deliver against the service requirements for Lancashire.**

## **ITEM 11 – CITIZENS IN POLICING**

In welcoming a report on the progress against the Citizens in Policing (CIP) Action Plans, the Police and Crime Commissioner questioned how the role and vacancies for specials were promoted. Stressing the success in recruiting specials, the Chief Constable stated that their website was the principal medium by which such vacancies were advertised. Further, external companies were urged by the Constabulary to offer staff facilities to facilitate their working with the Constabulary. Moreover, the Chief Constable explained that the position of specials was additionally advertised through Neighbourhood Watch and getting the public linked in with 'In the Know'.

The Police and Crime Commissioner added that he was personally aware that Neighbourhood Watch groups wanted to be more active and modern with greater links to early action, and this could be facilitated through embracing new technology and ways of advertising.

Superintendent Dawson advised that Neighbourhood Watch was now recognised as the fourth strand of Citizens in Policing and Superintendent Horn had been appointed as the lead officer. Further, NHW was discussed at the CIP board, and that the engagement and messages thereof were addressed.

## **ITEM 12 – LANCASHIRE CONSTABULARY FUTURES PROGRAMME UPDATE**

The Chief Constable presented a report on the progress with regards the Futures Programme.

The Chief Constable outlined the current and anticipated progress made in respect of the Implementation Plans. This, he stated, would take place with minimal displacement of staff. The Chief Constable added that a meeting between himself and Senior Officers was in the process of being arranged to discuss the Future Programme at greater length. The Chief Constable expressed his intention to set a positive tone at this meeting, with the objective of helping to design any organisational matters. Once completed, the Chief Constable shall report back to the OPCC with findings.

The Police and Crime Commissioner acknowledged the success of the futures programme in managing the Constabulary's Organisational Change programme.

## **ITEM 13 – ANY OTHER BUSINESS**

There were no items of any other business to be discussed.

## **ITEM 14 – DATE OF NEXT MEETING**

It was noted that the next scheduled meeting was Thursday 24<sup>th</sup> March, 2016.

## **PRIVATE ITEMS**

### **ITEM 15 – STOP & SEARCH**

The Chief Constable presented a report on the Constabulary's performance in respect of Stop and Search.

A Harrison  
**Director**