



**Lancashire  
Constabulary**  
police and communities together

## **STRATEGIC SCRUTINY MEETING**

**TUESDAY THE 24 MARCH 2016 AT 2PM IN  
A07, COUNTY HALL, PRESTON**

### **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 Cosh - Director of Resources, Lancashire Constabulary  
Ian Dawson - Superintendent, 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  
John Armstrong - Her Majesty's Inspectorate of Constabulary (HMIC)

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

In relation to the Best use of Stop and Search, the Chief Constable stated that the number of stops and searches was decreasing as a result of training in this area. The next step, he continued, was to plan a strategy around the HMIC recommendations - implementing technical fixes such as the ride along scheme and community triggers.

With regards to ICT strategy, the Chief Constable disclosed that 2100 Samsung mobile phones and 300 tough books had been dispatched. Despite this however, he conceded that only 80% are in regular use and that an issue of compliance existed. Nonetheless, the Chief Constable remained positive that this figure of usage would rise. Further, the Chief Constable stated that feedback on the devices was "overwhelmingly positive". The Commissioner noted this and asked how the devices supported the priorities outlined in the Police and Crime Plan, and requested a future report evidencing how his investment in technology helps improve visibility and productivity.

In relation to regional collaboration, the Commissioner emphasised that it was important the Constabulary focused on mutual national support. He stated that there was a range of activities the Constabulary could collaborate with other forces and services on e.g. the UCLan Forensic Centre. The best approach, the Commissioner advocated, is to work on how Lancashire Constabulary can become a greater provider of services.

With regards to TITAN, the Chief Constable asserted that there remained two big outstanding issues. Firstly in relation to ICT strategy and secondly regarding the work force. The option of appointing an ACC or Deputy to oversee TITAN was discussed, and the Chief Constable agreed to present a Management Report for the PCC in early June 2016.

## **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 reported that there had been an increase in performance relating to 999 and 101 calls by 8.7% and 14.8% respectively. Despite these increases the Commissioner questioned the Constabulary's end goal in relation to response times. The Chief Constable explained that their targets were arbitrary in nature and this justified his focus on average response times. Continuing, the Chief Constable advocated the intention to push 999 calls to reach 90%.

The Chief Constable advised that he felt comfortable with the current performance, explaining that there are two avenues to take to improve: pushing the duration of the call or answering more calls. Whilst the latter could lead to increased financial demand, the Chief Constable thought it best to judge the best course of action after the publication of the Demand Review. The Commissioner emphasised that in these situations, it is not only the time but also the quality of the call which is important. He continued, that the Constabulary may have all the figures but that does not mean that the caller received the answer they wanted. The Chief Constable agreed, pointing out the importance of quality engagement in these instances.

The Commissioner questioned whether the Constabulary was sufficiently resourced to deliver the quality engagement needed in this area. The Chief Constable assured the Commissioner that the Constabulary is "as comfortable as they can be", and shall re-evaluate their position once they are cognisant of the findings of the Demand Review. It was noted that both Morile and Thrive could aid in delivering this quality engagement.

### **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. That being said, the Chief Constable noted some anomalies in the numbers of calls received, most notably during the flooding period. This resulted in an increased abandonment rate for this period. However, the Chief Constable was confident that calls are leading to more logs being created.

### **Recruitment**

The Chief Constable indicated the Constabulary's intention to recruit approximately 160-165 police officers from the current recruitment window. A further recruitment window was scheduled to open in September 2016, from which the Constabulary hopes to recruit a further 120 officers. Further, the Chief Constable noted that an additional 50 officers from Police Now and UCLan graduates will be recruited in summer 2016.

With regards to PCSOs, the Chief Constable informed the Commissioner that due to a number of partners withdrawing funding for 2016/17 it was predicted that this would reduce the number of PCSOs in Lancashire to 321. It was noted that the Constabulary had established a GOLD meeting under the direction of ACC Bates and that a full report on setting out the position would be presented to the Joint Management Board in June.

The Commissioner expressed his concern with the reduction in the number of cadets. In response the Chief Constable understood the decrease to be one of timing and assured the Commissioner

that he was personally aware of a real interest amongst people to become cadets. Currently there are 433 cadets with another 200 planned for in the summer.

## **Domestic Abuse**

The Commissioner recalled that an update on domestic abuse was presented by Detective Superintendent Sue Clarke at the Scrutiny meeting held in March 2016 in relation to the vulnerability strategy.

It was noted that the Domestic Abuse referral numbers have reduced in the 'In Year Performance' period by 8.8% when compared to the 'Previous 12 Month Period'. In order to understand the situation the Constabulary had commenced a piece of work with Domestic Abuse services across Lancashire to establish if they were seeing a reduction in calls for service. This would then enable an assessment of whether the reduction in recorded incidents and crimes was also reflected out in the community. In addition, the Constabulary were holding 2 events on the 1st and 7th April 2016 in relation to developing the Multi Agency Safeguarding Hub (MASH) phase 2 model. These were multi-agency events for both practitioners and managers using MASH.

## **Sexual Offences**

The Chief Constable informed the Commissioner of a 33% increase in the number of reported sexual offences, in particularly a 29% increase in reported rape. The Chief Constable explained that despite these increases Lancashire Constabulary remained the 9<sup>th</sup> lowest force, with every force nationally seeing an increase in these crimes. The Chief Constable noted that as of December 2015, Lancashire Constabulary had the highest rate of conviction in rape cases (83%).

The Chief Constable explained that predicting demand in this area was very difficult, however given the continued increase in reports, the Constabulary intended to continue to train officers in reporting and recording these crimes. The Commissioner noted that the Goddard Enquiry should strengthen the need for such training. It was also noted that Investigative Hubs had the potential to assist

## **User Satisfaction**

The Commissioner received an update in relation to the results of the user satisfaction survey in four areas: Domestic Burglary, Vehicle Crime, Violent Crime and Road Traffic Collisions. The Chief Constable advised the Commissioner that it was evident that satisfaction levels were lowest in the aspects of 'Investigation' and 'Follow Up'. The Chief Constable informed the Commissioner that Constabulary has developed a User Satisfaction Delivery Plan which focuses on improving user satisfaction. The plan was still in its early stages and due to the Home Office guidance around the dates respondents could be surveyed the Constabulary did not anticipate to see improvements until a later date.

The Police and Crime Commissioner emphasised the direct link between the investigations impact on the victim and user satisfaction. He continued that there were strong links between user satisfaction and referral units, and suggested to the Chief Constable that these should be integrated into the process.

## **Public Confidence**

The Chief Constable advised the Commissioner that there had been a 4.6% decrease in public confidence for the 'In Year Performance Period' 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.

The Chief Constable advised that the Constabulary was currently in the process of undertaking a more detailed analysis of the confidence survey results to identify themes and demographics so that Media & Engagement could look at how they could engage with the people of Lancashire to increase their confidence. Further, the Chief Constable believed the implementation of the Delivery Plan and Engagement Strategy would assist with the process of working towards increasing public confidence.

### **ITEM 3 – QUALITY OF SERVICE REPORT**

The Chief Constable presented a report on the progress taken against the performance indicators agreed by the Commissioning.

The Commissioner considered this report with Item 2 above.

### **ITEM 4 – HER MAJESTY'S INSPECTORATE OF CONSTABULARY – 'BUILDING THE PICTURE' INSPECTION REPORT**

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 informing the Commissioner of the progress made, the Chief Constable indicated that it had been recognised nationally that the timescales given by HMIC to incorporate their recommendations was unrealistic.

Despite this however, the Chief Constable informed the Commissioner that £176,000 investment had been made by the Constabulary to become MOPI compliant. This was expected to ensure divisions and departments were alive to inspections through internal audits. The Chief Constable explained his desire to get the policies in this area sharper, and then focus on the application and processes of these policies. For example, organisational assurance and concerns over information management; all of which should be embraced as part of standard business.

The Police and Crime Commissioner was informed that despite good progress so far in relation to the implementation of the Connect case custody system, the process of bringing through old live and back records in the new system has caused a delay. The Constabulary looked at other forces and decided to NTN the cases, given that no other force had done so. This NTN testing (organisational assurance test) also included a stress test. As a result of these tests some risks appeared. This led to the risk-based decision to delay the system's implementation until 5<sup>th</sup> April 2016.

In the meantime, the Chief Constable informed the Commissioner that the old current case custody system would remain switched on. The Police and Crime Commissioner questioned the costs associated with this delay. The Chief Constable informed the Commissioner that these would be minimal and that he is still confident that Connect was the right product.

### **ITEM 5 – CRIME INTEGRITY DATA**

The Chief Constable presented a report on the progress against the Crime Data Integrity (CDI) Recommendations.

The Chief Constable informed the Commissioner that 92% of incidents had been correctly recorded by Lancashire Constabulary, and this is above the national average of 80%. The Chief Constable explained that there were 7 Lancashire specific recommendations and 13 national recommendations. There was no indication as to when the force would be inspected but five weeks' notice would be given allowing the force to gather all the relevant information. The Chief Constable assured the Commissioner that in the Constabulary was in a good position.

The Commissioner commented that it was useful to provide an update on the recommendations and the progress made thereof. The Chief Constable agreed he would do so.

## **ITEM 6 – WORKPLACE WELLBEING CHARTER**

The Chief Constable presented a report on the progress as against the Workplace Wellbeing Charter (WWC).

The Chief Constable informed the Commissioner of an uplift in staff engagement. This, he continued, could be explained as a result of various things. Firstly, the Constabulary's commitment to leadership development, included also in PCSO recruitment; and secondly, in line with national trends, Lancashire Constabulary has adopted an Early Intervention Model.

The Chief Constable informed the Commissioner that there were two issues that required attention: developing leadership amongst line managers and breaking the current culture that dissuades employee engagement. The Chief Constable recognised a need to push the Constabulary's engagement work and break the stigmas that surround employees outwardly and actively talking about their wellbeing. The Chief Constable did concede that this was difficult because such stigmas are well-embedded into the current workplace culture. That being said, the Chief Constable stated that initiatives were in place to attempt to change the culture.

In response to a question by the Commissioner as to why people not feel confident enough to come forward and discuss their wellbeing in the workplace, the Chief Constable responded by explaining that such disinclination to discuss wellbeing had become part and parcel of the force workplace culture, with physical absence data often underlined by mental absence. The Chief Constable indicated that when they recruit, they therefore recruit with resilience in mind. He continued that from the minute you start the job, opportunities should be available to talk about experiences with councillors and other trained professionals. The option of making such appointments mandatory, like the instances with undercover police officers, was lightly discussed but no formal resolution reached. It was noted that there are considerable links here with quality service and 'unconscious bias' that informs the decision-making of employees.

## **ITEM 7 – LANCASHIRE CONSTABULARY – COMMUNITY ENGAGEMENT STRATEGY**

The Chief Constable presented a report on the progress of the Public Engagement Strategy for the Constabulary, including campaign planning for 2016/17.

The Commissioner stated from the outset that he wished to clearly see the links drawn between community engagement and his priorities in the Police and Crime Plan. It was further noted that HMIC had rated Lancashire Constabulary as 'outstanding' in relation to engagement in their recent report. The Chief Constable informed the Commissioner of a new Engagement Board and the Force's approach to campaigns.

The Commissioner emphasised the importance of differentiating between the engagement undertaken by Constabulary and the OPCC, and this should be evidenced in the next engagement report. The Chief Constable recognised the point raised by the Commissioner, but expressed that there shall always be a blurring between the two.

## **ITEM 8 – PROCUREMENT STRATEGY**

The Chief Constable presented a report on the progress as against the Procurement Strategy 2015.

The Chief Constable expressed that there is a good story in terms of savings. The Constabulary had also pushed to maximise local supply chains. This was evidenced in their running of the West Build Engagement event, which was considered a success and had good turnout from local suppliers. Another event, on Wednesday 30<sup>th</sup> April 2016, was scheduled to take place at Police Headquarters with over 200 local suppliers. The Police and Crime Commissioner emphasised the importance to not only pursue engagement but to ensure this engagement produces social value.

The Chief Constable expressed that £84m capital expenditure was predicted over the next 4 years, a substantial part of which shall sustain small local supply enterprises. Further, it was indicated that despite the predicted reserves totalling £23m, the Constabulary had committed to £26m. This, the Chief Constable assured, was not overcommitting and not stretching the budget.

## **ITEM 9 – ANY OTHER BUSINESS**

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

## **ITEM 10 – DATE OF NEXT MEETING**

It was noted that the next scheduled meeting was 7<sup>th</sup> June, 2016.

## **PRIVATE ITEMS**

### **ITEM 11 – CIVIL CLAIMS**

The Chief Constable presented a report on the Constabulary's current position regarding civil claims.

### **ITEM 12 – EMPLOYMENT CLAIMS**

The Chief Constable presented a report on the Constabulary's current position regarding employer's liability claims.

A Harrison  
**Director**