

STRATEGIC SCRUTINY MEETING

**THURSDAY 12 JUNE 2019 AT 1.00PM IN ROOM CH1:14, COUNTY HALL,
PRESTON**

NOTE

PRESENT

Clive Grunshaw - Police & Crime Commissioner
Andy Rhodes - Chief Constable, Lancashire Constabulary

IN ATTENDANCE

Angela Harrison, Director, Office of the Police & Crime Commissioner
Ian Cosh, Director of Resources, Lancashire Constabulary
T Woods, ACC Operations, Lancashire Constabulary
S Freeman, Chief Finance Officer, Office of the Police and Crime Commissioner
M Winstanley, Detective Superintendent, Lancashire Constabulary
Ian Dawson - Superintendent, Lancashire Constabulary
Ian Dickinson – Governance & Policing Lead, Office of the Police & Crime Commissioner

NOTE AND ACTIONS FROM LAST MEETING

The Police and Crime Commissioner recalled that there were a number of actions identified at the last meeting.

In relation to the suggestion of placing safety messages on the motorway information boards the Chief Constable advised the Commissioner that whilst the Constabulary has no direct control of the information signs they could work with the media department at Highways England to try and influence the safety messages.

In relation to the satisfaction level of domestic abuse victims the Chief Constable advised the Commissioner that the research had now been undertaken.

The results found that majority of victims were satisfied with Lancashire Constabulary police response (83.9%), with an overall (57.4%) victims reporting complete satisfaction.

It was noted that there were no significant differences in satisfaction levels across the victim demographics. This meant that key characteristics such as gender, ethnicity and disability had no significant relationship in influencing victim satisfaction. Instead, overall victim satisfaction appeared to be largely influenced by the level of updates received by the victim.

The Chief Constable suggested that the Constabulary and Office of Police and Crime Commissioner were looking at a new platform to proactively survey victims using multiple approaches to gather fast feedback from victims, as well as improving

the management information product which would assist in delivering the requirements of the new survey strategy that was being written in consultation. .

Additionally, the Chief Constable explained that the monitoring of 're-contact' by police officers is addressed initially through the BCU checkpoint meetings. Each BCU has an action plan to monitor both place and individual officers.

The Director suggested that it may be helpful to re-introduce the Engagement Board to assist both the Constabulary and the OPCC to better understand how the satisfaction data was being used along with other engagement data to develop the service.

In relation to grade 3 response times the Chief Constable informed the Commissioner that he was aware of reports that there was a delay in referring victims to LVS. However, the Chief Constable re-assured the Commissioner that the process rate was good. It was reported that an action plan was in place and the introduction of 'connect express' in January 2020 will reduce the queue. In the meantime those high risk and vulnerable cases would be prioritised.

As mentioned above, the Constabulary had witnessed a significant increase (12% or 10,000 crimes) in deployable grade 3 cases following the Crime Data Integrity by HMICFRS. The impact of this realignment of demand is being managed within the Constabulary's operating model effectively, and although the attendance times have increased for grade 3's these are comfortably within target. Similarly the response times for grade 1 and grade 2 emergency response are comfortably within target.

The Chief Constable reported that the 'core service' offer was delivering exceptional performance, despite the significant increases in recorded crime. Following a recent pilot in Southern Division it was becoming clear that the greater use of on-line reporting was not reducing the number of 101 calls into the Force Control Room but rather creating new demand. This has been evidenced nationally in assessment of introduction of digital reporting channels.

The Chief Constable advised the Commissioner that in relation to the 'core service' offer the next step is to improve the quality of service and victim updates regarding grade 3s through neighbourhood policing teams and PCSOs.

The Commissioner thanked the Chief Constable for the updates in relation to the update on actions.

PERFORMANCE REPORT

The Chief Constable presented a report in relation to the performance of Lancashire Constabulary to the 31st March 2019.

A copy of the report is set out on the Commissioner's Website.

Mindful of the impact of the Crime Data Integrity Inspection (CDI) the Commissioner enquired if there was any connection between the 32% in overall crime in Lancashire

and the same increase in Rape and Sexual offences. In response the Chief Constable explained that following a review of offences they are able to identify whether the increases were due to CDI recording improvements or real crime increases. In relation to Rape and Sexual Offences the Chief Constable informed the Commissioner that he believed the increase to be a result of improved confidence by the public to report, but also due to the increased recording of multiple offences and historic offences as a result of crime recording.

A further discussion ensued in relation to confidence and satisfaction levels under the priority of developing confident communities where it was agreed to explore the re-introduce the engagement board and the opportunity to take forward a different victim survey platform.

CONTACT MANAGEMENT

The Chief Constable presented a report on the progress for Contact Management.

It was noted that since the last scrutiny update in March 2019 the business case and associated funding to refurbish the FCR to support geographic Pod, based working was approved through the Constabulary's internal governance process. As previously reported, the temporary Pod working geographic structure in the FCR was delivering improved performance across a range of key metrics. However, it was not sustainable within the constraints of the current FCR footprint.

The high-level timeline for the refurbishment was that the decant of staff from the main FCR to the fall back communications rooms would commence in early 2020, with staff returning to the refurbished FCR in early 2021. Progress on this important programme of work would be reported on in future updates.

The FCR continued to recruit PCROs to maintain a staff establishment of 345 PCRO (Police Control Room Operators) FTEs. There were currently 337 FTE. In order to maintain this level there was an intake of 17 PCROs in April. The focus was now on a recruitment intake of 40 PCROs in September 2019. The recruitment of a significant number of PCROs in September had been deliberately timed to ensure the FCR was at full establishment operationally at the point of the commencement of the decant in January 2020.

The last quarter of 2018 had seen the FCR dealing with a larger amount of 999 calls compared to the previous year this trend was continuing into 2019. There had been an 11.6% rise in demand overall across the quarter. The FCRs average service level prior to PODs was around 70%, it was now averaging around a stable level of 80%+ each month of calls answered within 10 seconds. The Chief Constable reported that the Control Room had not 'dropped' a 999 call since November 2018 and often picked up diverted 999 calls destined for other forces.

Non-emergency calls also remained a priority for the FCR. As with 999-call performance, a proportion of these difficulties could be attributed to the changing nature of demand entering the FCR.

The main issues were the complexity of the demand within the calls, combined with the additional safeguarding / vulnerability checks done by FCR which increase the

call length and update times which Control Room Operators are spending on each call.

As with 999 demand the FCR was dealing with an increased amount of 101 calls since the previous year. The FCR had experienced a 2.2% rise in 101 demands for the quarter. Despite the rise, service level for 101s had been climbing since the introduction of PODs, whilst dealing with more demand than the previous year.

In relation to the migration to online reporting the Chief Constable advised the Commissioner that following a pilot in the southern division online reporting had increased from 800 per month to 2400. However, there had been no resultant decrease in the number of 101 calls and there was a concern that the provision of online reporting was creating additional demand rather than shifting demand from 101 which would impact on resources. It was agreed that further discussions were required in relation to the use of 101 and the Chief Constable agreed to present an options paper to a future meeting.

The full report presented to the Commissioner is available for inspection on the Commissioner's website.

ACTION – the Chief Constable to present an options paper in relation to the future provision of telephone and on-line engagement with the public at a future meeting.

PSD/ETHICS UPDATE

The Commissioner received a report in respect of Public Complaints Timeliness and Appeals.

It was noted that there had been a reduction in the number of recorded complaints and the time taken to finalise the complaints. There had been 560 Complaint Cases recorded within Lancashire Constabulary during the financial year 2018/19, this was a 26% reduction on the number of cases in 2017/18.

It was noted that there remained a strong focus on Service Recovery, which was concentrating on resolving issues raised by members of the public prior to escalation into a formal complaint. There was a dedicated team engaged in this "triage process" which was proving highly effective in providing quick resolution and reducing overall caseloads.

The Commissioner noted that the backlog in relation to local appeals had reduced from 97 to 21. The Commissioner stated that this was something that needed to be addressed before the new Regulations come in to effect and the appeals are handed over to the Commissioner's Office.

The Chief Constable informed the Commissioner that Operation Manilla accounted for almost 7% of all Complaint Allegations received in Lancashire. During 2018/19, 53 complaints had been received in relation to complaints at the fracking site, the majority around assault. Dedicated staff have been assigned to complaints in this area.

In response to a question the Chief Constable advised the Commissioner that there was no trend or particular reason why a number of local resolution appeals had been upheld.

Accordingly, the Commissioner noted the report.

PART II – PRIVATE AND CONFIDENTIAL

The following matters were discussed in private as they involved the likely disclosure of exempt information as defined in the Freedom of Information Act 2000.

HMICFRS UPDATE – Section 36 (effective conduct of public affairs)

The Commissioner received an update in respect of the HMICFRS Inspections programme in respect of Action Plans to address recommendations and areas for improvement (AFIs) and forthcoming HMICFRS Inspections.

It was noted that the 2019 Force Management Statement (FMS) was submitted to HMICFRS ahead of the national deadline of the 31st May.

The document maintained a strategic level during the collation of data, in terms of current/predicted crime, assets and performance. The document articulated the challenges ahead and how the force is preparing.

The areas identified as greatest risks (on a demand vs. asset matrix) were Child Sexual and Criminal Exploitation, Human Trafficking and Modern Day Slavery, Domestic Abuse and Domestic Stalking & Harassment, Mental Health and Investigations Demand. A number of other portfolios highlighted risks which will form the basis for the development of future planning in the Business Planning Cycle. The 2019 FMS evidenced clear improvements in service delivery and wellbeing of staff in areas of higher risk described in the 2018 FMS (e.g. the Force Control Room (FCR)).

Action - It was agreed that it would be a worthwhile exercise to brief the Police and Crime Panel at their next meeting in relation to the key issues identified within the Force Management Statement.

EFFICIENCY/FINANCE PLAN - Section 36 (effective conduct of public affairs)

The Commissioner received a draft efficiency/Finance Plan, the purpose of which, was to outline the Constabulary's financial intentions as they relate to the operational demand in serving the public and to convey the extent of the Constabulary's approach to developing and delivering its service in line with priorities, the Police and Crime Plan and public expectations. Also, how it is developing its approach to change and business planning.

**A Harrison
Director**