

STRATEGIC SCRUTINY MEETING

TUESDAY THE 24TH MARCH 2015 AT 2.00PM IN THE MORRISON ROOM, POLICE HEADQUARTERS, HUTTON

NOTE

PRESENT

Clive Grunshaw - Police and Crime Commissioner
Steve Finnigan - Chief Constable, Lancashire Constabulary
Angela Harrison, Director of the Office of Police and Crime Commissioner
Steve Freeman, Deputy Chief Finance Officer, office of the Police and Crime Commissioner
Matt Horn - Superintendent, Lancashire Constabulary

IN ATTENDANCE

Ian Dickinson - Standards and Governance Officer, Office of Police and Crime Commissioner

PERFORMANCE

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.

A copy of the report had been circulated in advance of the meeting.

Projections for 2014-15 – All Crime – the Chief Constable advised that there had been a steady downward trend in all crime over a number of years and, in particular, a year-on-year REDUCTION of 1,532 crimes (1.6%) from February, 2014, to January, 2015. Based on the chart figures, it was estimated that the year-end crime reduction figures would be approximately 3.3% on 2013-14 and a 4.9% REDUCTION on the 3 year Mean.

Projections for 2014-15 - Domestic Burglary – the Chief Constable advised that there had been a year-on-year increase of 636 crimes (14.3%) from February 2014 to January, 2015. Based on the chart figures, it was estimated that the year-end INCREASE would be approximately 11.2% on 2013-14 and a 19.3% INCREASE on the 3year Mean.

The Chief Constable explained that South and East Divisions had experienced challenging periods, particularly during the first two quarters of the year. Work was underway to review around 50 investigations to understand the approach taken and to identify any lessons. Despite this increase the Chief Constable considered that Lancashire Constabulary started from a good base and was currently in the middle

band when compared with most similar forces. Further, there was a belief that there may be some correlation with the public's high confidence in the Constabulary and there was some evidence to suggest that people were leaving property unsecured as a result. It was recognised that a balanced approach was required in relation to prevention so as to avoid over worrying residents.

ACTION – ACC Bates to present a paper to a future meeting of the Joint Management Board identifying causes and interventions in relation to Domestic Burglary.

Projections for 2014-15 – Sexual Offences – The Chief Constable advised that there had been a year-on-year INCREASE of 70 crimes (3.7%) from February 2014 to January, 2015. Based on the chart figures, it was estimated that the year-end INCREASE would be approximately 5.9% on 2013-14 and a 28.9% INCREASE on the 3 year Mean.

The Chief Constable considered that figures were low compared with other forces as this had been a priority for Lancashire Constabulary longer and therefore he would expect a more stable position. However, he did expect to see an increase albeit not as large as other forces. Despite, this he gave an assurance that the force was not complacent and referred to a recent HMIC inspection report highlighting the Constabulary's continued focus on victims.

Projections for 2014-15 – Hate Crime – The Chief Constable advised that it was estimated that the year-end REDUCTION would be approximately 14.0% on 2013-14 and a 0.6% REDUCTION on the 3 year Mean.

In response to a question from the Commissioner the Chief Constable recognised that whilst the figures were low, Lancashire Constabulary was committing considerable resources in to this area and particularly in relation to preventing people travelling to Syria. However, relationships with communities were good and he believed this was reflected in the latest figures.

Projections for 2014-15 – Domestic Abuse – The Chief Constable advised that it was estimated that the year-end REDUCTION would be 7.3% on 2013-14 and a 6.7% REDUCTION on the 3 year Mean.

Action – Detective Chief Superintendent Critchley to update the Police and Crime Commissioner in relation to the Domestic Abuse action plan activity.

Confidence in the Constabulary – the Chief Constable presented information giving details of overall customer confidence in the Constabulary between April 2012 and April 2014 – there had been an increase in confidence since April, 2012, with the latest figure standing at its highest level of 91.2%.

QUALITY OF SERVICE – UPDATE ON CONTACT MANAGEMENT (101/999 AND PASS RESPONSE)

The primary area which the Commissioner had identified for scrutiny was the continued poor 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.

The Commissioner conveyed the continuing dissatisfaction among both the public and councillors around the performance of the 101 service since Contact Management was centralised, and reiterated his resolve to see an improvement in a key public-facing area.

The Chief Constable advised the Commissioner that at the end of December the switchboard contracts were not renewed as this addition was not in the structure and with the January intake ready to take calls mid-March, an increase in call-handling performance was predicted. However, it was clear that this was the wrong decision - with the closure of the switchboard there had been a significant increase to the operator call-handling times, which had increased calls stacking, especially when an influx of calls was received.

Therefore in February a decision was made to re-introduce the switchboard, unfortunately the staff previously available had now moved on as CCAs themselves or other roles within the organisation. The recruitment for switchboard had now concluded and they will be in post early April. Further, the Chief Constable committed to the use of overtime for staff to ensure an improvement in the short term.

In the medium to long term it was anticipated that the re-launch of the website to enable the public to contact an officer, report a crime, report an incident would assist in managing future demand.

The Chief Constable advised the Commissioner that the monitoring of social media (Facebook, Twitter) by Communication Room staff would not impact on performance as this area is monitored by Team Leaders rather than the telephone operators.

The Commissioner noted that the number of sergeants within the Demand Reduction Unit had been increased, which enabled a more local approach to addressing risk, threat and vulnerability. There was now a sergeant for each of the Divisions, who worked closely with the frontline sergeants.

By taking unnecessary demand out this increased the operational effectiveness of the officers on the frontline, to enable them to be dispatched to those incidents that necessitate a police presence.

The Commissioner noted that in February, over 400 hoax 999 calls were received into the control room from an unregistered mobile phone but appeared to be located near to a High School in Colne. The neighbour policing team for the area assisted and also involved the headmaster within the school to help identify the offender/offenders.

Three potential offenders have been spoken to by the police and school and, at the moment, the calls had ceased. These hoax calls heavily impacted on the room and whilst the numbers were disconnected as soon as possible, the offenders then used different SIM cards to make further calls.

The Commissioner recognised that incidents such as this had the potential to skew true performance figures and asked if it was possible to filter the hoax caller figures out of the performance data.

Action - Chief Superintendent Oldham to scope how much work would be required to filter the hoax caller figures out of the performance data

PACT MEETINGS

The Commissioner received a paper on PACT setting out the Constabulary's aim for PACT to become more flexible, with the emphasis being shifted towards a continual engagement process rather than simply a scheduled monthly meeting. Neighbourhood Policing Teams were empowered and enabled to determine the best forms of engagement for their own ward areas.

The Commissioner recognised the importance placed on engagement with the constabulary through PACT and the need for a cohesive engagement strategy which also identified the links to Watch Schemes and 'In The Know'.

Action - The Chief Constable agreed to share the Local Policing Engagement Strategy with the Office of the Police and Crime Commissioner once the strands have been pulled together under Futures/Corporate Communications.

WATCH SCHEMES

It was noted that there were currently six neighbourhood watch coordinators, two per Division, that currently facilitate almost 1500 Neighbourhood Watch co-ordinators, covering over 50,000 properties. Their role was to administer, recruit, support and service existing schemes in their areas. Governance was supplied at force level through the wider Citizens in Policing board.

In addition, it was recognised that a number of other watch schemes had been introduced, ranging from Business and Shop Watch through to Rural, Canals, Caravans and Churches. The Watch Scheme participants register through the In The Know (ITK) messaging system to receive specific local information.

The Commissioner was mindful that Lancashire had a proud history in relation to Watch Schemes and believed this to be the fourth element of the Citizens in Policing family. However, through his meetings with senior Watch representatives he was under the impression that they were unhappy with the support and information being provided.

The Commissioner noted that in February 2015 a review of NHW and associated watch schemes commenced in order to better understand the role of watch schemes in the light of the changes facing the Constabulary. He believed it was imperative to understand what effective engagement and social action was and how, as a result, Lancashire Constabulary could support and signpost within our communities.

Action - That the outcomes of the Watch review form part of the report on Local Policing Engagement Strategy to be presented to the Joint Management Board.

CITIZENS IN POLICING

The Chief Constable advised the meeting of some key milestones in relation to Lancashire's Citizen's In Policing (CIP) programme.

It was noted that CIP was headed by ACC Bates; the governance was provided through a CIP board and individual strand delivery groups. Each strand had an allocated a Divisional Commander as its lead:

- Cadets - Chief Superintendent Chris Bithell
- Specials – Chief Superintendent James Lee
- Volunteers - Chief Superintendent Stuart Noble

It was recognised that whilst each of the three independent CIP strands provided an effective stand-alone contribution to the policing family, when taken together they provided a significant combined contribution to the communities of Lancashire.

Cadets

In relation to the Volunteer Police Cadet (VPC) programme the current establishment was 450 cadets across 18 Cadet Units located in nine colleges across Lancashire, with 25 cadets in each unit:

The establishment of 450 cadets had been spread across the County according to college locations, however the majority of the funding was given to provide community resilience in the most deprived areas of East Lancashire; hence there was a skew of resources towards that area.

Due to the success of the programme, the ambition was to increase in 2015 / 16 by a further 200 cadets. As a result of the success of the cadets, additional funding of £19,000 had now been sourced from 'Youth United'.

Special Constabulary

In relation to Specials, ACC Bates commissioned a root and branch review in October 2014. This was governed through a newly formed Strategic Specials Board, jointly chaired by ACC Bates and Paul Airlie, the Specials Chief Officer (SCCO); there was also a Tactical Management meeting chaired by Chief Superintendent Lee.

It was noted that the ambition was to totally integrate the Special Constables, replicating the working conditions offered to regular officers, to ensure that they feel as valued as regular colleagues. The review looks at the Special Constabulary in its entirety however the main priorities at this time were:

- **Wellbeing / Welfare / Culture** – scoping the needs of Specials

- **Recruitment and Retention** – an ambition to have over 650 Specials in place by the end of 2016 had commenced with large scale targeted recruitment events
- **Specials Chief Inspectors (SCI)** – the recruitment of a SCI for each BCU in order to provide management support for the SCCO and divisional Chief Inspector leads. SC Management information would be provided for the first time.
- **A more effective SC** – a professional push to ensure the appropriate divisional capacity of our SCs in order that they are deemed as ‘safe and legal’ and can be fully utilised.
- **Role understanding** – re-writing the roles of Special Constables, Sergeants and Inspectors to ensure clarity of purpose and a focus on pastoral care.

Volunteers

It was recognised that Lancashire Constabulary had an established Police Support Volunteers (PSV) structure. Over the 12 months the Corporate Development CIP team had been working with departments and Neighbourhood Police Teams to increase the number of volunteering opportunities with Lancashire Constabulary.

The Chief Constable advised the Commissioner of the areas of growth in volunteering within the CIP portfolio.

- **Better Impact** – Working with the volunteer manager from LCC in developing their web based volunteer Management Information System (MIS) to suit the Constabulary’s requirements. The system is called Better Impact; it is a recruitment and information management system for both volunteers and cadets. The system will be used from the initial recruitment stage of the potential volunteer to specific advertised opportunities. It has the capability of capturing personal details, record volunteered hours and produce data.

Restorative Justice - Success of the Blackpool and the Fylde Restorative Justice Panels, South has meant that we are in the process of setting up RJ panels across Preston, Chorley and West Lancashire. 25 volunteers are currently going through the volunteer process and we are looking to advertise for a further 15 in the very near future. East division has also set up a panel which is in its infancy and there are discussions around one for Fleetwood. The panels provide impartiality and they will be looking to Neighbourhood Policing Teams for referrals.

- **Complaints Resolution Facilitators** – The Professional Standards department recently advertised for volunteer Complaints Resolution Facilitators to deal with their serial complainants. Over 50 applications were received, after shortlisting and interviews 15 have accepted the opportunity and have recently completed a comprehensive 3 day training course run at HQ. The volunteers will then be based in the community and work closely with their PSD co-ordinator.
- **Chinese CHIP** – April 2015 saw the launch of the Chinese Community, Help and Information Phone (Chinese CHIP). The helpline will be staffed by a team

of volunteers who are bi-lingual and can speak Mandarin, Cantonese or both. This will provide vital links within the Chinese community in the reporting of non-emergencies to the police and the signposting to other organisations where relevant. The volunteers have had training inputs on DV, Diversity, Roads Policing, Drugs and Personal Safety, we are also currently working with Contact Management to ensure the relevant process are in place for when it goes live. Below is a comment about the training from one the volunteers.

Action – That Ian Dickinson represents the Police and Crime Commissioner on the Citizen in Policing Board.