



**Lancashire  
Constabulary**  
police and communities together

## **STRATEGIC SCRUTINY MEETING**

**TUESDAY THE 22 JUNE 2016 AT 11.00AM 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, Director of the Office of Police and Crime Commissioner  
Ian Cosh – Director of Resources  
Neil Ashton - Superintendent, Lancashire Constabulary  
Ian Dickinson - Standards and Governance Officer, Office of Police and Crime Commissioner

#### **NOTE AND ACTIONS FROM LAST MEETING**

In relation to the investment of mobile devices (Samsung mobile phones and tough books) the Chief Constable informed the Commissioner that a report evidencing how the use of this technology was improving visibility and productivity was almost complete and would be shared with him in the next couple of weeks.

**ACTION – The Chief Constable to provide the Commissioner with the report at the next meeting evidencing how the use of this technology was improving visibility and productivity on completion.**

With regards to TITAN the Chief Constable advised the Commissioner that work by British Telecom Lancashire Services (BTLS) commissioned by TITAN to review the ICT Strategy was underway and a report on the findings would be presented to the TITAN Management Board on the 4 July 2016. This would then allow scrutiny of the report by the Region's commissioners.

#### **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. Overall, the Chief Constable believed that the figures highlighted good performance.

**All Crime** – the Chief Constable advised that there had been a year end INCREASE in all crime in 2015/16 of 4.7%. Whilst Lancashire had seen an increase in all crime the Chief Constable believed that the Constabulary had performed strongly when compared to an increase of 7.4% across the region and a national increase of 8.9%. It was noted that 39 forces had recorded an increase in crime.

The Director advised the Chief Constable that there was reference in the Commissioner's Annual Report that there had been a 1.8% REDUCTION on the 3 year mean to December 2015. However, in order to provide a clear picture the Commissioner advised the Police and Crime Panel (the Panel) of the anticipated INCREASE in all crime. Subsequently, the Panel asked the Commissioner to provide the panel with a briefing for comment explaining where the increases are taking place and to provide any response made by the Commissioner in relation to the expected increase in crime.

**ACTION –**

- 1. The appropriate officers from the Constabulary and the OPCC to develop a briefing paper for the next meeting of the Police and Crime Panel in October explaining where the increases in crime are taking place.**
- 2. The OPCC to provide the Panel with any response or comment made by the Commissioner in conjunction with the Constabulary in relation to the Home Office crime figures due to be released in July.**

**Public Confidence**

The Chief Constable advised that the Constabulary has seen a REDUCTION of 5% in public confidence in 2015/16 from 91.1% to 86.1%.

The Chief Constable advised the Commissioner that the public confidence survey was a Home Office mandated survey and the figures were based on a randomly selected sample size comprising of 600 per year.

A breakdown of those surveyed in Lancashire showed that:-

79% were aged over 55  
96% were white  
8% had children under 18.

Consequently, the Chief Constable was concerned that the lack of ethnicity in the survey sample brought into question its legitimacy and advised the Commissioner that this anomaly was being addressed.

The Chief Constable reported that it was clear that with 57% of those surveyed indicating that they were not very well informed and 63% felt that the police were not accessible this was impacting on public confidence, despite the fact that 81%

considered that the police tackled their issues and 95% indicated that nothing had occurred to undermine their confidence in the police.

In response to this the Constabulary had undertaken an in depth analysis of the process and the outcomes and a report on the findings would be presented to the Commissioner following the meeting.

The Commissioner informed the Chief Constable that he was concerned with the reduction in public confidence which could be exacerbated with the recent increase in crime, particularly amongst older people. The Commissioner indicated that he would take the opportunity to consider the report and identify what changes needed to be made and continue this discussion at the next scheduled scrutiny meeting in September.

**ACTION – The Chief Constable to provide the Commissioner with a copy of the Constabulary's Confidence Survey report following the meeting.**

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

The Chief constable advised that the Constabulary had answered 88.5% of 999 calls within 10 seconds in 2015/16, an INCREASE of 8.8% on the previous year and on average answered calls under 5 seconds.

It was noted that in general where service levels were below 90% related to sudden surges in demand such as an incident on the motorway at peak times which could result in multiple emergency calls being received in a very short time frame.

In relation to non-emergency calls the Chief Constable advised the Commissioner that the Constabulary answered 79.6% of calls within 40 seconds in 2015/16, an INCREASE of 15.9% on the previous year.

It was noted that in general where service levels were below 80% related to raised demand for emergency calls resulting in operators prioritising the 999 calls to the detriment of non-emergency calls.

It was noted that the Commissioner was to visit the Contact Management Centre in the near future to see first-hand the work undertaken by Perfect Flow to streamline processes and to remove duplication.

In the meantime it was recognised that the Constabulary needed to look at how resources were being deployed to meet demand. It had been understood that the staffing for the Force Control room should be 295 FTE. This was comprised of 275 full time staff and 20 temporary staff subject to flexible working agreements. This establishment figure was established following the introduction of the single control room model and it was considered that these agreements should be reviewed to see if improvements could be made.

The Commissioner conveyed the continuing dissatisfaction he received among both the public and Councillors around the performance of the 101, and reiterated his resolve to see an improvement in a key public-facing area, particularly in relation to understanding public expectations and how to meet it. Indeed, recently, it was

suggested that perhaps the public were unaware that they were speaking to a police officer within the Initial Investigation Unit (IIU).

In response the Chief Constable conceded that the Commissioner was more exposed to public opinion than himself and suggested that the Constabulary's media team could assist with managing public expectations by promoting a better understanding of the role and services provided by the Contact Management Centre.

The Commissioner was also advised that within the Control room the Initial investigation Unit had an establishment of 40 constables which dealt with recording of crimes at the first point of contact and providing advice to operational officers and contact management staff. Mindful of the Commissioner's earlier comment in relation to managing public expectations, officers from the IIU undertook desk top investigations which might lead to lines of enquiry or forensic opportunities. It was noted that the Constabulary would like to replace these officers with PIP 1 accredited police staff, but at present the College of Policing did not recognise this practice. However, work was underway with the College to overcome these issues.

**ACTION – The Constabulary's Media and Marketing team in conjunction with the OPCC to consider, in the context of ongoing reviews, how awareness raising for the public may be done.**

**Police Volunteer Cadet** – It was noted that the number of police volunteer cadets had REDUCED from 450 to 353. The Chief Constable advised the Commissioner that this was due to cadets being successful in becoming PCSOs or Special Constables. However, a recruitment drive was underway and the Chief Constable was confident that the Constabulary would have an establishment of 650 police volunteer cadets by September 2016.

**Special Constables** – it was noted that the number of Special constables had INCREASED from 367 to 521 in 2015/16.

### **Domestic Abuse Referrals**

The Chief Constable advised that whilst there had been a year end DECREASE in the recorded number of Domestic Abuse Referrals in 2015/16 of 7.1% the Constabulary had seen an INCREASE in the number of Domestic Abuse Referrals with a high and medium risk level. The Chief Constable reported that this was due to a better understanding of the issues by officers.

**All Sexual Offences** - The Chief Constable advised the Police and Crime Commissioner that the Constabulary had seen an INCREASE of 31.3% in all sexual offences in 2015/16. Whilst the Chief Constable was pleased that the public was confident to report these issues this was higher than the national and regional average and that of the Most Similar Group.

The Chief Constable alluded to a recent briefing provided by the Constabulary prior to the Police and Crime Panel on this matter. The Commissioner thanked the Chief for the officer's time and added that the briefing provided valuable context to this area for the meeting.

The Director advised the Chief Constable that the Panel showed a genuine desire to understand the issues facing both the Commissioner and the Constabulary had asked to be provided with a breakdown of sexual offences and details of changes (increases/decreases) in crime categories.

**ACTION – Officers from the OPCC and Constabulary to discuss the most appropriate method of reporting figures to the Police and Crime Panel in relation to all sexual offences and sexual offences on children under 16. Sexual Offences on Children under 16**

The Chief Constable advised the Police and Crime Commissioner that the Constabulary had seen an INCREASE of 34.7% in in relation to the number of sexual offences on children under 16 in 2015/16. This represented an INCREASE of 347 crimes.

The Chief Constable stressed that it was evident that there was a link to the increased ownership of mobile technology and the increase in sexual offences against children and action was needed to educate young people about this.

**Business Crime** – the Chief Constable advised that there had been a 2.6% REDUCTION in this category in 2015/16.

It was noted that shoplifting and Making off without Payment (Drive Offs) accounted for 83% and 16% respectively.

**User Satisfaction** - The Chief Constable had advised that the Constabulary had seen a REDUCTION of 1.3% in user satisfaction in 2015/16 from 82.5% to 81.2%. This was lower than the national and regional average and that of the Most Similar Group.

Further, the Chief Constable advised that the Constabulary had seen a REDUCTION of 4.2% in relation to 'follow-up' which demonstrated a failure to re-contact and thereby failing to meet public expectations.

It was the Chief Constable's considered view that there was no excuse for an officer to 'follow up' especially if the member of public had provided an e-mail address or telephone number. Therefore, the Constabulary was analysing management data on local policing teams and individuals and picking up on Quality of Service. Further, the Constabulary are focussing on quality of service issues through Divisional Quarterly Performance Reviews and the Chief Constable expected to see an improvement in this area.

**ACTION – The Chief Constable is asked to report on the Constabulary's progress on improving officer 'follow up' at the next meeting in September in order to increase user satisfaction in the Constabulary.**

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

It was agreed that this item had been considered as part of the overall performance report at item 2.

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY – INSPECTION PROGRAMME**

The Police and Crime Commissioner received an update report in relation to the HMIC inspection programme for 2016/17.

The Chief Constable advised the Commissioner that in relation to the recent joint HMIC/HMIP custody inspection initial feedback from HMIC that officers' interaction with detainees was exceptional.

However, some concern was raised in relation to the behaviour of staff and it was noted that the Deputy Chief Constable was reviewing the issues raised by the inspectors.

In relation to the HMIC PEEL inspection in relation to efficiency, legitimacy and leadership due to take place in July 2016 the Chief Constable suggested that his officers meet with the OPCC to prepare for the Strategic presentation which will be led by the Deputy Chief Constable.

In response to the update the Commissioner commented that he understood that he would receive a detailed update in relation to the constabulary's progress against the HMIC recommendations and any areas that required further attention.

The Chief Constable agreed to share this with the Commissioner prior to the Inspection.

**ACTION – The Chief Constable to provide an update in respect of the Constabulary's progress against the HMIC recommendations to the Strategic Scrutiny meeting in September 2016.**

**Item 5 - Racially/Religiously motivated Hate Crime Update**

The Commissioner received a report setting out the performance of the Constabulary to 31<sup>st</sup> of March 2016 in response to an action to the Chief Constable to provide a further update on racially/religiously aggravated crimes.

The Commissioner recalled that at the Scrutiny meeting held in June 2015, a report was presented in relation to Racially/Religiously aggravated crime.

At the time of the meeting, Lancashire Constabulary was showing a reduction of 18% in the number of Racially/Religiously Aggravated crimes being recorded during the period May 14 to April 15 compared to the same period the previous year. This equated to a reduction of 95 incidents from 528 to 433

This was in contrast to the 33 forces across the country experiencing increases. Lancashire was the only force in the North West Region and only one of three within our MSG experiencing a reduction (the others being Humberside and Kent). All of the other North West Forces were showing an even greater increase than was showing at the previous meeting whilst we are showing a greater reduction.

Whilst welcoming the figures in Lancashire the Commissioner was surprised to note that in view of Lancashire's diverse communities the numbers of reported incidents were similar to that of Cheshire.

At the time, Cheshire Constabulary was showing an increase of 6.3% during the period May 2014 to April 2015 compared to the same period the previous year. This equated to an increase of 32 incidents of Racially/Religiously aggravated crime from 512 to 544.

In order to provide re-assurance the Chief Constable agreed to assess the recorded levels of racially and religiously aggravated incidents and offences and present a report to a future meeting.

Following the meeting the Constabulary undertook a review which comprised of a dip sampling exercise of hate incidents over the last 12 months and a number of inconsistencies were identified that might account for the reductions. These included the call handing and tagging process, local key word scanning and crime recording. These were areas that were being rectified through a new approach to 'hate crime' by streamlining the number of tags a call handler can allocate, the supervision of the logs by the Demand Management Unit, a consistent scanning process in divisions and a central quality assurance through the Diversity and Equality Group.

Further, it was considered that changes in the Basic Command Unit structures, communications rooms and the merging of local diversity departments had an impact upon engagement / awareness opportunities alongside the changing demand of community cohesion teams.

Indeed, it was identified that the Constabulary had not conducted any internal or external hate crime awareness since 2012/13 which was in the main disability themed. Preliminary discussions have been held with the Office of the Police and Crime Commissioner and this would be addressed in 2017.

These inconsistencies had now been rectified and along with additional changes to the governance structure had led to an increase in the recording of Racially/Religiously motivated hate crime to Lancashire Police. The actual year end reduction as at March 2016 was 6.3%.

Whilst it was not possible to calculate precisely what the number of reported incidents would have been in June 2015, if the inconsistencies identified above, had been rectified at the time, predictions for 2016/17 show that based on the last 12 months figures Lancashire should record an increase for the year.

Based on these predictions Lancashire would demonstrate a level of recording that was somewhere between that of Cheshire Constabulary and GMP which was in line with the Commissioners comments at the June 2015 Scrutiny meeting. In receiving the report the Commissioner highlighted his concerns around the lack of awareness training for officers and staff stressed the importance of building trust in the community to report these incidents and to demonstrate what support and action they will receive when they do.

In response the Chief Constable cited that the Constabulary's Vulnerability Agenda was at the centre of the organisation to assist staff in identifying these issues.

### **Item 6 – Urgent Business**

No items of urgent business was presented

### **Item 7 – Date of next meeting**

It was noted that the next scheduled Strategic Scrutiny meeting will be held on 15 September 2016.

## **PRIVATE ITEMS**

### **Item 8 – Best use of Stop and Search**

The Commissioner received a report on the current position as against the compliance with the Home Secretary's recommendations in 2014 and 20 in respect of Best Use of Stop and search 15 and an update on the Constabulary's current performance on Stop and Search.

The Commissioner noted the report.

### **Item 9 – Complaint Analysis**

The Commissioner received a Complaints Performance Report for consideration.

The Commissioner noted the report

### **Item 10 – Civil Claims**

The Commissioner received a report on the current position regarding civil and employer's liability claims.

The Commissioner noted the report.

**A Harrison**  
**Director**