



TASK AND FINISH LINES OF ENQUIRY

DEFENDING FRONTLINE POLICING PRIORITY

LINES OF ENQUIRY

1. **Please can the Commissioner clarify the parameters of the priority 'Defending Frontline Policing'?**

The priority Defending Frontline Policing has a number of elements and they are:

- Maintaining a visual presence.
- Supporting the Constabulary in developing the role of Specials and the roll of our Cadet schemes.
- Maintaining a neighbourhood policing approach.
- Building confidence in our communities and tackling the fear of crime.
- Campaigning for better funding for the Police Service.

These elements are evidenced in a number of ways and the Chief Constable is held to account by me as Commissioner through Scrutiny and through Boards and meetings attended by me and my Office. The following are examples of some of the evidence which contributes to the progression of this priority by the Constabulary:

- **Maintaining a visible Police Presence**
HR Strategy – e.g. Recruitment office's/staff.
ICT Strategy – e.g. Involvement Body Worn Video/Toughbooks etc.
Estates Strategy – e.g. New Police Station in Accrington/West Division
Access and contact issues (999 and 101).
Vehicle Procurement – joint procurement via a consortium
Collaboration – Cumbria Strategic Alliance
- **Supporting the Constabulary in developing the role of Specials and the role of the Cadet schemes**
Citizens in Policing Strategy - Citizens in Policing Board
- **Maintaining a neighbourhood policing approach.**
One Team (Futures Programme)
Part Funding PCSO's by Partners
- **Building better confidence in our communities and tackle the fear of crime.**
Confidence/measures
User Satisfaction
Community engagement strategy – e.g. Social Media, In The Know etc.
Professional Standards Monitors
Best use of Stop and Search
Monitoring sponsorship gifts/loans

- **Campaigning for better funding for the Police Service**
 - Funding formula lobbying of MP's and Government
 - CSR lobbying MP's and Government
 - Precept consultation

2. Please can the Commissioner clarify what constitutes operational frontline policing?

In the HMIC report, Policing in austerity: one year on, published in July 2012, it states the definition of front line as:...' those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law'.

Visible

- Response
- Neighbourhood
- Community safety/relations
- Probationers (Student Officers)
- Traffic
- Dogs
- Firearms (tactical)
- Mounted

Specialist

- Air
- Firearms (specialist)
- Marine / Underwater
- Surveillance Unit
- Ports / Special Branch / Protection / Immigration / Nationality
- Child / Sex/ Domestic / Missing Persons
- Fingerprints / Photographic
- Scenes of Crime
- Technical Support Unit (specialist, not process support)
- Asset Confiscation (specialist, not process support)
- Burglary (specialist, not process support)
- CID (specialist, not process support)
- CID – Specialist Crime Unit (specialist, not process support)
- Drugs (specialist, not process support)
- Fraud (specialist, not process support)
- Hate Crime (specialist, not process support)
- Vehicle Crime (specialist, not process support)
- intelligence
- vice
- custody
- control room
- enquiry desks
- professional standards
- local commanders

By way of information, 77% of the budget is spent on the frontline ie some £199m

3. How does the Commissioner hold the Chief Constable to account on the Defending Frontline Policing Priority?

- 3.1. The Commissioner does this in many ways including through formal Scrutiny, ongoing decision making e.g. Joint Management Board (JMB) and through staff/Commissioner attending strategy meetings , planning sessions, briefings etc.
- 3.2. The links below show since the beginning of the financial year 2015/16, the reports that have gone to Scrutiny and JMB that touch and concern this priority.

1. **Joint Management Board 2/4/2015**

- Professional Standards Update
- HR Update
- Learning and Development Update
- Estates Update

2. **Joint Management Board May 2015**

- Procurement Strategy
- Cadet Funding
- Complaints Reform

3. **Joint Management Board June 2015**

- Best use of Stop and Search

4. **Joint Management Board July 2015**

- Professional Standards Update
- HR Update
- Estates Strategy Update

5. **Joint Management Board August 2015**

- Futures Programme
- Sponsorship Gifts and loans 2014/15
- In House Surveys

6. **Joint Management Board September 2015**

- Futures Programme

7. **Strategic Scrutiny June 2015**

- Performance review
- Contact Management
- National Police Air Service

8. **Strategic Scrutiny September 2015**

- Performance Report
- Contact Management

4. **How does the Commissioner hold the Chief Constable to account for the delivery of neighbourhood policing?**

- 4.1. Neighbourhood policing is a critical and crucial part of policing in Lancashire and is an area that as the Commissioner, I am keen to protect and preserve for as long as I can. However, it is a policing model of the past, where all resources were locally based across the various disciplines of policing. Three things have occurred since that position that have led to fundamental changes in this model. Firstly, we have seen a shift in the demands placed upon policing services. Not only have these

demands increased, but the complexity and nature of these demands has changed such as online abuse, historical sexual abuse, child sexual exploitation and people trafficking to name but a few. The second development has been a push for increased efficiency and effectiveness. Finally, there has been the reducing funding envelope for policing which as everyone will know to date has involved: £300 million budget in 2009 dropping by over £74m to date resulting in 714 fewer officers and 532 less police staff.

Set against this context, Lancashire has moved to a model based on risk, threat and vulnerability rather than a one size fits all service. However, I remain committed to the delivery of 24/7 Response Policing, Local Policing and resources to investigate Serious and Complex Crime. Whilst the model of delivery for the Ribble Valley has changed, our overall effectiveness is good within these three areas. Let us not forget in a national setting, the Ribble Valley is one of the safest places to live, work and play across the whole county.

With regard to our frontline policing numbers in the Ribble Valley, the Constabulary deal with calls for service through the "hybrid" model with locally based officers providing 999 and Grade 2 calls and that of course saw the Ribble Valley increase in officer numbers to deliver the required levels of service. One Team approach (of which Ribble Valley is part of) delivers the economies of scale to enable the Constabulary to maintain front line policing through the centralising of departments such as CID and community safety.

In addition to the above comments, I have cited extracts from a recent report/letter to the Ribble Valley Council by Inspector Ian Cooper just before Christmas 2015.

"We changed the policing model, as you know, whereby the local policing team now delivers both emergency response and neighbourhood policing services. This was after a period of the response policing element being delivered by a Divisional team that briefed at Colne, Burnley and Blackburn. In moving to this neighbourhood response model, we've increased the resources based locally, which is great news for the Ribble Valley, especially when put against the context of managing through organisational change around the austerity cuts. We're also seeing growth in the number of Special Constables and the Hyndburn & Ribble Valley police cadet scheme is flourishing."

One Team

By way of further clarification the One Team model reflects the commitment made to the public to prioritise core functions and is also a key driver of the Police and Crime Plan and the Defending the Frontline Policing priority. The commitments already referenced above are expanded on further below.

24 /7 Response Policing

- i) The public of Lancashire can be confident that they will be kept safe around the clock. If they need to call the police they will answer the phone quickly and respond quickly. They will investigate crimes that have happened proportionately, prioritising those crimes which have the greatest impact on the victim.
- ii) The Futures Review 2015/16 has reconfigured Immediate Response, Planned Response and Targeting Teams into a single response model delivering all three functions, and revised the Demand Reduction Unit (including Telephone Investigation Unit) for staff numbers and role. This extended the numbers working on Immediate Response from 817 to 960 officers whilst still creating an opportunity to save over £5 million. It required the planned response function and targeting to be re-engineered and delivered within a single team, with prioritisation of reduced targeting capability aligned to available capacity. Methodology for resource allocation was achieved through market led software modelling products, taking cognisance of demand, briefing bases and maintaining service standard requirements.

Local Policing

- i) Local policing teams cover every inch of Lancashire, you will know who they are and they will know your area. You will be able to contact them about policing issues that concern you through a variety of methods, including online services. In some areas these teams will be more concentrated and will focus on prevention work with a range of partner organisations to reduce harm and protect the most vulnerable (including Early Action with the growth of 25 Community Beat Manager CBM posts). In other areas they will also be responding to calls for service in the neighbourhoods they are responsible for.
- ii) The Futures Review 2015/16 reconfigured Neighbourhood Policing maintaining CBM posts (Early Action CBM, Priority Ward CBM and NHP Response CBM). It created Local Policing Areas where NHP Response officers provide both NHP and Immediate Response functions in the Ribble Valley, Fylde and Rossendale districts. It also revised the distribution of NHP Sergeants to reflect changed structures and numbers of staff to a consistent supervisory ratio. This achieved approximately £1 million of savings through supervision rationalisation in NHP. There were no CBM (277) or PCSO posts removed. The Neighbourhood Needs Index was utilised to grade wards according to need and match policing coverage. Different policing styles have been developed for different districts according to need.
- iii) At the same time as developing these new structures the Futures Programme also reduced dedicated Operational Support Units (OSU), Licensing Sergeants and reconfigured our Force Incident Command (FIC) function, achieving savings of £1.5 million.
- iv) The work stream implementation meetings both within divisions and through central Futures governance continue overseeing the delivery through to full implementation in April 2016.

5. **The Commissioner has measurers of performance relating to 999 and 101, which relate to the answering of telephone calls. Please can the Commissioner advise of the typical attendance response times for the police vehicle to 999 calls? Is there any difference in the rural community?**

999 calls are grade 1 calls. The national target imposed on the Constabulary is to attend such calls within 15 minutes. In Lancashire this target is adhered to irrespective of whether the calls are from rural or urban areas. The average time to attend 999 calls in the Ribble Valley is 11.4 minutes as at October 2015.

Reassurance is given to the caller during the call and that call may be of some duration depending on its nature.

6. **In previous reports to the Scrutiny Meeting, the Commissioner has received reports, following his concerns about the staffing of contact management and equipment issues . Have these been resolved?**

As mentioned in previous Scrutiny reports, weekly conference calls with Capita continue to resolve any technical issues with the system.

Below are some examples when the technology impacted on the Control Room

1st July 2015 – major upgrade to the ICCS system takes place requiring a full fall-back. The fall-back continues for a two day period and has an impact on performance

21st July a server upgrade impacted for two days

12th August – a fault fails to clear 999 calls from queue (ghost calls) affecting performance figures

31st August – ICCS Failure – agents not allowed to log on ready to take calls – results in downtime and fall-back having an impact on performance

Due to on-going technical issues a review of the system was authorised and is due to report. An additional issue was the removal of the switchboard system which impacted on the performance. This decision has been reversed and the switchboard will remain in operation for the foreseeable future pending the review.

The short answer is that technical issues as they occur are resolved as quickly as possible. However, the outcome of the review is awaited as to future technical options.

In terms of staffing Constabulary advise that the staffing for the contact management room should be 295 (FTE). Currently the staffing numbers as at end of November 2015 stands at 287.91 (FTE). A recent intake of staff started taking live calls in September 2015. A further recruitment of staff is currently taking place and they are due to commence training in January 2016.

To still assist with both 101 and 999 calls the Constabulary have trained an additional 60 staff, these staff members were `recruited' on a voluntary basis from existing Constabulary personnel (both Police Officer and Police Staff) and operate on an overtime basis (i.e. over and above their main Constabulary roles). Demand prediction has allowed these 999 Assistance Operators to be utilized when additional support has been required.

Current Performance is as set out below

Performance Year to date

	999				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APR	16120	14070	87.28%	4.7	0.5%
MAY	16637	14882	89.45%	4.1	0.7%
JUN	16758	14749	88.01%	4.3	0.8%
JUL	16983	14885	87.65%	4.6	0.5%
AUG	18933	16754	88.49%	4.2	0.8%
SEP	16374	14194	86.69%	4.8	0.5%
OCT	17237	15483	89.82%	4.0	0.4%
NOV	12549	11083	88.32%	4.1	0.3%

	Non-Emergency				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APR	65048	47639	73.24%	34.1	10.6%
MAY	64414	52059	80.82%	23.6	7.4%
JUN	69359	56492	81.45%	22.9	7.4%
JUL	66926	53433	79.84%	27.0	8.0%
AUG	69019	52294	75.77%	29.3	9.2%
SEP	66105	51767	78.31%	28.7	8.5%
OCT	67880	53476	78.78%	26.7	8.1%
NOV	46420	38166	82.22%	23.2	7.2%

I am still concerned to monitor the performance of this key public service and I will ensure that scrutiny of this area will continue.

7. The Commissioner has an Estates Strategy, please can he explain his plans moving forward?

The Estates Strategy 2014-2019 has been to the Joint Management Board for approval April 2015. Along with an update report in July 2015.

The current progress against the objectives is set out in the report due to go to Scrutiny on the 7th January 2016 and are set out below for ease.

Objective 1 – To support the objectives of the Police and Crime Commissioner’s Police and Crime Plan.

A formal collaboration with LCC has been agreed and signed off. This enables the PCC to both access some specialist services, such as Estates Surveying and Health & Safety Compliance, and also utilise the knowledge base of the wider department.

We continue to seek opportunities to share premises with partner agencies. In that regard we have developed a mailing list for all partner agencies to notify each other when surplus properties have been identified or when there are opportunities to share under utilised premises.

Objective 2 – To support policing through engagement with key stakeholders.

The Estates Team has provided support and continues to work with the Futures Teams in order to ensure the accommodation meets the needs of the current phase of the Change Programme. A dedicated Estates Single Point of Contact (SPOC) has been identified to provide the necessary input by the Estates team in dealing with the consequential matters particularly in implementing the ‘One Team’ and Serious and Complex Futures Programme workstreams.

Objective 3 – Utilisation: Occupancy Efficiency Assessments (OEA)

Futures Programme - Following on from the current Futures Programme implementation plans, and once the financial savings are confirmed, a further review of the estate is planned in order to both align the estate with the long term operational requirements and to identify further opportunities to reduce estate running costs.

Objective 6 – Estates Review

Following an initial scoping exercise, further feasibility work is ongoing with a view to rationalising the Headquarters site.

A report on the opportunities for the Main site are expected by the end of 2015.

Objective 9 – Investment in Building stock

Replacement Accrington Police Station – Progress is being made in this regard and work is expected to commence in mid-February and the units are expected to be ready for occupation by the end of April 2016.

West New Build replacement Blackpool Divisional Headquarters – The planning pre-application meeting has taken place with Blackpool Council, the next stage is for submission of full planning consent, with the formal public consultation requirement expected to take place early in the New Year.

In simple terms, like many organisations, my property portfolio needs to be managed efficiently and effectively, ensuring value for money and a strategic fit to the operational policing requirements.

8. Policing in Lancashire has the support of the Regional Crime Unit (Titan). Please can the Commissioner indicate the costs incurred by Lancashire Constabulary in supporting Titan.

TITAN (North West Regional Organised Crime Unit) delivers specialist functions on behalf of six regional forces, including Lancashire. It comprises of 336 police officers and staff with a budget of £18.3m. It is led by ACC Ward from Merseyside Police. Lancashire Constabulary has 16 officers working in TITAN. It is a north west collaborative arrangement which is set out in a formal agreement.

The specialist functions delivered by TITAN are as follows ;

Regional Organised Crime Team – proactive investigation syndicates

Regional Intelligence Bureau

Financial Investigation (including the Regional Asset Recovery Team)

Regional Cyber Crime Team

Regional Fraud Investigation Team

Government Agency Intelligence Network

Regional Protected Persons Unit

Regional Prison Intelligence Unit

Regional Technical Support Unit

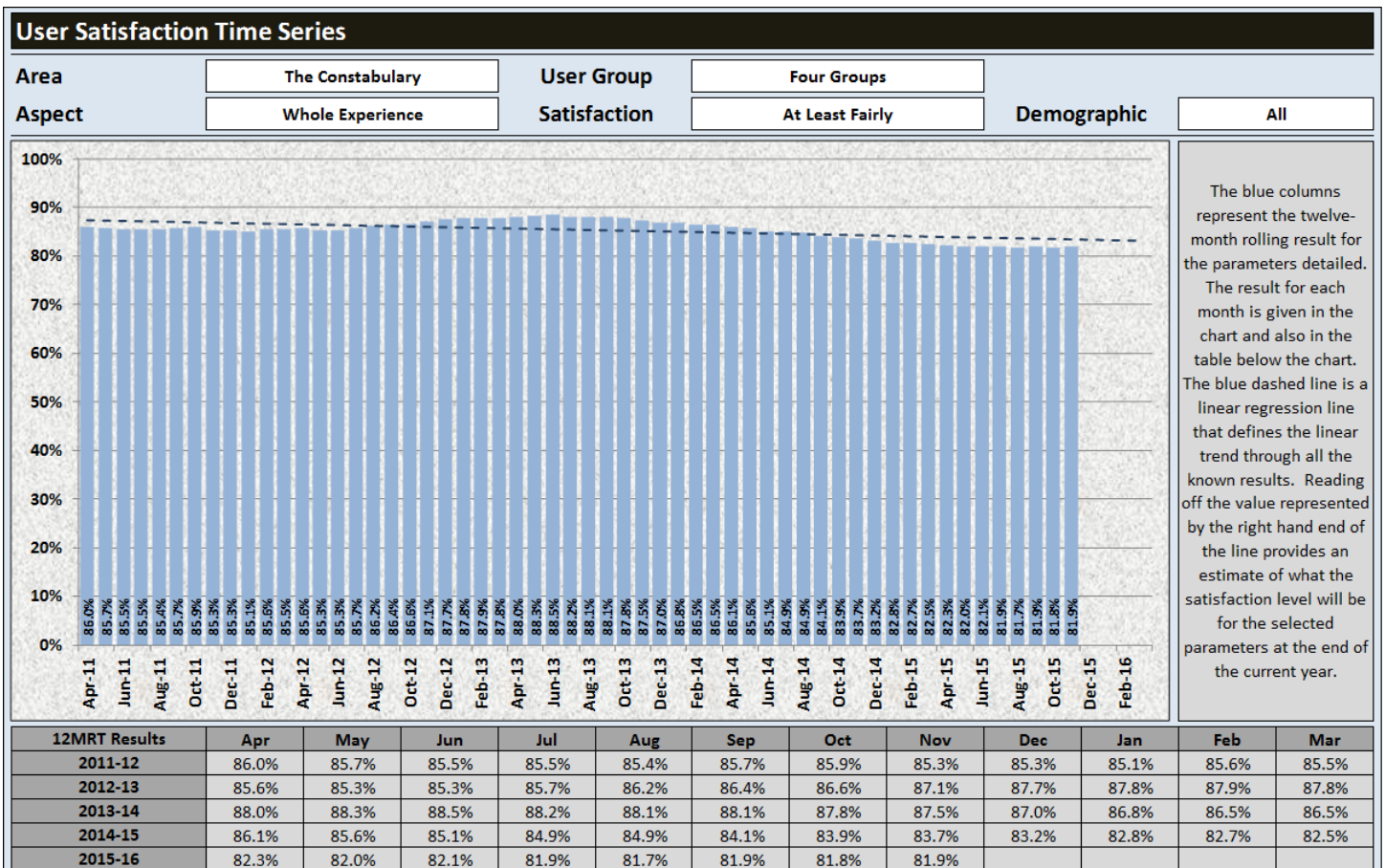
Regional Confidential Unit (5 forces not including Cumbria)

Some funding for TITAN is provided by the Home office and the collaborative partners (based on the Funding Formula and overall policing budget) . The balancing contribution by Lancashire is as set out below.

TITAN	Budget 2015/16 £	
Regional Asset Recovery Team	0	
Regional Organised Crime Team	668,804	Pro Rata Funding Formula
Regional Intelligence Unit	63,582	ditto
Protected Person Service - Collaboration	353,569	Pro Rata Police Budget pre agt
Prisoner Intelligence - Collaboration	191,132	ditto
Confidential Unit - Collaboration	372,324	ditto
Technical Surveillance Unit	546,946	ditto
Operational Security Officer	13,655	diito
TOTAL	2,210,012	

9. The Defending Frontline Policing priority talks about building confidence in our communities and tackling fear of crime. How have you held the Chief Constable to account in these areas?

I receive the Confidence data and user Satisfaction data as part of my performance measures and these are presented to the Panel as part of my performance report .Current performance is set out below.



Confidence File - Time Series Bar Chart

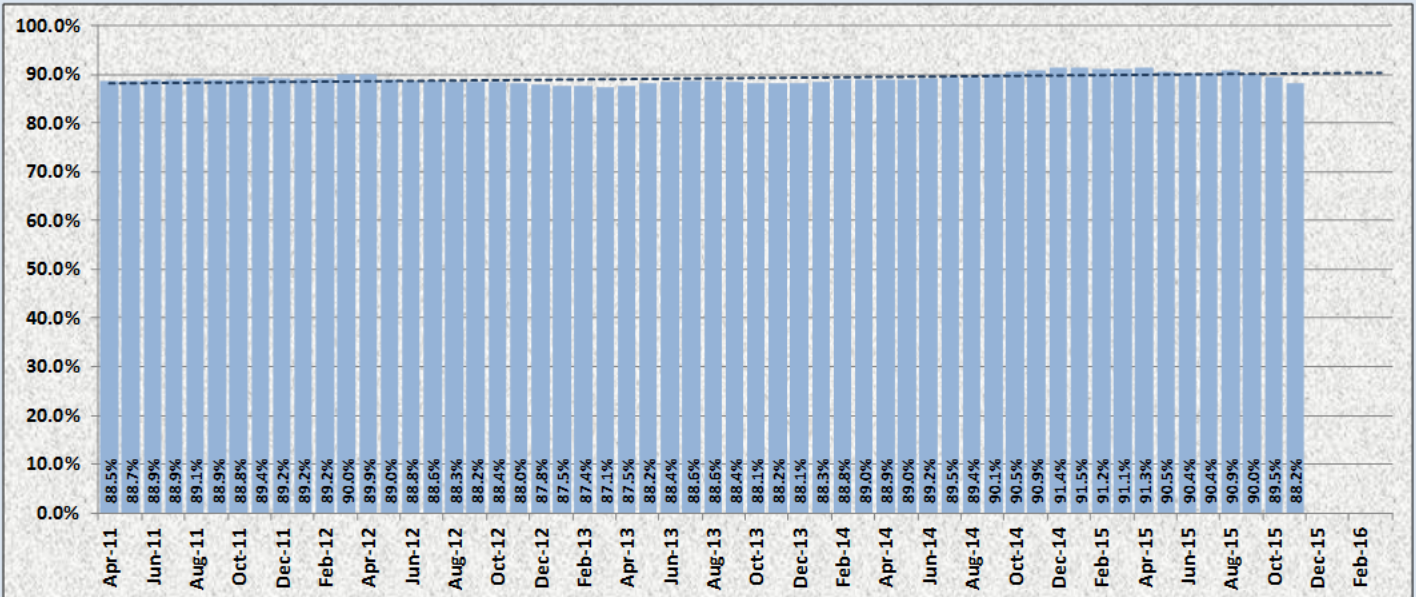
Select Area

The Constabulary

Select Aspect

Overall Confidence

The blue columns represent the twelve-month rolling results for the selected parameters. The percentages are the proportions of all survey respondents who were fairly or very confident in the aspect of service specified.



12MRT Results	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2011-12	88.5%	88.7%	88.9%	88.9%	89.1%	88.9%	88.8%	89.4%	89.2%	89.2%	89.2%	90.0%
2012-13	89.9%	89.0%	88.8%	88.6%	88.3%	88.2%	88.4%	88.0%	87.8%	87.5%	87.4%	87.1%
2013-14	87.5%	88.2%	88.4%	88.6%	88.6%	88.4%	88.1%	88.2%	88.1%	88.3%	88.8%	89.0%
2014-15	88.9%	89.0%	89.2%	89.5%	89.4%	90.1%	90.5%	90.9%	91.4%	91.5%	91.2%	91.1%
2015-16	91.3%	90.5%	90.4%	90.4%	90.9%	90.0%	89.5%	88.2%				

A number of measures are in place to build confidence in our communities including the Citizens in Policing programme referenced above and the maintenance of local policing teams as referred to in the One Team model currently being rolled out and referred to above. These areas are scrutinised by myself through the reports referenced above.

I have invested heavily in new technology to assist in making officers more efficient and visible. The progress against the ICT Strategy 2014/18 is being reported report to the Scrutiny Committee on the 7th of January 2016.

By way of highlight, I have approved the expenditure of %3m towards the purchase of Samsung devices. In September 2015 the force wide rollout commenced, with the main training phase scheduled to finish on 4th December 2015. The functionality of the Samsungs provides users with the ability to obtain and send emails, read and update incident logs, obtain Police National Computer (PNC) details, obtain and input intelligence, use of the telephone for text and call to victims, use of the internet, including social media, and a plethora of forms which negate the need for paper copies. The device management system allows the devices to be remotely tracked in the event of a device being lost, and the ability to remotely wipe the device, ensuring data integrity for the organisation. The feedback from staff has been very positive, which is a complete contrast to the PDAs devices they have replaced. The priority over the coming months is to put effort and focus into the cultural and process changes that are required to maximise the significant investment that has been made in the initiative.

The Toughbook initiative is well established having been in place in all three territorial divisions for in excess of a year. Following technical enhancements to address issues around connectivity that had been identified in the early stages of the rollout the feedback from users has been positive in terms of the functionality, connectivity and stability of the devices. Numerous enhancements have been made to the platform including the recent rollout of electronic witness statement, which are a key

building block for the Constabulary's planned transition to the DCF (Digital Case File). This transition will occur in 2016 following the implementation of the Connect Case and Custody system in April.

In 2014 I authorised the purchase of 150 Rs3-sx body worn video. These cameras were split between each of the three territorial divisions and this effectively provided for 2 out of the 3 Immediate Response briefing bases to be equipped. Due to the "hybrid" configuration in terms of our IT needs certain other hardware needed to be purchased as well as other IT infrastructure needs. The approximate spend on this project was £115,000.

In March 2015 a further 100 cameras were purchased to equip the remaining 3 briefing bases in each division for Immediate Response. However the number of locations grew to 4 due to an operational necessity of equipping both Morecambe and Fleetwood. The approximate spend on this part of the project being £83,000. As is the case with Toughbooks the cameras are not personal issue, but rather held as a pool of resources and booked out on an individual basis by the officer. This operating model maximises the investment that has been made in the BWV initiative. High level scoping of future requirements has identified a desired growth of an additional 60 cameras and associated IT infrastructure etc, would address all of the Immediate Response needs. This includes some of the hybrid NHP/Response models the Constabulary has recently implemented.

10. The Commissioner is keen to increase Cadet numbers and Specials. What are your plans for future recruitment?

By the end of 2016 the ambition is to achieve 650 Cadets and 650 Specials. The current position is that there are 410 Cadets (East 198; West 92; South 120) and 470 Specials (East 126 52 % safe and legal ; South 127 47 % safe and legal ; West 86 54 % safe and legal; remainder at HQ or in training) as at the end of November 2015.

Cadets and Specials are part of my Citizens in Policing Programme and action plans are monitored at the Citizens in Policing Board. The report to Scrutiny on the 7th of January sets out the full details

11. The Commissioner is also keen on the continuance of Neighbourhood Watch in Lancashire. What are the current plans?

Following a meeting between Lancashire Neighbourhood Watch (NHW) and myself on the 11th of September 2015 £10k funding was granted for a NHW community safety project. In order to ensure that the project realises its full potential the Lancashire NHW are currently revising and considering their;

- future structure
- vision and mission for the next 3 years
- widening and reach of NHW – Early Action approach / education
- the most effective use of Social media and NHW – an ambition to recruit a volunteer to assist
- most effective use of the OPCC funding

In January 2016 a further meeting will be held with the Lancashire NHW to pull together their plans. NHW are present in all divisions and Lancashire NHW are reviewing the extent and effectiveness of schemes across Lancashire.

NHW is the fourth strand of the CIP, It will have its own branding moving forward as it does now. The connection with the Constabulary's 'In the Know' system is something that will continue to be worked on.

12. What measures are undertaken to scrutinise the numbers of Police Officers and PCSOs to ensure they are adequate. ?

As Commissioner, in my performance measures I receive from Constabulary the latest establishment figures of PC's and PCSO's and these are reported to Panel in my performance report.

The allocation of resources is an operational matter not one of which I am involved. However, resources are allocated using an all demand model for response resources. The ACC Territorial Ops has the role of ensuring that with HR and the support of the Director of Resources through the Strategic Resource Board, that the allocation of all officers in the right proportion and recruitment and retention issues are managed accordingly. For neighbourhood resources (278 CBM) the complex demand of communities are all fed into the MADE database and the Neighbourhood Needs Index is used to allocate both CBM and PCSO numbers accordingly. Again this is managed by Strategic Board.

Deployment of officers (PCs and PCSO's) is the responsibility of the Chief Constable based risk threat and harm.

The Futures team have reviewed fully the current position of fleet in respect of response and neighbourhood policing. This identified a requirement to redistribute the existing liveried fleet and to convert 16 plain cars into liveried vans. This is being dealt with as an implementation cost of the prospective structure. In respect of neighbourhood allocations the Futures Programme have identified a requirement to increase the fleet by 22 vehicles and livery a further 8 vehicles, this is subject to consideration of the wider future resourcing picture. The Futures programme through this work are ensuring a more appropriate distribution of fleet delivering a more mobile and responsive front line policing capability.

In terms of visibility the Constabulary is developing proposals with my Office proposals for mobile working which enhances visibility and intelligence in real time to patrolling staff. This gain is a great help to the future planning of resources to demand.