

Police & Crime Panel for Lancashire

Monday, 11 December 2017

18:30

Cabinet Room 'C', The Duke of Lancaster Room, County
Hall, Preston,

AGENDA

PART I: ITEMS FOR CONSIDERATION IN PUBLIC

1. **Welcome and Apologies**
2. **Minutes of the Previous Meeting**
Police and Crime Panel for Lancashire Minutes 3 - 8
Monday 20th September 2017
3. **Declarations of Interest in Items on this Agenda**
If a Board Member requires advice on any items involving a possible Declaration of Interest which could affect his/her ability to speak and/or vote he/she is advised to contact Phil Llewellyn at least 24 hours before the meeting
4. **Public Questions**
5. **Task and Finish Groups - Verbal Updates**
(1) Contact Centre
(2) Victim Services
(3) Frontline Policing
6. **Impact of Fracking on Policing and Budget**
Fracking Update 9 - 14
7. **The Police and Crime Plan Performance**
Monitoring Report
Police and Crime Plan Performance Monitoring 15 - 18
Report
Appendix A 19 - 34
Appendix B 35 - 44
Appendix C 45 - 46
Appendix D 47 - 56
Appendix E 57 - 58
8. **Police and Crime Commissioner Decisions**

	Decision Report	59 - 62
9	National PCP Conference November 2017	
	National Conference for Police and Crime Panels 2017	63 - 66
10	Monitoring of Complaints	
	PCP Complaints Update	67 - 68
11	Urgent Business	
	An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman is of the opinion that the Item should be considered at the meeting as a matter of urgency. Wherever possible, the Secretary of the Panel should be given advance warning of any Members intention to raise a matter under this heading.	
12	Date of Next Meeting	
	The next scheduled meeting of the Police and Crime Panel (Precept) will be held on Monday 22nd January 2018 at 6.30pm in Cabinet Room C The Duke of Lancaster Room, County Hall, Preston.	

PART 2: ITEMS FOR CONSIDERATION IN PRIVATE

Date Published: Friday, 22 December 2017

Police and Crime Panel for Lancashire

Minutes of the meeting held on Monday 20th September 2017

Present:

Chair

Councillor Alistair Bradley, Chorley Borough Council

Committee Members

Councillor Andy Kay, Blackburn with Darwen Borough Council

Councillor Albert Atkinson, Lancashire County Council

Councillor Sue Graham, Burnley Borough Council

Councillor Robert Boswell, Preston City Council

Councillor Ben Aitken, Fylde Borough Council

Councillor David Whipp, Pendle Borough Council

Councillor Terry Hill, Ribble Valley Borough Council

Councillor Jacqueline Mort, South Ribble Borough Council

Councillor Kevin Wright, West Lancs Borough Council

Councillor Roger Berry, Wyre Borough Council

Also in attendance

- Clive Grunshaw, Police and Crime Commissioner for Lancashire
- Angela Harrision, Officer of the Police and Crime Commissioner
- David Fairclough, Secretary Lancashire Police and Crime Panel
- Asad Laher, Head of Governance
- Phil Llewellyn , Executive and Councillor Support Manager

1. Welcome and Apologies

Apologies were received for Councillors Geoff Driver, Ivan Taylor, Clare Cleary, Brendan Hughes, Paul Elms, Peter Gibson, Liz Oades and Abdul Mulla and Altaf Bagdhadi, the Independent Co-opted Members.

2. Minutes of the Annual General meeting held on the 19th June 2017

The minutes of the Annual General meeting held on the 19th June 2017 were agreed as a correct record.

3. Declaration of interests

There were no declarations of interests received.

4. Public Questions

No public questions have been received.

5. Induction Update

The Secretary of the Panel, David Fairclough verbally updated the Panel on the recent Induction session held on 5th September 2017 which had received good feedback. 14 Members and Substitutes attended the session and feedback was that the session had aided their understanding of their role and the part the Panel played in scrutinising the Commissioner and his decisions.

The Chair thanked all who attended and suggested that each Member receive a refresher session every two years.

RESOLVED- That the update be noted.

6. Contact Management Presentation

The Commissioner introduced Chief Superintendent Peter Lawson who delivered a presentation on Contact Management, which gave details of the National Context, which was of increasing and more complex demand and gave details of a typical complex call for service. Call handling times had increased as a consequence and the Chief Superintendent outlined the current arrangements at Hutton for dealing with calls.

A pilot – South Pod - had been the result of 18 months detailed analysis by consultants, and involved key staff being located together in a pod, with calls routed geographically and the close proximity of staff meant more knowledge and experience was available. During the pilot, the average time to answer calls using the existing arrangements was 1 minute 48 seconds, compared to the South Pod where the average time was 22.5 seconds, with abandonment rates in the main contact centre at 39.6% compared to the 6.3% in the Pod.

Members of the Panel asked a number of questions and made comments following the presentation, particularly about the impact of community mental health issues on the service and several members made favourable comments about the success of the Pod pilot, which it was hoped would be rolled out fully for all other areas by Summer 2018.

It was suggested that this topic would be a useful area for a Task and Finish Group to further scrutinise.

RESOLVED- That the report be noted.

7. Annual Report 2016/17

The Commissioner presented his draft Annual Report covering the period April 2016 to March 2017.

The Panel were invited to consider the report and feedback any comments to David Fairclough.

RESOLVED – That the draft report be noted and that any comments on the report be submitted to the Secretary of the Panel, David Fairclough who would then send through on behalf of the Panel..

8. The Police and Crime Plan Performance Monitoring Report

The Commissioner presented his latest Police and Crime Plan Monitoring report, which provided an update on progress in delivering the current Police and Crime Plan for Lancashire. The report covered the first quarter from 1st April 2017 to 30th June 2017.

In presenting his report the Commissioner highlighted the continuing difficulties relating to the impact of the anti-fracking protests on resources, and the Commissioner had written to the Minister for Policing and Fire Services, Nick Hurd MP, about the unfairness of Lancashire Constabulary being expected to carry the costs of policing the protests. Discussions were ongoing with the Home Office about options regarding the reimbursement of the costs of policing the anti-fracking protests.

The Commissioner reported on the latest position relating to the closure of front counters at 11 police stations across Lancashire. Following consultation it had been agreed that the closures would go ahead as initially outlined, apart from Clitheroe Police Station, which was the subject of further discussions.

The Panel discussed the Commissioners report and performance monitoring information, and further discussed the situation relating to Fracking, and it was agreed that this would be an agenda item at the next meeting.

RESOLVED- That the report be noted and that a report be submitted to the next meeting on the latest position relating to the impact of the anti-fracking protests on the resources for wider policing in Lancashire.

9. Police and Crime Commissioner Decisions

Members received a report which outlined the decisions taken by the Commissioner since the last meeting on 19th June 2017.

RESOLVED – That the report be noted.

10. Task and Finish Group – Frontline Policing

Councillors David Whipp and Roger Berry verbally updated the Panel on the work of the Task Group that had been scrutinising Frontline Policing, one of the Commissioners key priorities.

Various lines of enquiry had been established and evidence gathering had commenced, and one of the key findings so far was the stress that the Constabulary were under in terms of demand and the follow on impact on Frontline Policing. Issues such as mutual aid for terrorist attacks and fracking had been very time consuming and resource intensive and had meant a lot of time and resources had to also be dedicated to carrying out risk assessments for public events. Retired police officers had returned as agency workers to assist, and whilst recruitment targets were on track, there were concerns that this might not be the case going forward. 25% of PCSOs had also been lost, which was not helping the situation. As a consequence of the various issues, response times for 999 calls were increasing.

It was noted that Councillor Paul Elms had withdrawn from the Task and Finish Group due to work commitments, and the Chair asked for volunteers to advise the Secretary if they were interested.

RESOLVED – That the update be noted.

11. LGA Police and Crime Panels Workshop and proposals for national representation for Police and Crime Panels

A report was submitted which gave details of a Police and Crime Panels Workshop held at the Local Government Association (LGA) in July.

The Vice Chair, Councillor Paul Elms attended, together with Phil Llewellyn, and the Workshop focussed on emerging policy and matters for consideration going forward, including the creation of new PCC style Fire and Rescue Authorities, which several PCCs were currently pursuing, which would have an impact for the PCPs in those areas.

There were further discussions at the Workshop on the proposed Association of Police and Crime Panels, with the favoured approach being the establishment of a Special Interest Group (SIG), supported by the LGA, and this would be further discussed at the Annual Conference in November, but the views of the Panel were requested on its favoured approach.

RESOLVED – That the report be noted and that the Secretary feedback to the ongoing consultation stating that the Panel favours the SIG approach.

12. Monitoring of Complaints

The Secretary presented a report which set out the current position with regard to communications relating to complaints received up to 31st August 2017 in relation to the Police and Crime Commissioner.

RESOLVED – That the report be noted.

13. Urgent Business

There were no items of urgent business.

At this point of the meeting, following the earlier presentation that there was a discussion on the membership of a Task and Finish Group to look at Contact Management, and Councillors Terry Hill, David Whipp and Andy Kay volunteered to serve on this Group, and it was agreed that the Secretary would e-mail the Panel to seek further representatives. The Secretary also reminded the Panel that he would be arranging a Finance Seminar in early December ahead of discussions on the Precept at the January meeting.

14. Date of next meeting

The next meeting of the Panel would be held on Monday 11th December 2017, at 6.30pm in Cabinet Room 'C' The Duke of Lancaster Room. County Hall, Preston.

Signed.....Chair
2017

POLICE AND CRIME PANEL

Meeting to be held on 11 December 2017

Fracking Update

Contact for further information Ian Dickinson, 01772 533587, Office of the Police and Crime Commissioner, ian.dickinson@lancashire-pcc.gov.uk

EXECUTIVE SUMMARY

The Purpose of this report is to provide Members of the Panel with an update in relation to the fracking operation by Cuadrilla.

This report covers the 'first quarter' from the 1 July 2017 to 30 September 2017

RECOMMENDATION

The Panel is asked to consider the report.

Background

Lancashire has had a number of exploratory shale gas (commonly known as fracking) drill sites located on it over the last 7 years. Between 2011 and 2016 there have been a number of small ad-hoc protests in the county in respect of these sites requiring a low-level operational response from Lancashire Constabulary. Due to the low level of operational activity the protests required Lancashire Constabulary did not require assistance from either the North West policing region, or from other police forces nationally.

This position changed significantly in January 2017 when the gas exploration company Cuadrilla commenced development of their Lancashire site located on Preston New Road (PNR). Planning permission for this development was approved by the Secretary of State for Local Government, overruling the previous decision made by Lancashire County Council refusing permission for the operation of the site.

The site is located directly adjacent to the A583, which is the main arterial route between two major towns in Lancashire (Blackpool and Preston). It became clear almost immediately that this particular development was highly controversial both with local residents and with a number of national environmental campaign groups. It is understood that this specific site has attracted a significant level of national interest as it is, by anti-fracking campaigners, viewed as something of a 'line in the sand' as far as their long running campaign to halt the development of the UK fracking industry.

This 'iconic' status appears to relate to two significant differences for the PNR site when compared to other sites nationally that have been earmarked for development:

- I. The PNR site is the first commercial fracking site in the UK, as opposed to being an exploratory site yet to be developed.

- II. The PNR site was approved at central government level, overturning a local decision by Lancashire County Council not to allow its development. In the view of local and national campaigners the fact the decision to develop the site in this manner, significantly undermines the legitimacy of Cuadrilla's operation to develop PNR.

Given this context, the significant and sustained level of protest that Lancashire Constabulary has faced, and been required to provide an operational response, cannot be viewed as being surprising.

Policing Operation

Cuadrilla commenced its operation on site on 4th January 2017. As a result both the numbers of protestors and the disruption associated with their anti-fracking protests increased rapidly over the following months reaching a peak of activity in July and August. The peak of activity in July corresponded with 'a month of action' delivering 31 days of 'direct action' taken by the national protest group named Reclaim the Power. This group was supported by both local anti-fracking campaigners and a number of other national environmental protest groups. This activity placed an enormous demand upon Lancashire Constabulary's resources and caused the force to require from other forces to enable it to continue to provide an appropriate level of policing service to the public of Lancashire.

The protest tactics used by the protestors has exclusively been aimed at being highly disruptive to Cuadrilla and their supply chain, whilst remaining relatively low level in terms of the criminality involved. Examples of the most commonly used tactics the constabulary has needed to respond to include:

- I. At various points in the operation the almost daily use by the anti-fracking protestors of multiple person 'lock-ons'. These have been targeted to either block the entrance to the Cuadrilla site on to the A583, or on regular occasions block the entire A583 in the vicinity of the site. The numbers of 'lock-ons' dealt with since the commencement of the policing operation in January are according to NTC-POC almost without precedent in terms of similar environmental protest
- II. Attempting to slow walk vehicles into site, which has been a significant policing challenge on a main arterial 'A' road
- III. Maintaining a significant daily presence in the vicinity of the Cuadrilla site entrance to restrict the movements of vehicles and staff on and off the site
- IV. Climbing on top of vehicles making deliveries to the Cuadrilla site bringing them to a halt on the highway. The result of this being that the A583 has frequently been blocked for many hours, and on several occasions partially blocked for several days
- V. Establishing a temporary protest camp in the entrance to the site and then building a number of temporary towers constructed from wooden pallets to disrupt deliveries to the site
- VI. Using a range of tactics to target Cuadrilla supply chain, both within Lancashire and in a number of other force areas

The activity in the months since January has created a significant policing challenge for Lancashire Constabulary. The level of protest experienced in July was of such a serious and sustained nature that NTC-POC (the national policing department with responsibility for monitoring the activities of more extreme and determined environmental protestors) elected to have officers attached to the Lancashire operation throughout the entire month. The comment from the NTC-POC being that PNR had become the national focal point of environmental protest.

Whilst, as stated, July was the most resource intensive month of the policing operation there was little reduction in the protest activity during August but has been a reduction in activity in subsequent weeks.

Lancashire Constabulary has dealt with the consequences of this protest in a way that supports the four key objectives of the gold strategy:

- I. Facilitating people's right to peacefully protest against the development of the PNR Caudrilla site
- II. Ensuring that Cuadrilla are able to go about their lawful activity of developing the site
- III. Minimising the disruption caused by the anti-fracking protests on the local community and users of the A583
- IV. Delivering the above three objectives in a way which maximises the safety of all concerned parties

Delivering this strategy has necessitated a significant daily policing operation. To illustrate the scale of the policing challenge so far officers engaged in this operation have made well in excess of 300 arrests for offences committed in the vicinity of the PNR Cuadrilla site. The vast majority of these arrests (71%) are of individuals outside the Lancashire force area. It should be stressed that making arrests is seen as a last resort, rather than default option for dealing with protestor activity. The Lancashire approach is, where possible, low key and focused on engagement and negotiation with protestors. Regrettably, on many occasions over the last 10 months this approach has not been possible due to the challenging behaviour of the protestors.

Dealing with the level of protest has required a large on-going dedicated policing operation to be in place since January. Operation Manilla is the overarching name for the policing operation in response to the anti-fracking protests. It includes a significant daily public order capability, which can range between 50 and 75 officers per day. This main strand of the operation is supported by officers and staff providing a dedicated, investigative, intelligence, logistics, communication, reassurance and professional standards capability. In total the size of the operation has, at peak times, ranged between 75 - 100 officers per day.

Maintaining an operation of this scale has presented the force with significant resourcing and financial issues. Originally, the approach taken was to resource operation Manilla entirely with Lancashire officers, this was done by using a combination of officers abstracted from their normal duties and paid overtime on officer's rest days. Whilst this approach was successful in managing the early phases of the protest, by July it became evident that Lancashire Constabulary could not operationally sustain this level of daily abstraction.

The impact of keeping an operation of this scale staffed entirely with Lancashire officers is a significant strain on the available policing resources to provide 'business as usual' policing in Lancashire. This situation is frequently being exacerbated by regular short notice emergency abstraction of officers from their scheduled duties due to unexpected spikes in protestor activity on PNR. There are also growing concerns around the accumulated officer wellbeing impact of continually working their rest days for several months.

The demands of resourcing operation Manilla also need to be seen in the context of several other important factors creating strain on the force. Some notable competing issues have included the increased strain on the police service following the terrorist attacks in London and Manchester, plus the increase in demand nearly all police forces have been experiencing in recent months. Additionally resourcing Manilla also needs to be seen in the context of Lancashire Constabulary having 800 fewer police officers than it had in 2010 (the police officer establishment in Lancashire is currently in the region of 2900). This meant that

in early July the Constabulary conducted a review of how operation Manilla should be resourced.

At that time the decision was taken to start resourcing a significant proportion of the public order aspect of operation Manilla via mutual aid from other police forces in England and Wales (mutual aid contributes between a third and a half of the public order part of operation Manilla). The cost of Mutual Aid has been significant to the cost of the operation.

At all various points in operation Manilla dialogue has taken place with DCC Rachel Swann, who is the NPCC lead for environmental protest. To date she has been satisfied that the approach being taken by Lancashire to deal with the anti-fracking protests is proportionate and in line with nationally agreed best practice.

Current situation

Following the 'month of action' by 'Reclaim the Power' at the fracking site in July 2017 there remained a significant number of protestors on site during August. The decision was therefore taken to extend mutual aid for this period. Subsequently the amount of protest activity reduced in September and the decision was taken at the end of August to end the mutual aid arrangements that had been in place.

There remains a fairly significant number of protestors based at the camps that have been set up at Maple Farm Nurseries and on land behind the Lytham Windows building on Preston New Road. Activity varies on a daily basis at the Fracking site but there are days when there is a significant level of disruption continuing to take place.

The protestors have indicated that they are determined to stay at the site until absolutely every avenue to prevent fracking has been examined and the planning assumption taken by the force is that there will therefore be a resourcing requirement for the whole of the current financial year.

Forecasts of costs currently assume a policing resource requirement at the same level as has been set for October however this will be refreshed each month to reflect the latest view on likely activity.

Spending

Constabulary have identified the costs of the operation to the end of October as follows:

	£m
Cost of Lancashire Officers – Normal duty	2.294
Cost of Lancashire Officers – Overtime	2.023
Non Pay Costs:	0.257
Mutual Aid	0.732
Total Cost of Policing	5.306
1% Special Grant threshold*	2.616
Excess over 1%	2.690

** To calculate the 1% special grant threshold we use the budget requirement for 2017/18 of £261.647m.*

The current level of policing for the operation is forecast to cost in the region of £150,000 per month, however this reflects a much reduced level of protest activity. If protest activity increases the monthly cost will also rise.

Arrests

Constabulary have also provided an analysis of the **329 arrests** that have been made in relation to the protests to the end of October 2017.

OFFENCES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
S14 Public Order Act	4	14	16							
Obstruct Highway (137)	2	2	14	7	31	21	63	8	2	5
241 Trade Union Act		2	2	1		5	12	12		2
S4 Public Order		2								
Obstruct Police		2	3	5	2	6	9	10	2	
Assault Police		1	1	1		2		1		
Criminal Damage		1	1	1	1					
Drunk Disorderly		1						1		
Breach of Peace		2							1	
Aggravated Trespass			2		3	6				
Interfere M/V S22a			1	3			1			
S28a Dangerous Cycling			2							
Theft			1							
S5 public Order				4	3			2		
Danger to road users S22a					1	2	1	1		
S25 RTA						2	6	1		
Public Nuisance							4			
Other Offence										1
Arrest for month	6	27	43	22	41	45	95	36	6	8
Total arrests to date						184	279	315	321	329

The analysis shows that **71% of the individuals charged are NOT residents of Lancashire.**

Complaints

At the end of October 2017 the professional Standards Department at Lancashire Constabulary had recorded 145 complaints in respect of the fracking operation. The table below identifies the nature of these complaints:

Op Manilla - No. of Public Complaint Allegations Recorded by Category (Jan 17 to Date)

	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Total
Corrupt practice	0	0	0	0	0	5	0	0	0	5
Discriminatory Behaviour	0	0	0	0	0	1	0	0	0	1
General policing standards	0	0	1	4	0	0	1	1	1	8
Incivility, impoliteness and intolerance	1	2	4	3	3	0	5	1	2	21
Lack of fairness and impartiality	0	0	0	1	1	1	1	0	1	5
Mishandling of property	0	0	1	0	0	0	3	0	0	4
Operational management decisions	0	0	1	2	0	2	3	0	1	9
Operational policing policies	0	0	4	1	1	2	1	0	1	10
Oppressive conduct or harassment	0	1	0	0	2	1	1	1	0	6
Organisational decisions	0	0	0	1	0	1	0	0	1	3
Other	0	0	0	0	1	0	0	0	0	1
Other assault	1	13	4	5	2	8	7	7	1	48
Other irregularity in procedure	0	0	0	1	0	1	0	0	0	2
Other neglect or failure in duty	0	3	2	2	1	1	0	0	2	11
Sexual assault	0	0	0	1	1	0	0	0	0	2
Traffic irregularity	0	0	0	0	0	0	0	0	1	1
Unlawful/unnecessary arrest or detention	0	2	1	0	1	1	1	0	2	8
Total	2	21	18	21	13	24	23	10	13	145

Request to the Home Office for financial support

The Commissioner has written to the Home Office on a number of occasions to request financial support in respect of the fracking operation. Lancashire MPs have also submitted a cross party letter in support of the Commissioner's request.

The Commissioner has made a claim for 'Special Grant' support from the Home Office and HMICFRS attended Lancashire in the week commencing 20th November 2017 to review that claim. No indication was given as to when a decision on any award of grant by the Home Office would be made.

POLICE AND CRIME PANEL

Meeting to be held on 11 December 2017

Police & Crime Plan Performance Monitoring Report

Contact for further information Ian Dickinson, 01772 533587, Office of the Police and Crime Commissioner, ian.dickinson@lancashire-pcc.gov.uk

EXECUTIVE SUMMARY

The Purpose of this report is to provide Members of the Panel with an update on progress in delivering the current Police and Crime Plan (the Plan) for Lancashire 2016-2021.

This report covers the 'first quarter' from the 1 July 2017 to 30 September 2017

RECOMMENDATION

The Panel is asked to consider the report.

Background

1. The Panel will recall that in October 2016, the Commissioner presented his new Police & Crime Plan 2016-2021 to the Police & Crime Panel for their comments.
2. The Police & Crime Commissioner has a responsibility to hold the Chief Constable to account for the Constabulary's performance as against the Police & Crime Plan priorities by means of the quarterly Strategic Scrutiny meeting. Mindful of the comments made by the Police and Crime Panel, the Police and Crime Commissioner, at the Strategic Scrutiny meeting held on the 5 January 2017, agreed the measures to be used in measuring the performance of the Constabulary against the priorities of the Police and Crime Plan 2016- 2021.
3. In addition, the Constabulary will be held to account on their performance as against the action plans and strategies. It is essential that both qualitative and quantitative measures are in place to get a rounded view of performance and thereby success or otherwise.
4. This report is presented in three sections as follows:-
5. The report attached at **Appendix A** contains key performance data for the headline measures: Victim Based Crime, Public Confidence, and Victim Satisfaction, and performance information on each of the key areas of focus, as set out in the Police and Crime Plane 2016-2021.

6. The document is updated and published publically quarterly. The latest report, attached in full, was presented to the Commissioner on the 1 December 2017 and published on the Police and Crime Commissioner's website. The majority of the data spans the 12 months to end of September 2017.
7. Attached at **Appendix B** is the note of the Strategic Scrutiny Meeting held on the 29 November 2017. The Police and Crime Commissioner will be in attendance at the meeting to provide an overview of the report and respond to any questions that Panel Members may have. Copies of all the reports presented by Lancashire Constabulary to the Strategic Scrutiny meeting are available for inspection on the Commissioner's website via the following link - <http://lancashire-pcc.gov.uk/meetings-and-decisions/meetings-and-reports/strategic-scrutiny-meetings/>
8. The Police and Crime Plan as indicated has a number of priorities and a range of performance measures developed in conjunction with the Chief Constable that enable the PCC to monitor both the performance of Lancashire Constabulary and the implementation of the objectives set out in the plan.
9. The measures are shown in full in **Appendix C**, with the latest performance data shown where appropriate or a short comment for measures with an outcome focus.

Performance Headlines

10. The main focus of the Commissioner continues to be the performance of the Force Control Room (FCR).
11. The Panel will recall that at its last meeting that Chief Superintendent Lawson gave a presentation in relation to the FCR and referenced the introduction of a pilot 'pod working' which had produced some encouraging performance. Following an analysis of this data it has been agreed to roll out the 'pod' working force-wide.
12. The Constabulary held their first meeting in November 2017 to commence the roll out and have agreed that to minimise the risk to the public a full decant of the FCR would be required whilst the work was being undertaken. It was identified that the FCR would decant to 3 sites – Old HQ Control Room, Burnley and Preston.
13. Further, it was agreed that the Business case, due to be presented to the Commissioner at the end of January 2018, would include the requirements for a permanent 'partial' fall back room at the Preston Operating Centre (ability to relocate 1 pod on a permanent basis if required) in case of future disaster. This was preferred to a full fall back (ability to relocate FCR on a permanent basis if required).
14. Arrangements have now been made for a visit the Panel's Task and Finish Group to visit the Force Control Room on the 13 December 2017 to see the

'pod' in operation. A copy of the report on the Force Control Room presented to the Strategic Scrutiny Meeting is attached at Appendix D.

15. In the meantime, the Chief Constable has agreed to further increase the number of Police Control Room Operators by a further 50 to meet the increasing demand.
16. The Panel will be aware that in July Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (**HMICFRS**) completed the PEEL Spring Inspection of Efficiency, Legitimacy and Leadership. The Efficiency report was published on the 9th November 2017 with an overall judgement of Good. This will be followed by the Legitimacy report which is being published on the 7th December 2017 and the Commissioner will advise the Panel of the overall judgement at the meeting.
17. In July HMICFRS also completed their inspection of Crime Data Integrity. This comprised of reviewing approximately 2500 incident logs to ensure that if a crime had been reported then it had been recorded on the crime system or a suitable negation supplied, the data work was then followed up by four days of reality testing. The report was published on the 28th November 2017 with an overall judgement of 'inadequate'. Since the publication of the report the Commissioner has met with the Chief Constable and has been assured that work was already underway to urgently put into place the recommendations of HMICFRS.
18. Lancashire Constabulary has been selected for a Child Protection Inspection which took place on Monday 9th October 2017 for 2 weeks with regard to the Child Protection Programme. The report is scheduled to be published early December 2017 and the Commissioner will advise the Panel of the findings at the meeting if available.
19. At the beginning of October the Commissioner joined the police and local authority partners in launching Lancashire as the first White Ribbon County in the UK. Celebration events were also held in Preston, Blackpool, Pendle and Burnley.
20. Building on the work already happening around the county, the Commissioner led the effort to ensure all district councils could join the County Council and two unitaries in holding White Ribbon status, where men take a stand against domestic abuse.
21. As part of the 16 days of action, following International End Violence Against Women and Girls day, the Commissioner brought together 40 ambassadors from authorities across Lancashire for a workshop looking at future work and direction the White Ribbon campaign could take in the county.
22. As the Panel are aware, the Victim Services contract was awarded to Lancashire Victim Support. The contract award runs for 3 years from 1st April 2017 up until 31st March 2020, with the option to extend for up to a further 2 years (to 2022).

23. A comprehensive suite of Key Performance Indicators has been developed and agreed, which will form the basis of ongoing scrutiny by the PCC's office. All support services for victims will be delivered in line with the requirements of the Victims Code and the EU Victims Directive.
24. During this financial year, four quarterly review meetings will be scheduled in order that performance is monitored, and LVS management allowed the opportunity to meet with OPCC staff in order to discuss any issues of concern.
25. The second of those review meetings was held on the 27 October 2017 and a summary report is attached at appendix E.

Recommendation

26. Panel Members are recommended to consider the information contained in this report, and the information provided within the meeting, and comment accordingly.

Angela Harrison
Director

Appendix A: Performance Report

Appendix B: Note of the Strategic Scrutiny Meeting held on the 29 November 2017

Appendix C: Performance Measures

Appendix D: Force Control Room Update

Appendix E: Note of the Victim Support Q2 Performance meeting.



**Lancashire
Constabulary**
police and communities together

REPORT TO :	STRATEGIC SCRUTINY MEETING
REPORT BY:	
TITLE:	PERFORMANCE REPORT

1. Issue for Consideration

- a) The purpose of this report is to provide an update in relation to the performance of Lancashire Constabulary to the 30th September 2017.

2. Recommendation

- a) The Commissioner is requested to review the report and make comments as appropriate.

3. Background

- a) This report advises the Commissioner of the performance of Lancashire Constabulary against the agreed performance indicators which are reported to the Police and Crime Panel.

4. Protecting Local Policing

a) Proportion of Force Budget Spent on Front Line Policing

- (i) The following table shows the breakdown of our budget by both Visible and non-Visible and by Frontline, Frontline Support and Business Support.

SPEND at 30/09/2017	£m	Force %
Visible	£52.5m	41.1%
Non Visible	£40.6m	31.8%
Operational Frontline	£93.1m	72.9%
Frontline Support	£10.4m	8.1%
Business Support	£24.3m	19.0%
Other *	£6.1m	
Total	£133.9m	

*Other represents costs such as OPCC, capital financing, pensions and national policing functions (counter terrorism/special branch).

b) Police Officers & Police Community Support Officers.

- (i) The Constabulary has made a strategic decision to continue to recruit to a target of 2,881 FTE police officers in line with the force recruitment strategy and the requirements of the operating model.
- (ii) For Police Officers, the 'In Year Performance' versus the 'Previous 12 Month Period' is up 1.05% (30 officers) based on head count at the end 30th September 2017. The Full Time Equivalent (FTE) is up 1.04% (29.13 officers) as at 30th September 2017. Current Police Officer strength is at 2897 (2843.29 FTE).
- (iii) Between 1 July 2017 and 30 September 2017 there have been 51 Police Officer appointments; of this number, 24 (47.1%) are female and 6 (11.8%) are from a BME background.
- (iv) The Constabulary has recruited two additional engagement officers to work in Corporate Development starting on 5th December whose role will include the improvement of Workforce Representation. The following are examples of the numerous types of events attended:
 - Lancaster University Community Day and Careers Fair (2 separate events)
 - Festival of Culture hosted by Lancaster & Morecambe Hindu Society
 - Preston MELA
 - Blackburn Cathedral Careers Event
 - Gujarat Hindu Temple – large weekend evening community event speaking on stage to hundreds!
 - Graduate Careers Fairs at all Lancashire Universities and Bolton University
- (v) In preparation for the recruitment window opening in January 2018, Media and Engagement activity both via social Media, Community Events and targeted advertising campaigns will commence in October 2017.
- (vi) The Constabulary's first direct entry Superintendent was recruited on 30 October 2017 and will commence the College of Policing 18 Month programme. Support is already being undertaken to ensure her smooth transition in to the role.
- (vii) Transferee officers: There have been no Transferee appointments in this quarter. However, an intake of around 20 Officers is planned for November 2017 with a further intake taking place in March 2018. The recruitment window remains open.
- (viii) 16 Police Now Officers commenced training in July 2017; of this number, 5 (31.36%) are female.
- (ix) For Police and Community Support Officers (PCSOs), the 'In Year Performance' versus the 'Previous 12 Month Period' is up 3.7% (10 PCSO's) based on head count. The Full Time Equivalent (FTE) is up 4.3% (11.02 PCSOs). Current PCSO strength is at 281 (265.72 FTE).

- (x) PCSO Positive Action has continued since the last update and the team have provided information, advice and guidance to 17 PCSO applicants from under-represented groups. When the PCSO recruitment window opened, the PA Team identified individuals who had achieved the required standard for PCSO either through the Police Officer or Specials process. The potential applicants were then nurtured through this alternative career route with 10 (59%) passing interview and progressing through to the end stages of recruitment, 5 choosing not to progress and 2 being unsuccessful at interview.
- (xi) Between 1 July 2017 and 30 September 2017 there have been 12 Police Community Support Officer appointments; of this number, 2 (16.7%) are female and none are from a BME background.
- (xii) Additionally 51 applicants, 7 of which are BME and 20 are female, commenced training in October 2017 (after the reporting period). These will be appointed across the Constabulary.
- (xiii) A West specific recruitment window was opened, with candidates undertaking the various recruitment stages. The recruitment team are looking to appoint 32 applicants into the current vacancies, commencing January 2018.
- (xiv) Between 1 July 2017 and 30 September 2017 there have been 41 Police Staff appointments; of this number, 27 (65.8%) are female and 2 (4.9%) are from a BME background.
- (xv) The recruitment window for Police Control Room Operators remains open until 30 November 2017; to date 169 application forms have been received. We are looking to appoint 20 PCROs in both February and April 2018.

Update re Fracking Operation

- (xvi) The Police and Crime Commissioner is separately briefed on the operation.
- (xvii) Fracking continues to be an ongoing commitment for the Constabulary. The current drilling activity on site will continue until after Christmas with the protestors entering a 'monitoring' phase for the next few months, with a stated intention that they will recommence more direct action when the actual hydraulic fracturing of the shale rocks starts sometime in early 2018. As a result, the public order operation has been scaled to match the current threat. We have been able to return to our preferred policing style of a PLT (Protester Liaison Team) led operation supplemented as necessary by an intelligence-led public order operation.

c) Citizens in Policing

Special Constabulary

- (i) There are currently 393 Special Constabulary Officers within Lancashire Constabulary. This is in line with the agreed strategic slight reduction of Special Constabulary officers

- (ii) The recruitment window for Specials force-wide is open from 1st – 15th November. There is a recruitment event at HQ on the 1st November for interested parties and all 160 tickets have been claimed. The next intake of 25 will start on 18th November.
- (iii) We will shortly be running a promotion process for Specials which will mirror the regular process (as it currently stands). Recruiting for Deputy Chief Officer, Chief Inspector, Inspectors and Sergeants.

Volunteers

- (iv) Lancashire Constabulary has 506 volunteers a mixture of those in the application process and already volunteering. 20+ Cyber/Digital Community Support Volunteers attended a day's training at HQ that was arranged by Louisa Murphy. We are currently recruiting 11 different volunteering roles for the constabulary across the county.

Cadets

- (v) Lancashire Constabulary has 500 Police Cadets and an additional 70 Junior Cadets aged 7-13. (We now have junior cadet schemes in Morecambe – focusing on children with OCG family members, Broughton and Ribblesdale – focussing on children who need to build positive relationships with the police). Other units are maintaining numbers and improving on the social action they complete with cadets and the opportunities they offer.
- (vi) We are currently interviewing for 3 vacancies for PCSO Cadet Coordinators and these should be filled shortly
- (vii) The 5 year cadet timetable has been written with more 'work ready' focus for 16-18 year olds and has been implemented. Cadet leaders are receiving additional training in safeguarding and working with young people with mental health issues.

d) Contact Management

Subject to a separate agenda item.

f) ICT- Connect

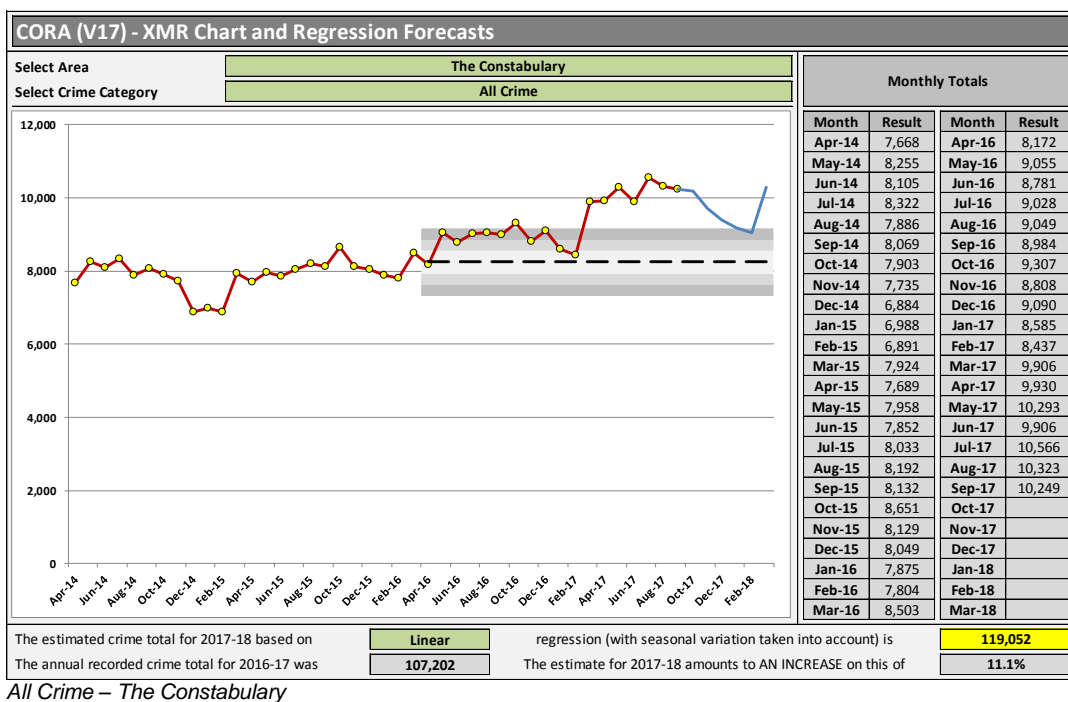
- (i) The Constabulary has requested key development work and functionality in the first phase of CONNECT that will not be ready until next spring, therefore chief officers have taken the decision to delay the rollout of CONNECT –Investigation and Intelligence until October 2018.
- (ii) The Public Engagement module of CONNECT will go live on 4th December. This will provide an online portal for members of the public to report crime, intelligence and other incidents directly to us. The Constabulary has had a similar system in place for three years called 'Do it online' through which we currently receive about 1,000 different reports each month, identifying a continuing demand for this function.

- (iii) There is significant work currently underway around data cleansing, back record conversion and MOPI assessments ahead of the introduction of the Investigation and Intelligence module to ensure good quality data, and business critical information is available in one place for the benefit of officers and staff for go live. This will significantly improve data connectivity allowing improved identification of and reduction in vulnerability

5. Tackling Crime & Re-Offending

a) Number of Crimes Recorded

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 13,320 crimes (13.0%). This is forecast to continue increasing over 2017/18.



- (ii) The figures in the table below are taken from national data in the ForceSight file:

	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 15.5% (612,720 Crimes)	Up 26.6% (136,272 Crimes)	Up 21.2% (187,247 Crimes)	Up 13.3% (13,420 Crimes)

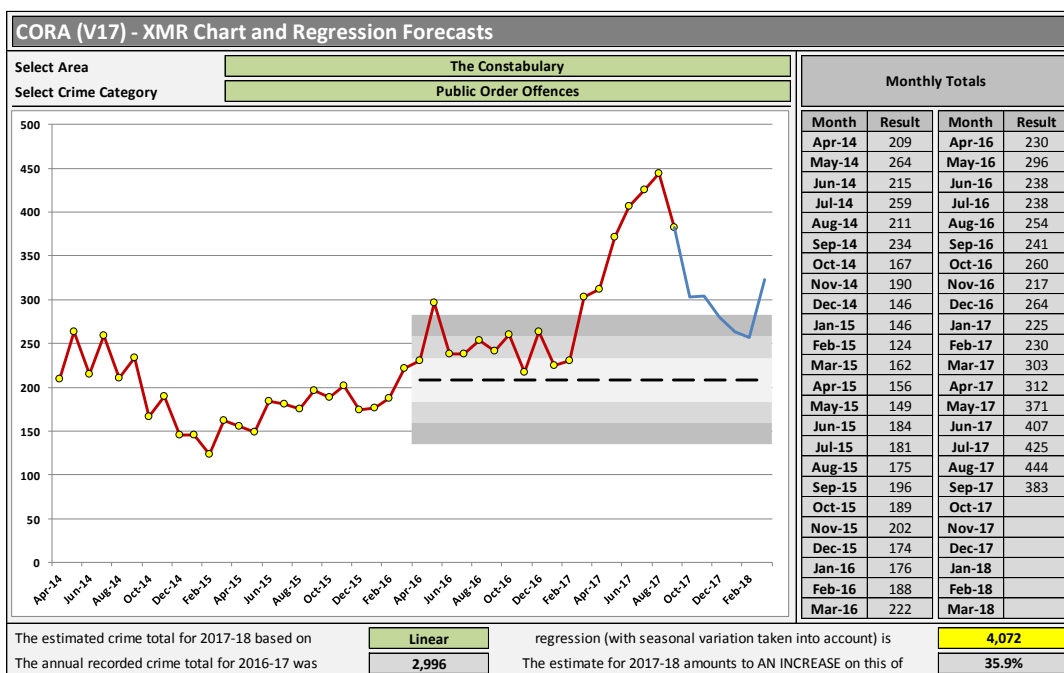
The All Crime category has continued on an upward trend, with Lancashire following just below the national level, and remaining well below the North West and MSG averages.

- 41 forces nationally have an increase in All Crime.

b) The Contribution of Public Order and lower level violence offences to the All Crime increase.

- Non-Injury Assault – Up 2,116 (23.0%)
- Assault - Less Serious Injury – Up 1,924 (14.2%)
- Harassment – Up 578 crimes (13.4%)
- Public Order Offences - Up 1,193 crimes (45.1%)

(i) The Public Order 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 1,193 crimes (45.1%). Public Order continues on an upward trend with the exception of September with showed a drop. However if current trends are maintained we are projecting an increase of 35.9% for 2017/18 year end.



Public Order Offences – The Constabulary

(ii) The figures in the table below are taken from national data in the ForceSight file:

	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 46.3% (103,611 Crimes)	Up 129.9% (37,424 Crimes)	Up 75.1% (33,455 Crimes)	Up 44.8% (1,180 Crimes)

- 41 forces nationally have an increase in Public Order Offences.

(iii) Public order offences are the stand out increase for all crime classes. As can be seen from the chart below this is in line with all forces across the country. An analysis was carried out to identify the causes of the increase. There was no identifiable factor for the increase in force however, given the rise across the country it has been postulated that the rise is systemic. Specifically the time scale for the increase matches HMIC's crime data integrity (CDI) inspections. The Constabulary has further improved recording practices to comply with standards. This same observation also applies to lower level offences against the person. The Constabulary has not seen significant increases in violence but crimes have increased: The offences below make up 43% of the Constabulary's all crime

increase and are in general due to improved recording on the back of the HMIC CDI inspection.

c) Serious and Organised Crime Threats

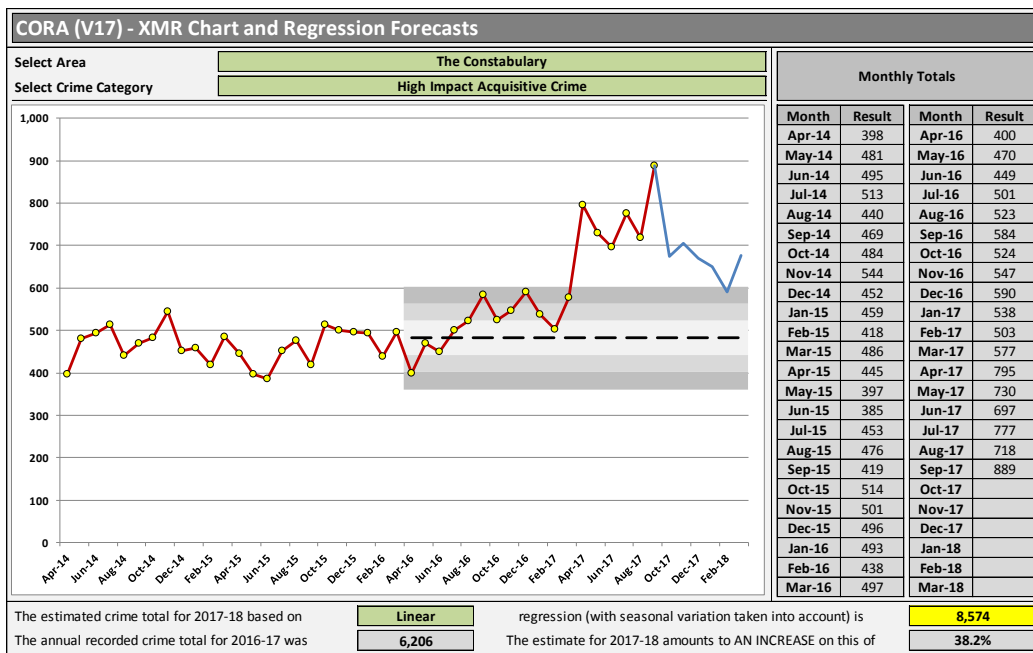
- (i) Cash and Valuables in Transit (CVIT) and organised robberies will continue to remain a force priority. There were two CVIT robberies in October. The Constabulary continues to:
- proactively analyse such to identify risk;
 - deliver high visibility deterrence via Op Vault, a force wide proactive operation involving both specialist officers and divisional staff;
 - carry out preventative liaison with businesses
 - and intelligence led-coordination at a regional level via TITAN. This will especially continue throughout the Christmas period when there is a heightened risk of CVIT offences taking place.
- (ii) ATM attacks: there were 26 ATM attacks in Lancashire from January to the end of October. At least £250,000 has been stolen in total. ATM attacks are a significant regional problem. Analysis is being undertaken and the Constabulary is consulting with Titan at a regional level to identify suspects. As above Operation Vault is also designed to address and prevent ATM attacks in Lancashire.

d) Business Crimes

- (i) The Commissioner will recall that he has recently funded a business crime coordinator. In her first month she has produced a draft business crime strategy and produced guidance for businesses covering areas including: combatting on line fraud, lone working, business crime prevention et al. She has identified measures to reduce making off without payment whose effects will be reported on at a future date following implementation.

e) High Impact Acquisitive Crime

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 2,019 crimes (34.4%).
- (ii) The crime categories which fall under the High Impact Acquisitive Crime classification are the following:
- Burglary Dwelling & Residential - Up 1,821 crimes (34.6%)
 - Robbery (Personal) – Up 198 crimes (33.2%)



High Impact Acquisitive Crime – The Constabulary

- (iii) Due to recent changes in burglary classifications within the Home Office Counting Rules for Recorded Crime: the new classification Burglary (Residential) includes detached garages and sheds which were not included in Burglary (Dwelling) and it is therefore impossible to use the categories in a comparison of crime level changes across time.
- (iv) The figures in the table below are taken from national data in the ForceSight file:

All Burglary

	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 7.4% (29,773 Crimes)	Up 12.3% (7,129 Crimes)	Up 7.6% (7,175 Crimes)	Up 9.3% (1,108 Crimes)

- 29 forces nationally have an increase in Burglary (All)
- Lancashire increases are in line with the rest of the country as we would expect given the changed reporting.

Robbery (Personal)

	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 29.2% (13,645 Crimes)	Up 47.6% (2,324 Crimes)	Up 21.3% (1,457 Crimes)	Up 33.7% (194 Crimes)

- 42 forces nationally have an increase in Robbery (Personal)

- (v) Via TMB the Constabulary has reinstated Op Julius, a force wide proactive operation targeting Burglary offenders.
- (vi) Via the Investigation Quality Board the outcome of all Burglaries are being reviewed by the Detective Chief Superintendent.

- (vii) Whilst the Constabulary is in line with other forces it continues to proactively both target offenders in divisions plus support potential victims. A good example of the two coming together is the recent input to students at UCLan about their security followed by the targeting of a recently released burglar who was arrested for offences at the university and recalled to prison immediately.
- (viii) Op Forager is being trialled at East Division. This is designed to identify those premises most at risk of being targets following previous offences in the area.
- (ix) Western Division ran an operation to address a series of personal robberies involving clients of sex workers being targeted. This led to the arrest of several offenders.

f) Road Safety – KSIs

- (i) These figures relate to Road Traffic Collisions where the persons involved are either Killed or Seriously Injured.
- (ii) The 'In Year Performance' compared to the 'Previous 12 Month Period' shows a reduction of 5.9% (48 KSIs) at The Constabulary level. East Division has a reduction of 12.2% (36 KSIs), South Division has a reduction of 0.8% (2 KSIs) and West Division has a reduction of 3.7% (10 KSIs).
- (iii) If this is then broken into the two casualty types (Adult or Child) the 'In Year Performance' compared to the 'Previous 12 Month Period' shows:
 - **Adult Casualty:** There has been a reduction of 6.6% (48 KSIs) at The Constabulary level. East Division have a reduction of 10.5% (26 KSIs), South Division has a reduction of 4.1% (9 KSIs) and West Division has a reduction of 5.1% (13 KSIs),
 - **Child Casualty:** There is no change between the two periods at The Constabulary level (93 KSIs). East Division has a reduction of 21.3% (10 KSIs), South Division has an increase of 26.9% (7 KSIs) and West Division has an increase of 15.0% (3 KSIs).
- (iv) Please be aware that the fluctuations in the percentage changes should be considered alongside the small numbers involved in KSI figures.
- (v) The rollout of the average speed camera programme continues across the county with the fifth of eight due to go live on 24th November.

6. Supporting Vulnerable People & Victims

The Constabulary has recently published a new vulnerability strategy aimed at addressing all areas of vulnerability. It is designed to embed the principles of Safeguarding, Investigation and Early Action at all levels of the Constabulary with delivery being governed by daily, weekly and monthly management. All areas of vulnerability will have a discreet action plan managed at force level.

a. Mental Health

- (i) This continues to be an area of growth for the Constabulary. A significant amount of work has been done to understand the demand. We have seen a doubling of incidents with mental health markers (see below). This has not seen however a corresponding increase in the use of S136 powers to detain people under the mental health Act. Analysis of logs has been carried out and identified that the number of incidents has not altered significantly but our improved identification of them will allow the Constabulary to deal with the more appropriately.



Incidents with Mental Health Markers – The Constabulary

- (ii) The Constabulary vulnerable caller scheme which reduced demand in the FCR from this cohort was recently a finalist for the Goldstein Award at the annual International Problem Oriented Policing Conference.
- (iii) The Commissioner will be aware that the Constabulary is in the process of developing our responses and has established a Mental Health Task Force to deliver such.
- (iv) Following independent evaluation the previously embedded mental health professionals in response teams were discontinued. The Constabulary now has access to a 24/7 dedicated line within the NWS control room to provide officers with advice and support. Front line officers will receive training in this area with some to a higher level such that there will be a mental health responder per team.

b. Rape and Sexual Offences

- (i) The Rape offence 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 215 crimes (23.8%). Rape continues on an upward trend and if current trends are maintained we are projecting an increase of 13.5% for 2017/18 year end.
- (ii) The reporting increase in Lancashire for Rape and Sexual offences is in line with reporting nationally and both the NW region and most similar group of families and reflects the increased confidence to report. Approximately 27% of offences reported in the year to the end of the reporting period were historical. The offences do not indicate a surge in stranger offences.

(iii) The figures in the table below are taken from national data in the ForceSight file:

Rape	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 28.4% (10,579 Crimes)	Up 38.1% (1,683 Crimes)	Up 42.6% (3,445 Crimes)	Up 22.0% (197 Crimes)

- 41 forces nationally have an increase in Rape.

(iv) When comparing the 'In Year Performance' period against the 'Previous 12 Month Period' the category of Sexual Offences (Excluding Rape) is up 22.0% (450 crimes).

(v) The figures in the table below are taken from national data in the ForceSight file:

Other Sexual offences	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 20.8% (14,903 Crimes)	Up 29.3% (2,699 Crimes)	Up 30.5% (4,880 Crimes)	Up 20.9% (430 Crimes)

- 41 forces nationally have an increase in Sexual Offences (Excluding Rape)

(vi) When comparing the 'In Year Performance' period against the 'Previous 12 Month Period', Sexual Offences against Children under 16 is up 20.5% (320 crimes). This figure should be linked with the CSE performance. There is no national data available for Sexual Offences on Children under 16.

(vii) The increases are being addressed by the force reorganisation of investigative capability plus improvements in efficiency and training under the force Vulnerability Strategy.

(viii) Offences are reviewed and managed within a variety of structures: Protecting Vulnerable People Meeting, Tactical Management Board, Investigative Quality Board.

(ix) A new MASH pan Lancs process went live on 4th September. In brief the MASH(s) now have the following place:

- Shared multi-agency governance arrangements at both Strategic and Operational level for decision making (Including agreed MOU and an active Operational Group)
- A drafted Information Sharing Agreement across all agencies
- An agreed single Continuum of need and Risk assessment process across 3 Local Authorities.
- Phase 2 (LCC) delivered of a single MASH for all agency referrals.
- LCC MASH room redesign implemented to provide 3x BCU (Minus unitary authorities) aligned teams with Police, Children's and Adult Social Care, Wellbeing Prevention & Early Help and Health Staff in each hub plus a range of other partners represented in MASH
- A bespoke response to each referral into the MASH

- LCC MASH - A complete process redesign across all partner agencies (Including CSC) (implemented Sept 2017) which has significantly reduced end to end times and made significant reductions to legacy queues.
- Retraining and upskilling of staff including sustainability plans (Ongoing)
- Significantly improved relationships and information flow in the MASH
- A series of leading measures to understand capacity and capability and inform learning.
- Ongoing experimentation with new system of direct contact of Divisional PPU to locally aligned Social Workers for S47 enquiry (Child at immediate risk) (impossible in previous system)
- Direct access to a Social worker for all partner agencies with a S47 enquiry.
- Agreed training on CON/Risk sensible/MASH update for frontline staff timetabled for late 2017.

In essence we are now in the stages of implementing a tested model for the MASH which has significantly improved our effectiveness in terms of identifying early and appropriate support for vulnerable people.

c. Domestic Abuse Crime

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 2,033 crimes (20.6%).
- (ii) The significant peaks in May 16, December 16 and May 17 continued to support that upwards trend until July 17 where it peaked at 1,194 crimes. However, both August 17 and September 17 have shown month on month reductions.
- (iii) Again increased confidence to report is a factor in the increase. Improved constabulary systems have also led to better identification of domestic abuse. Furthermore it is reasonable to postulate that given the rise in lower level violence offences attributed to the CDI process there will have been a corresponding increase in those offences within domestic abuse.
- (iv) The recent HMIC Crime Data Integrity Inspection found that in we found that in domestic abuse cases, safeguarding had been conducted on nearly every occasion and it was clear that officers and staff fully understood their responsibilities in this respect..." (HMIC, 2017).
- (v) Following a MASH systems review the service has been enhanced including:
 - All DA being referred by phone call or PVP
 - Immediate safeguarding advice id provided
 - IDVA support / advice
 - Step down to Early Action where appropriate
 - Dedicated local safeguarding officers in place
- (vi) There is significant training has being and is been undertaken across the force to improve our response to Vulnerability and Domestic Abuse. This includes:

- Understanding Risk and Vulnerability' has recently been delivered to all the Forces Immediate Response and Neighbourhood Policing resources.
- In total 426 people that received training in Coercive Control which included a group exercise, video and a legislation input.
- Coercive control video has been put on the Intranet as a NCALT package
- CON & Risk Sensible training has commenced (108 trained to date). This training is now planned every week until March 2018.
- 7 Minute briefings on Domestic Abuse, Stalking & Harassment, coercion and control, Crime data integrity, Modern Slavery, Sexting & Revenge Porn.
- There have been CPD events covering internal generic Domestic Abuse subjects and a Pan Lancashire Multi Agency event covering FGM

(vii) The Domestic Abuse Action Plan is forms part of the vulnerability Strategy and is led by the head of PPU.

(viii) As the Commissioner will be aware Lancashire is now a White Ribbon County across local authorities, the Constabulary and OPCC awarded by the White Ribbon Campaign to recognise the county's contribution to tackling domestic abuse.

(ix) On 27th November the Constabulary will be launching 16 days of action to support our commitment as a force to the White Ribbon Campaign. The key messages of the campaign will be delivered through the daily marketing and messaging to re-emphasise our commitment to DA. In addition, a number of 'Place' based events to raise awareness and commitment to the campaign will take place. This will include a Chief Officer led, reward and recognition event for staff who have performed above and beyond in respect of their contribution.

d. Hate Crime

(i) The figures in the table below are taken from national data in the ForceSight file. The national data is available for Racially/Religiously Aggravated Offences as per the Home Office Counting Rules for Recorded Crime.

	England & Wales	NW Region	MSG	Lancashire
12M Aug-17 -v- 12M Aug-16	Up 18.4% (7,892 Crimes)	Up 27.2% (1,655 Crimes)	Up 24.3% (1,925 Crimes)	Up 14.7% (69 Crimes)

- 38 forces nationally have an increase in Racially/Religiously Aggravated Offences.
- (ii) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 273 crimes (27.9%).
- (iii) National data in the ONS ForceSight file shows that Lancashire is now in line with MSG and England & Wales for reporting of Hate Crime following increased reporting this year
- (iv) The context of our hate crime performance is one of moving into line with other forces following increased awareness amongst the public due to both national

events and significant work by the Constabulary to deliberately increase reporting and close the gap between Lancashire and other forces.

- (v) Hate Crime is an important issue for the people of Lancashire. The following is a summary of activity currently undertaken by the Constabulary and partners both generally and especially around Hate Crime Awareness week.
- (vi) Lancashire Hate Crime Strategy: The county wide partnership strategy was recently endorsed by the Lancashire Public Services board. It is the basis for work across the Lancashire 14 including statutory authorities and third sector organisations.
- (vii) Hate Crime Awareness Week (HCAW) 14th – 20th October 2017 had a focus on officer awareness such as;
 - 7 minute briefings
 - Hate crime and RJ
 - Hate Crime aimed at our officers
 - Victims perspectives /blogs
 - Hate Crime internal video
 - Change of Sherlock banner for hate crime awareness week
 - Change of desk top logo for a month – to include the victim learning
- (viii) Hate Crime Panel - 12 volunteers now form our panel with this being launched in HCAW. The panel is fully representative and will sit at least 4 times a year to offer critical advice form incident, crimes and body camera footage.
- (ix) Hate Incident Reporting Centres / Third Party Reporting Centres - this year we have trained over 20 different centres and over 60 people who own / operate in services /centres who can offer empathy and support. These include our universities, Asylum Seeker Drop in Centres, Sahara, LCM and several others. The aim is to support these centres to go for 'kite mark' status sponsored by the Constabulary and OPCC. This approach ensures a consistent and competent approach to this area of increasing confidence.
- (x) 'Kite Marked' Hate Incident Reporting Centres / Third Party Reporting Centres – the first 5 centres have attained the kite mark status. They are:
 - Lancashire Council of Mosques
 - Sophie Lancaster Foundation
 - Disability Equality North West
 - Club Casa Romanilor and
 - Renaissance

With two more coming on line in the near future:

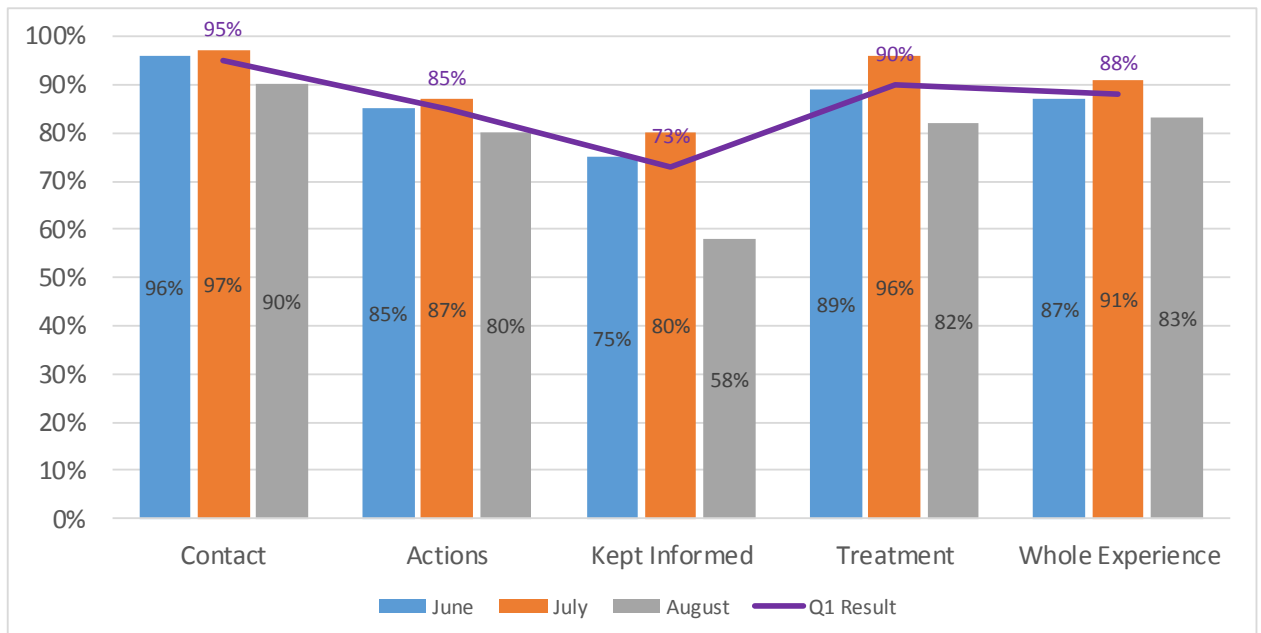
- Your Support Your Choice – Blackburn
- Lancashire LGBT

- (xi) Hate Crime Evidence Based Research – conducted with the University of Leeds has developed an algorithm that extracts hate speech from twitter and an analysis of our hate crime victim, offender and location profile for the Constabulary.
- (xii) Other activities include:
 - OPCC hate crime campaign;
 - Linking Hate Crime / Engagement / Work force representation / Cohesion- as part of the Valuing Difference approach to better inform place based understanding and delivery;
 - Partnership External Hate Crime 7 minute Briefing is being used by all local authorities and has been translated into Urdu, Arabic and Romanian.

7. Developing Confident Communities

a) User Satisfaction – Three Groups

- (i) As of 1st April 2017 we ceased to survey victims of vehicle crime, made amendments to the burglary and violent crime surveys and also reduced the number of questions asked within the surveys. Due to these amendments it should be noted that the data should not be compared to any previous data and any figures quoted here in relation to increases and decreases should be treated with caution.
- (ii) A new survey was introduced for Domestic Abuse victims in April 2017 and results are now available in an analytical report for the first quarter (June 17 to August 17). Whilst comparison data is not available the following is illustrative:



- (iii) The individual results for each user-group (Whole Experience) for the ‘In Year Performance’ compared to the ‘Previous 12 Month Period’ are as follows:
 - Burglary down 3.9% from 81.3% to 77.4%. However there has been a levelling out and slight increase in satisfaction in the last 3 months.

- Violent Crime down 4.5% from 75.5% to 71.0%. This has latterly remained static.
- Hate Incidents down 1.0% from 76.3% to 75.3%. Again this has levelled out and there was a slight increase in the last three months.

b) Confidence – Crime Survey for England & Wales

- Lancashire Constabulary has cancelled its contract with SMSR and now utilises the Crime Survey in England and Wales confidence data.
- The data from the Crime Survey for England & Wales is only released quarterly and the most recent results available are for the 12 month period ending June 2017.
- Comparing the ‘In Year Performance’ versus the ‘Previous 12 Month Period’, Overall Public Confidence is up by 1.5% from 78.3% to 79.8%.
- When compared to our MSG, Lancashire is 2nd and when compared to the North West Region, Lancashire is 3rd.
- There are other questions within the ‘Perceptions’ section of the Crime Survey for England & Wales and the results are as follows based on the percentage saying they 'strongly agree' or 'tend to agree':

Question	Estimate	National Position	MSG	North West Region
Police can be relied on when needed	60.7%	23 rd ↓1	4 th ↔	4 th ↔
Police would treat you with respect	88.8%	15 th ↑8	2 nd ↑1	1 st ↑1
Police would treat you fairly	72.6%	9 th ↑1	1 st ↔	2 nd ↔
Police understand local concerns	73.2%	14 th ↔	2 nd ↔	4 th ↓1
Police deal with local concerns	63.5%	13 th ↑6	1 st ↑1	4 th ↑1

8. Implications

Financial:	Nil
Legal:	Nil
Equality Impact Assessment:	Nil
Risks and Impact:	Nil
Link to Police and Crime Plan:	Provides a performance update in relation to the measures reported to the Police and Crime Panel.

9. List of attachments / appendices

Appendix A – Performance Data

STRATEGIC SCRUTINY MEETING

WEDNESDAY 29th NOVEMBER 2017 AT 9AM IN THE LANCASTRIA ROOM AT HQ, PRESTON

NOTE

PRESENT

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

IN ATTENDANCE

Terry Woods – ACC, Lancashire Constabulary
Ian Dawson - Superintendent, Lancashire Constabulary
Joanne Greaves – Head of Legal, Lancashire Constabulary
Ian Cosh – Director of Resources, Lancashire Constabulary
Peter Simm, Head of PSD, Lancashire Constabulary
John Martin – Lancashire Constabulary
Steve Freeman – Chief Finance Officer, Office of the Police & Crime Commissioner
Ian Dickinson – Governance & Policing Lead, Office of the Police & Crime Commissioner
Jane Pearson – Project Support Officer, Office of Police & Crime Commissioner

NOTE AND ACTIONS FROM LAST MEETING

The Police and Crime Commissioner was pleased to note that all the actions identified at the last meeting had either been completed or ongoing and no actions were outstanding.

With regard to the Transformation Plan Action, the Chief informed the Commissioner that the initial meeting had taken place regarding this and once the work was completed, the Plan would be shared with the Commissioner.

ITEM 2 – NOTE OF THE EXTRAORDINARY SCRUTINY MEETING

There were no actions to be completed and the report was noted.

ITEM 3 – PERFORMANCE REPORT

The Chief Constable presented a report in relation to the performance of Lancashire Constabulary to the 30th September 2017.

The Chief informed the Commissioner that they were working hard in relation to the recruitment of Police Staff, for more staff in Contact Management and for Police Officers. They are hoping to all be recruited prior to Summer next year.

The Chief informed the Commissioner that BME levels were currently at 4% across the force. Three additional workforce representation recruitment officers were working in communities to develop applications from diverse communities ahead of Police Officer and Police Staff recruitment.

ACTION:- The Chief to update the Commissioner on the Plan in relation to recruitment of BME

Number of Police Officers & PCSO's

The Commissioner was informed that the number of police officers, compared to the previous 12 months was up 1.05% (30 officers). Current police officer strength is at 2897 (2843.29 FTE).

It was noted that between 1st July 2017 and 30th September 2017, there had been 51 Police Officer appointments; of this number 24 (47.1%) were female and 6 (11.8%) were from a BME background.

The Constabulary's first direct entry Superintendent was recruited on 30th October 2017 and will commence the College of Policing 18 month programme.

It was noted that there had been no 'Transferee' appointments, however an intake of around 20 Officers was planned for November 2017, with a further intake in March 2018. The recruitment window remains open.

16 Police Now Officers commenced training in July 2017, of this 5 were female (31.36%).

In relation to PCSO's, the Full Time Equivalent (FTE) was up 4.3% (11.02 PCSO's) compared to the previous 12 month period. Current PCSO strength was at 281 (265.72 FTE).

Between 1st July 2017 and 30th September 2017, there had been 12 PCSO appointments, of which 2 were female and none were from a BME background.

The Commissioner noted that 51 applicants, of which 20 were female and 7 were from a BME background, commenced training in October 2017.

Update re Fracking Operation

It was noted that the Commissioner received separate briefings from the Gold Command and was being kept updated of any developments.

Citizens in Policing

Special Constabulary

The Commissioner was informed that currently, there were 393 Officers within the Special Constabulary.

It was noted that the recruitment window for Specials was open from 1st-15th November 2017 and that a recruitment event would be run at HQ for the 160 people that had applied. The next intake of 25 started on 18th November 2017.

Volunteers

It was noted that currently, Lancashire Constabulary has 506 volunteers. There was a recruitment window currently open for 11 different volunteering roles across the County.

Cadets

It was noted that the Constabulary has 500 police cadets and an additional 70 junior cadets, aged 7-13.

ICT – Connect

The Commissioner was informed Chief Officers had decided to delay the rollout of CONNECT – Investigation and Intelligence until October 2018.

The Public Engagement module of CONNECT would still go live on 4th December 2017. This would provide an online portal for members of the public to report crime, intelligence and other incidents direct.

In response to a question, the Chief explained that the delay was due to it being a significant and challenging task in relation to the transfer of records and information, data cleansing, back record conversion and MOPI assessments. This work would significantly improve data connectivity allowing improved identification of and reduction in vulnerability

Tackling Crime & Re-Offending

Number of Crimes Recorded

It was noted that the 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 13,320 crimes (13%) and that this was forecast to continue increasing over 2017/18.

The contribution of Public Order and lower level violence offences to the All crime increase:

- a. Non-Injury Assault – up 2,116 (23%)
- b. Assault – Less Serious Injury – Up 1,924 (14.2%)
- c. Harassment – Up 578 crimes (13.4%)
- d. Public Order Offences – Up 1,193 crimes (45.1%)

The Public Order 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 1,193 crimes (45.1%). Public Order continues to increase. If increases are maintained, Constabulary are projecting an increase of 35.9% for 2017/18 year end.

The Commissioner was informed that the Constabulary were currently looking at undertaking a peer review by another force in relation to their Crime Data Integrity following as a result of the recent HMIC Inspection.

The Chief informed the Commissioner that whilst the HMIC inspection identified that the Constabulary was good at dealing with the incidents and victims, including safeguarding, questions remained in relation to recording. Therefore, as the Constabulary improves its processes in relation to the recording of crime, it was expected that the crime figures would increase in the next few months.

ACTION:- The Chief Constable to present the CDI Action Plan at a future meeting.

Business Crimes

The Commissioner was pleased to note that the new Business Crime Coordinator had commenced their role and was beginning to have a positive impact.

High Impact Acquisitive Crime

It was noted that the 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 2,019 crimes (34.4%).

The crime categories which fall under the High Impact Acquisitive Crime classification are:

- Burglary Dwelling & Residential – Up 1,821 crimes (34.6%)
- Robbery (Personal) – Up 198 crimes (33.2%)

Due to recent changes in burglary classifications within the Home Office Counting Rules for Recorded Crime: the new classification Burglary (Residential) includes detached garages and sheds which were not included in Burglary (Dwelling) and it is therefore impossible to use the categories in a comparison of crime level changes across time.

It was noted that 29 forces nationally have an increase in all Burglary and 42 forces nationally have an increase in Robbery (personal).

The Commissioner was informed that Constabulary has reinstated Op Julius, a force wide proactive operation targeting Burglary offenders and all Burglaries are being reviewed by the Detective Chief Superintendent.

Op Forager is being trialled in East Division. This is designed to identify those premises most at risk of being targeted following previous offences in the area.

The Commissioner asked the Chief Constable if he could provide a breakdown of residential burglaries. The Chief described that residential burglaries had remained static throughout this period.

Road Safety - KSIs

The Commissioner noted the information and was pleased to see the rollout of the average speed camera programme continue and noted that there had been a decrease in the number of drivers caught speeding.

Mindful that a reduction in speeding fines would impact on the work of the Road Safety Partnership and potentially increase the possibility of core funding from partner agencies the Commissioner asked for a future report to be presented in relation to road safety.

ACTION: A report from Lara Barr regarding average speed cameras to go to the next scrutiny meeting.

Supporting Vulnerable People & Victims

Mental Health

The Commissioner noted that a significant amount of work had been done to understand the demand being placed on the Constabulary in relation to mental health. The Chief Constable advised the Commissioner that the Constabulary had seen incidents doubling with mental health markers. However, this had not seen a corresponding increase in the use of S136 powers to detain people under the Mental Health Act. Analysis of logs had been carried out and it had identified that the number of incidents had not altered significantly, but their improved identification of them would allow Constabulary to deal with them more appropriately.

The Commissioner was pleased that progress has been made in relation to addressing mental health issues and enquired if there was any further initiatives being developed. The Chief Constable informed the Commissioner that the Strategic Public Service Board had prioritised mental health across Lancashire.

Rape & Sexual Offences

The Rape offence 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 215 crimes (23.8%) which was in line with reporting nationally. Approximately 27% of offences reported in the year to the end of the reporting period were historical. The offences did not indicate an increase in stranger offences.

It was noted that 41 forces nationally had an increase in Rape and 41 forces nationally have an increase in Sexual Offences.

Domestic Abuse Crime

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 2,033 crimes (20.6%).

Increased confidence to report was a factor in the increase as well as improved constabulary systems leading to better identification of domestic abuse.

The recent HMIC Crime Data Integrity (CDI) Inspection found that Lancashire Constabulary, in domestic abuse cases, safeguarding had been conducted on nearly every occasion and it was clear that officers and staff fully understood their responsibilities in this respect.

Significant training had been and is being undertaken across the force to improve Constabulary's response to vulnerability and domestic abuse.

On 27th November 2017, the Constabulary launched 16 days of action to support their commitment as a force to the White Ribbon Campaign.

Hate Crime

In noting the report the Commissioner asked the Chief Constable that even though the figures showed an increase in hate crime (273 crimes (27.9%)), still believed the figure was low compared to similar forces. The Chief Constable agreed that whilst incident spiked following attacks such as the one in Manchester they did appear to be low. It was noted that Lancashire had established a number of 3rd party reporting centres but these didn't appear to be greatly used and the Constabulary needed to understand why that was.

Hate Crime Awareness week had delivered a number of new initiatives throughout November.

The Commissioner and the Chief Constable both agreed that the reporting of hate crime needs prioritising and that they need to understand the reasons why people aren't reporting. A large amount of work had already been undertaken in this respect including the commissioned academic work and this was continuing.

ITEM 4 – CONTACT MANAGEMENT

It was noted that this reporting period had continued to be challenging for the Force Control Room and remained the number 1 priority.

The Chief Constable updated the Commissioner on the progress for Contact Management. The Chief informed the Commissioner that since the evaluation that launched the South Pod pilot, it has now progressed from the initial pilot and is running successfully. Therefore, the rollout of the South Pod was now to be force wide.

This rollout will involve:

1. a full decant of the FCR whilst the work was being undertaken.
It was identified that the FCR would decant to 3 sites – Old HQ Control Room, Burnley and Preston.
2. That the Business case would include the requirements for a permanent 'partial' fall back room (ability to relocate 1 pod on a permanent basis if required) in case of future disaster. This was preferred to a full fall back

(ability to relocate FCR on a permanent basis if required). The proposed site for the permanent 'partial' fall back site would be Preston Operating Centre.

Step 1 would be to develop the Business Case (including costings) to present to the Commissioner and Chief Constable for sign off by Jan/Feb '18.

- Identify the requirements for the Force Control Room
- Identify the requirements for 'fall back' to alternative sites
- Scope the decant to the fall back sites
- Plan the refurbishment of the Force Control Room
- Plan the refurbishment of the 'fall back' room
- Plan the relocation to the Force Control Room

Step 2 is to implement the roll out of the pod working.

It was that the Constabulary were planning to hold training/information days for staff in the New Year to keep staff updated on progress. Further, it was noted that the Police Federation and Unison would be involved around the wellbeing issues.

The Commissioner raised concerns around cost and asked the Chief how much disruption this will cause to the service the public receive.

The Chief Constable stated that the redesign for pod working was about quality of service and deployment. The Chief confirmed that they would be increasing the staff by 50 in the room before the redesign commences. Currently, there were 321 staff in Contact Management instead of 295. This is an increase of 26 above the staffing level.

The Commissioner stated it was important to maintain confidence in the service and that a public engagement strategy was important to keep the public informed.

The Commissioner asked the Chief what would happen to the 3 sites once staff were moved back to the Contact Management room. The Chief informed the Commissioner that the Preston site would be the 'fall back' option should any issues arise. and that the other 2 spaces would be used when needed. The increase in staffing levels have led to an improvement in the performance of answering 999 and 101 calls over the last 5 months.

PSD UPDATE

The Commissioner noted the report.

It was noted that there was now a service recovery triage team within PSD which includes a Detective Sergeant and 2 other members of staff. This had resulted in a significant number of complaints being dealt with in a timely manner. Simon Timms from the IPCC was coming in to look at the results of a recently completed internal audit.

The Commissioner was informed that the Head of PSD had been out to all BCU's and held divisional surgeries around complaints. This has resulted in less complaints being referred to PSD.

It was noted that a dedicated team had been assigned to the management of complaints received in relation to fracking. Since April 2017, there had been 111 complaint allegations received, which accounts for 11% of all complaints received in Lancashire. Activity at the site had settled down in recent months, which had led to a review of staffing levels. It was hoped that this would result in a reduced number of complaints going forward.

With regard to sexual misconduct complaints in the force, positive comments were made by HMIC recently and there had been 100% increase in reporting via the integrity line. It was noted that there were a number of misconduct and gross misconducts being investigated currently within the force.

The Commissioner was pleased with the positive feedback and progress around these issues.

HR UPDATE

The Commissioner noted the report.

The Commissioner was informed that there had been an improvement in Police Staff sickness and an improvement in sickness in staff working in Contact Management. There had also been an improvement in psychological related sickness throughout the force.

The Chief Constable informed that Commissioner that they were in the process of doubling the Counselling staff within the force and that a new Psychologist had recently started. As the Chief Constable is the lead for Wellbeing nationally, the Constabulary had put a bid in from the Welfare fund and they were currently waiting to hear back.

DATE OF NEXT MEETING

It was noted that the next scheduled Strategic Scrutiny meeting will be held on 21st February 2018 at 12:30pm in Room CH1:08, County Hall, Preston

PART II

CIVIL CLAIMS

The Police and Crime Commissioner received a report in relation to civil claims.

HMIC UPDATE

The Commissioner received an update in respect of the forthcoming HMICFRS Inspections and the progress on publication of reports

It was noted that the PEEL Spring Inspection report on Efficiency was published on 9th November 2017 with an overall judgement of Good. This would be followed by the Legitimacy report which will be published on 12th December 2017.

The Commissioner was informed that in July 2017, HMICFRS completed their inspection on Crime Data Integrity. This comprised of reviewing approx. 2,500 incident logs to ensure if a crime had been reported, and if it had been recorded on the crime system or a suitable negation supplied. The report was published on 28th November 2017 with Lancashire Constabulary receiving a grading of 'inadequate'.

The Commissioner commented that the report on CDI was disappointing, noted that elements of the report had already been picked up and Constabulary were currently working on the issues highlighted, as previously described in these notes through the CDI Action Plan.

APPENDIX C - STRATEGIC SCRUTINY MEETING

PROTECTING LOCAL POLICING

Measure	Previous 12 Month Period (April 16 - March 17)	In Year Performance Versus Previous 12 Month Period	In Year Performance (April 17 - September 17)
Proportion of Force Budget Spent on Front Line Policing	73.0%	Down 0.1%	72.9%
Measure	Previous 12 Month Period (October 15 - September 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (October 16 - September 17)
Grade 1 - Emergency Response Average Time to Arrive	10.2 Minutes	Up 1.0 Minute	11.2 Minutes
Grade 2 - Priority Response Average Time to Arrive	46.1 Minutes	Up 19.7 Minutes	65.8 Minutes
Grade 3 - Planned Response Average Time to Arrive	16.5 Hours	Up 6.4 Hours	22.9 Hours
999 Calls - Service Level	80.8%	Down 13.0%	67.8%
999 Calls - Average Time To Answer	6.7 Seconds	Up 3.7 Seconds	10.4 Seconds
101 Calls - Service Level	67.8%	Down 25.5%	42.3%
101 Calls - Average Time To Answer	49.9 Seconds	Up 96.2 Seconds	146.1 Seconds

TACKLING CRIME & RE-OFFENDING

Measure	Previous 12 Month Period (October 15 - September 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (October 16 - September 17)
All Crime	102,080	Up 13.0% (13,320 Crimes)	115,400
Serious Assault	840	Down 1.5% (13 Crimes)	827
High Impact Acquisitive Crime	5,866	Up 34.4% (2,019 Crimes)	7,885
Burglary (Dwelling) and Burglary Residential (post April 17)	5,269	Up 34.6% (1,821 Crimes)	7,090
Robbery (Personal)	597	Up 33.2% (198 Crimes)	795
Public Order	2,648	Up 45.1% (1,193 Crimes)	3,841
Business Crime	9,546	Up 17.4% (1,659 Crimes)	11,205
Road Safety - KSI	815	Down 5.9% (48 KSI's)	767
Number of Anti-Social Behaviour Incidents	77,039	Down 2.8% (2,194 Incidents)	74,845
ASB Repeats Proportion	10.9%	Down 0.2%	10.7%

SUPPORTING VULNERABLE PEOPLE & VICTIMS

Measure	Previous 12 Month Period (October 15 - September 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (October 16 - September 17)
Victims Code of Practice	<i>New measure - data not available</i>		
Rape	905	Up 23.8% (215 Crimes)	1,120
Sexual Offences	2,043	Up 22.0% (450 Crimes)	2,493
Sexual Offences Against Under 16's	1,560	Up 20.5% (320 Crimes)	1,880
CSE Crime	902	Up 5.0% (45 Crimes)	947
Modern Slavery Crimes (Only introduced 1st April 2015)	22	Up 159.1% (35 Crimes)	57
Domestic Abuse Crime	9,853	Up 20.6% (2,033 Crimes)	11,886
Hate Crime	979	Up 27.9% (273 Crimes)	1,252
Missing Person Incidents	8,436	Up 8.4% (707 Incidents)	9,143

DEVELOPING CONFIDENT COMMUNITIES

Measure	Previous 12 Month Period (October 15 - September 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (October 16 - September 17)
Local Policing Visibility	<i>New measure - data not available</i>		
User Satisfaction - Burglary	81.3%	Down 3.9%	77.4%
User Satisfaction - Violent	75.5%	Down 4.5%	71.0%
User Satisfaction - Hate	76.3%	Down 1.0%	75.3%
User Satisfaction - Anti-Social Behaviour	81.2%	Down 3.7%	77.5%
Confidence - CSEW (Overall Confidence)	Previous 12 Month Period (April 16 - March 17)	In Year Performance Versus Previous 12 Month Period	In Year Performance (July 16 - June 17)
	78.3%	Up 1.5%	79.8%



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REPORT TO : SCRUTINY MEETING
REPORT BY: CHIEF SUPERINTENDENT PETER LAWSON
TITLE: UPDATE ON CONTACT MANAGEMENT

Summary

This report sets out the update on Contact Management Department of the Constabulary for the reporting period July to September 2017.

Decision Required

The Commissioner is requested to review the report and make comments as appropriate.

Contact Management Update to the PCC Scrutiny Committee

This report seeks to build on the report to the Extraordinary Scrutiny Committee on 19th September, which focused on Contact Management. That report provided context within which Control Rooms for Police Forces are currently operating nationally, regionally and locally, and in setting that out described the increasing and complex demands that are being dealt with by operators.

To recap, 18 months ago 12 staff from the Futures Team and Contact Management together with a significant investment from a Systems consultancy commenced a very detailed review and analysis of demand in the Force Control Room. This has enabled the Constabulary to reach a position in which it can now undertake an extremely complex redevelopment of its Control Room.

DEMAND ANALYSIS REVIEW: RECAP

Current Room Configuration

- Call Handling separated from radio dispatch operators both physically and in terms of process
- Team Supervisors located separately from Control Room Operator staff
- Team Supervisors have become marginalised in decision making because of organisational risk aversion often resulting from complaints investigations and IPCC findings.
- Police Officers in the room are located separately both physically and in terms of process.
- Calls from anywhere in Lancashire are taken by any operator in the room who is available.
- Targets result in perverse organisational behaviours and are poor indicators of actual performance.
- The I.T. Systems have not been designed around the room 'Purpose' or People.
- Failure Demand is created when officers in divisions don't meet victim's needs first time

Proposed Future Model of Working – Pod

The Demand Analysis review piloted a new way of working for the South Division area that was configured very differently:

- Call Handlers, Radio Dispatchers, Team Supervisors, and Police Officers are all located together in a single 'Pod' for the South Division area.
- Calls for the South Division area are geographically routed so they will always be answered by an operator in the South Pod unless none are available – in which case the call will be taken by the first available operator in the wider room.
- The close proximity of staff, officers, and supervisors to each other means there is increased knowledge and expertise available at the first point of contact which results in better decision making.
- New staff are much closer to experienced colleagues and supervisors, which benefits learning and skills development.
- Lost time as a result of staff continually moving around the room to perform different roles, i.e. call taking, dispatcher, facilitator, was greatly reduced. This is because there is minimal need to change operator positions, even when an individual's role changes during a shift.

- Because staff work aligned to a 'Place', they have enhanced local knowledge, which leads to better interactions with callers and understanding of local policing priorities. This benefit also applies to forming better relationships with geographically based police officer teams who are served by the Pod
- The Pod structure will also improve the ability of staff to quickly identify repeat, or hoax callers quickly and put appropriate interventions in place.
- Because staff and officers sit next to each other, interactions are encouraged and facilitated which has resulted in streamlined processes, reduced waste, and shorter 'end to end' processes – which means better quality of service for the public.
- Overall the Pod provides a much healthier working environment that promotes internal learning and a structure that meets demand, at the pace of demand. This contrasts with the current room that provides an environment similar to that of a production chain with workers separated into specialist areas, removal of human contact and a detachment from officers on the ground in divisions. The Pod working designs out numerous areas of waste and duplication and a culture that has discouraged staff from making decisions and that encourages work to be queued.

Results of the South Pod Pilot:

- Over 3 quarters of callers were answered by the Pod either immediately or within 10 seconds
- 89.9% of all calls were answered by the Pod within 1 minute
- 95.1% of all calls were answered by the Pod within 2 minutes
- 97% of all calls were answered by the Pod within 3 minutes
- 98.1% of all calls were answered by the Pod within 4 minutes
- 98.6% of all calls were answered by the Pod within 5 minutes
- During the Pod Pilot, the average time to answer calls in the main room was 1 minute 48 seconds. The average time to answer for the South Pod during the same period was 22.5 seconds.

Rollout of the South Pod to be Force Wide

Since the evaluation that launched the South Pod pilot. It has now progressed from the initial pilot and is running successfully alongside three teams. All five teams in the Control Room will be fully running the South Pod before Christmas, which will provide full 24-hour continuous coverage.

Moving towards a full rollout in 2018 and in preparation of a Business Case, the implementation of Force Wide Pod working across the Constabulary is now subject to a formal governance structure. From November a Board will meet monthly and consist of Departmental Heads, ICT, Estates and other concerned stakeholders. More informal meetings of the project team take place on a weekly basis, whereby detailed work is underway to look at the complete redevelopment of the control room, which will inform the business case.

The work includes:

- Compiling a High-level milestone plan for completion of the Business Case.
- A Product Break Down structure (PBS) detailing all aspects of the work that need to be considered and their interdependencies, both within the room and with other large scale organisational projects that are on-going; such as the implementation of Connect and the migration to ESN. The PBS will drive the milestone plan

- With support from ICT and estates detailed work is being carried out to establish the feasibility of a full or partial decant of the existing control room, to enable the work to commence. This will better determine costs and timescales.
- Work is ongoing around the modelling including the physical layout and design of the Pod structures, the uplift in staff and the potential structural work that may be needed.

RECENT ISSUES

During 2017 police forces throughout England and Wales have reported significant, and in some cases unprecedented, demand on their call centres. Many forces are reporting an increase in '999' calls and this has been the case in Lancashire where for example on a number of days in June and July the force received well over 1000 emergency calls per day – levels exceeding even that experienced on New Year's Eve.

CALL PERFORMANCE SUMMARY

	999 : 2017				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
JUL	22296	13345	59.85%	17.6	5.6%
AUG	23006	13355	58.05%	14.4	2.0%
SEP	20980	13564	64.65%	12.3	2.0%

	999 : 2016				
	Offered	Achieved	Service Level	Average Speed to Answer (s)	Abandonment Rate
JUL	20658	15186	73.51%	8.94	1.9%
AUG	21245	14355	67.57%	11.90	2.0%
SEP	20563	13362	64.98%	13.46	2.6%

	Non-Emergency : 2017				
	Offered	Achieved	Service Level	Average Speed to Answer (s)	Abandonment Rate
JUL	81778	20783	25.41%	271.0	50.0%
AUG	76990	23338	30.31%	252.7	48.3%
SEP	71704	26260	36.62%	197.0	41.7%

	Non-Emergency : 2016				
	Offered	Achieved	Service Level	Average Speed to Answer (s)	Abandonment Rate
JUL	72115	41324	57.30%	69.91	20.0%
AUG	73459	34896	47.50%	101.07	25.7%
SEP	73643	29542	40.12%	130.34	30.9%

CONSOLIDATED ACTION PLAN

New and Ongoing Actions

		Completion Date	Progress	Comments
2016/7	To upgrade systems to be ready for the national Airwave replacement, ESN (Emergency Service Network).	2018	Ongoing	<p>The department have begun to host demonstrations from suppliers of integrated control room systems to understand what products are available on the market and as a pre-cursor to establishing a formal landscape review of the systems and with a view to longer-term upgrade or replacement with a highly stable and function rich integrated solution.</p> <p>Update Sept 17: a Statement of Requirements has been sent to Capita with a view to upgrading the Capita ICCS to be ESN ready in line with timeframes required by the national ESN programme. Progress is on track but with little room for slippage.</p> <p>Update Oct17: Statement of requirements is now with Capita following functional and technical workshops to refine requirements and ensure they support Pod method of operating.</p>
2016/9b	Introduce new planning system – replacement for the current product, ‘Planet’	Sep-17	Ongoing	<p>The introduction of this system will enable duties planning for staff in the control room to be more accurately matched to predicted demand, and to accommodate future planning requirements related to multi-channel access to the FCR such as Web-Chat and Online reporting.</p>

			Sept 17: The dept. is procuring the latest Verint workforce scheduling system. Timescales have slipped because of delays in finding an appropriate route to market to procure the solution. It is expected to be in place early 2018, but in the interim a license extension has been secured for the current system.
2016/9c	Development of a 'public engagement' platform	Dec-17	<p>Ongoing</p> <p>The procurement of a 'Public Engagement' platform that will allow the Constabulary to provide an improved service to the public of Lancashire who wish to report incidents or crimes on line and allow a more effective service to victims and witnesses. It will allow members of the public to create an account, and after doing so, to view their online reporting history and to seek an update on the progress of their investigation.</p> <p>September 2017: Implementation of the PE module is progressing in line with timescales set in the programme plan. The phased adoption of the system in November 2017 and April 2018 is progressing to plan.</p> <p>November 2017: User acceptance testing has progressed well and training has commenced for Force Mailbox staff (cohort of 39). Excepted go-live for the online reporting via PE is early December 17. (NB. Full functionality not available until full CONNECT Phase 2 rollout of Crime & Intelligence modules).</p>
2017/1	Pod Rollout	End 2018	<p>Ongoing</p> <p>An evaluation of the South Pod pilot demonstrated performance enhancements that, if scaled across the whole force, would significantly improve the service offer to the public using 101 and 999. Work is ongoing to develop a detailed business case to enable Chief Officer and PCC decision making about the investment that is likely to be required to enable the full rollout.</p>

In order to develop the detailed business plan and prepare to commence works if the programme is approved, full project management support is now in place to manage risks, interdependencies, and govern progress.

November 2017: Inaugural Programme Board is set for 22nd November, as is a separate initial briefing to the PCP Task and Finish Group

Completed Actions

		Completion Date	Progress	Comments
2016 / 1	Subject to vetting checks, 45 new Police Control Room Operators (PCROs) are scheduled to start in the control room with effect from Monday 23rd January	23-Jan-17	Complete	<p>Training of a PCRO takes 9 weeks. Completion of actions 1 and 3 will move the room from an understrength position that has been experienced throughout 2016 to an over-strength position in a deliberate move to make the room as resilient as possible for raised demand in summer 2017.</p> <p>Complete. 45 recruits started and there have been 2 further intakes of around 25 since.</p>
2016 / 2	An analyst to be recruited to the FCR	23-Jan-17	Complete	<p>This appointment will help to optimise workforce scheduling and plan staff according to predicted demand. The analyst was recruited in 2016 and has been developing the understanding of demand and staffing levels working with the Systems team.</p>
2016 / 3	A further intake of PCROS is planned during the Spring to ensure the FCR remains at or above	30-Apr-17	Complete	<p>As action 1 above</p> <p>Complete – Current Establishment is 305 (11 over strength - includes abstractions for sickness, maternity etc.)</p>

2016 / 4	To undertake a Peer Review of the FCR	01-May-17	Complete	The terms of reference and parameters, will be agreed with the Police and Crime Commissioner before the review commences and the findings will be reported to the Police and Crime Panel in due course. Complete as described in the report by Jane Larkin North Yorkshire Police.
2016/5	Reconfiguring the Initial Investigation Unit (IIU)	01-Apr-17	Pended	Shift pattern being reviewed. This will improve customer experience by dealing with more calls at the first point of contact. The South Pod pilot places IIU police officers within the pod next to PCROs. Because the decision has been made to roll out Pod working more widely this action has been superseded.
2016/6	Streamline Question Sets used by PCROs	01-Apr-17	Complete	The following question sets were removed: Arson ASB Burglary Criminal Damage Vehicle Damage Personal or Environment Nuisance MFH and Concern for Safety was retained along with bomb threats and kidnap. The questions sets were removed and replaced with SOPs that staff can pull on if required.
2016/9	Review and Develop ICT provision	2018	Complete	Discussions ongoing with ICT following findings of the Peer Review. Monthly management meeting established between ICT and Contact Management to drive fault resolution, identify planned maintenance and developments and strengthen links between the 2 departments.

2016/9a Develop the telephony platform

2018

Superseded
by the ICCS
Upgrade

The FCR also aspires to maximise technology developments related to the telephony platform used by the Constabulary to develop solutions that for example inform callers how long they are waiting, their position in a queue, or to request a call back when they reach the front of the queue.

Sept 17: A reconfiguration of telephony functionality has been included in development of configuration of the upgraded ICCS.



LANCASHIRE VICTIM SERVICES QUARTER 2 SUMMARY REPORT

SERVICE OVERVIEW

Lancashire Victim Services received 15,072 referrals in quarter two meaning the number of referrals so far in 2017-18 totals 31,148.

Whilst there has been an increase in vulnerable cases, there has been a decrease in contacting vulnerable victims within 48 hours, from 64% to 45%. The PCC is working with Victim Support (service provider) to ensure that this is addressed in quarter three.

Victim Support (VS) reported they are still facing the following data recording issues from Lancashire Constabulary:

1. Insufficient Data
2. No Data
3. No Consent

This is partly due to the requirement for the Constabulary to now crime incidents within 24 hours resulting in less time for officers to update files before they are transferred to Victim Support. A decision was made during the quarter to delay the sending of data by 24 hours to allow officers to update files before they are sent to Victim Support. The OPCC will work with Victim Support to monitor the effect of this on the quality of the data they receive.

Victim Support reported that there has been an increase in self referrals over Q2, especially in relation to male victims of domestic and sexual abuse. VS anticipate this may be due to the fact that they are not perceived to be a gender specific organisation.

ACTION: The OPCC asked if Victim Support could dip sample self-referrals to see how the victim heard about Lancashire Victim Services. This would help the OPCC to do targeted promotion / campaigns.

DOMESTIC ABUSE

VS indicated that the true number of Domestic Abuse cases they are dealing with exceed those shown in the reported data due to staff not fully recording all their activity. VS believe this will improve in time when new staff fully understand how the reporting / recording system works and VS are currently identifying staff who need further training.



SEXUAL VIOLENCE

Victim Support have 6 full time ISVA's working as part of Lancashire Victim Services – which is one below the number required. They are currently actively recruiting to this vacancy.

The current ISVA's are nearly reaching full capacity with one ISVA having a case list of 49, the average should be 40 cases. Additional ISVA capacity may be available through a number of other, independent Sexual Abuse charities and VS is now currently discussing referral routes and pathways with these agencies.

NEST

Victim Support reported they are really pleased with how the Young Victims service is going and that they are receiving a high response rate from text messages. Victim Support now have a NEST Co-ordinator in post.

NEST has been supporting victims from the Manchester Bombing Attack through special drop in / peer lead sessions. Victim Support highlighted that Lancashire are the only area to have a dedicated young person's service which has proven valuable and Victim Support are lobbying to encourage other areas to develop a service for young people.

NEST also has a Schools Intervention Officer whose role is to deliver the Switched On Programme to schools across Lancashire. Victim Support informed the OPCC that they already have one school who have agreed to take children off timetable for a whole week to take part in the programme.

HATE CRIME

Levels of reported Hate Crime continue to be low and Victim Support are working with the three sub-contract service providers; Lancashire Council of Mosques; Renaissance and DENW (Disability Equality North West) to explore the options for increasing promotion / awareness raising activities with the aim to encourage self-referrals.

COUNSELLING / THERAPY

Victims from Lancashire who were affected by the Manchester Bombing Attack have been able to access support far faster than anywhere else and Victim Support have received really positive feedback from both victims and staff.

The waiting time has increased slightly from 3 days to 4 ½ days and even though this is not a long waiting time this is something that needs to be monitored as Lancashire still want to remain in front.

POLICE AND CRIME PANEL

Meeting to be held on 11 December 2017

Police & Crime Commissioner Decisions

Contact for further information: Ian Dickinson, 01772 533462, Office of the Police and Crime Commissioner, ian.dickinson@lancashire-pcc.gov.uk

EXECUTIVE SUMMARY

The purpose of the report is to highlight decisions made by

- i) the Police and Crime Commissioner for Lancashire, and
- ii) the Director, under delegated authority in the period since the last meeting of the Panel on the 20 September 2017.

RECOMMENDATION

The Panel is asked to consider the report and raise any issues identified on the decisions presented.

1 Background

- 1.1. Under Section 28(6) of the Police Reform and Social responsibility Act 2011, the Panel is obliged to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner's functions and, where necessary, make reports or recommendations to the Police and Crime Commissioner with respect to the discharge of the Commissioner's functions.
- 1.2. The Commissioner is under a statutory obligation under the terms of the Specified Information Order to publish details of decisions of significant public interest. In more general terms under Section 13 of the 2011 Act, the Commissioner is obliged to ensure that he provides the Panel with any information that it might reasonably require to allow it to carry out its functions. This would include the provision of information regarding the Commissioner's decisions and actions, irrespective of whether they were to be considered to be of 'significant public interest'.
- 1.3. In this respect, the Commissioner publishes on his website all decisions he has made.
- 1.4. Further details on all these decisions are available for scrutiny on the Commissioner's Website at:-

<http://lancashire-pcc.gov.uk/meetings-and-decisions/decisions/>
- 1.5. Additionally, Members may access the Strategic Scrutiny Agenda and Minutes at

<http://lancashire-pcc.gov.uk/meetings-and-decisions/meetings-and-reports/strategic-scrutiny-meetings/>

and the Joint Management Board papers at

<http://lancashire-pcc.gov.uk/meetings-and-decisions/meetings-and-reports/joint-management-board/>

2 Decisions made and/or published since the last scheduled meeting of the Police and Crime Panel

2.1 Drawing on the information published on the Commissioner's website, a number of decisions have been made since the report to the Panel at its last meeting on 20 September 2017. These are set out in the table below.

Decision Reference	Decision Title	PCC Priority	Date of Decision
2017/20	Disposal of Carnforth Police Station	Governance	11 September 2017
2017/21	Collaboration Agreement – use of covert human intelligence sources	Governance	11 September 2017
2017/22	Independent Chair of the Reducing Re-offending Board	Tackling crime and re-offending Developing Safe and Confident Communities	13 September 2017
2017/23	Clitheroe Front Counter	Governance	2 October 2017
2017/24	Proceeds of Crime Funding 2015-16	Supports one or more of the priorities detailed in the Police and Crime Plan	24 July 2017
2017/25	2016/17 Treasury Management Year End Position	Governance	24 August 2017
2017/26	Community Action Fund	All applications recommended support one or more of the priorities detailed in the Police and Crime Plan	9 October 2017
2017/27	Provision of Custody Services	Tackling crime and re-offending Supporting Vulnerable People and witnesses Developing Safe and Confident Communities	28 November 2017
2017/28	Acceptance of Tender – supply of agency staff	Supports one or more of the priorities detailed in the Police and Crime Plan	28 November 2017
2017/29	Vulnerable persons Project	Tackling crime and re-offending Supporting	30 October 2017

		Vulnerable People and witnesses	
2017/30	Acceptance of tender – provision of servicing, maintenance of heating and ventilation systems	Governance	15 November 2017
2017/31	Financial Position as at 30 September 2017	Governance	20 November 2017
2017/32	Reserves Strategy	Governance	20 November 2017
2017/33	Staffing Matter	Governance	20 November 2017
2017/34	Treasury Management Mid-Year Report 2107-18	Governance	20 November 2017
2017/35	General Data Protection Regulation	Governance	20 November 2017
	Delegated Decisions	Governance	1 December 2017

3. Director's Delegated Decisions

- 3.1 The Panel will recall that the Commissioner has agreed to the Director's delegated decisions being published.
- 3.2 A report detailing the exercise of her delegations made since the last meeting was presented to the Commissioner on the 1 December 2017. This report has been published along with all other decisions made by the Commissioner on the website and is available for inspection via the following link.

<http://lancashire-pcc.gov.uk/meetings-and-decisions/decisions/>

4. Conclusion

- 4.2 In accordance with its statutory duty, the Panel has the opportunity to scrutinise and review the decisions made and published as set out in the report now presented.

LANCASHIRE POLICE AND CRIME PANEL

Meeting to be held on 11th December 2017

NATIONAL CONFERENCE FOR POLICE AND CRIME PANELS

Contact for further information: Phil Llewellyn (01254) 585369, HR, Legal and Corporate Services, phil.llewellyn@blackburn.gov.uk

Executive Summary

This report gives a summary of the Sixth National Conference for Police and Crime Panels held in Warwick 6th November 2017.

Recommendation

The Panel is asked to note the report, and agree that the Panel will be represented at the next Conference in November 2018.

Background and Advice

Frontline Consulting held their Sixth National Conference for Police and Crime Panels on 6th November 2017 at Warwick Conference Centre.

Following discussion with the Chair and Secretary it was agreed that the Vice Chair, Councillor Paul Elms, and Phil Llewellyn attend the Conference, as they had previously been involved in discussions on the proposed National Association for Police and Crime Panels, which was one of the main items on the Programme. Unfortunately, due to personal circumstances, Councillor Paul Elms was unable to attend the conference, and the Chair and Secretary agreed that Asad Laher, Head of Governance, attend the Conference.

The Conference, as well as being a good opportunity to hear about the latest policy developments was also a good opportunity to meet representatives from other Police and Crime Panels and share good practice.

The Conference was very well attended, with representatives (Councillors and Officers) attending from the vast majority of Police and Crime Panels across England and Wales.

Key speakers debated the matters on the horizon for PCPs, which included potential scrutiny of PCC's with Fire responsibilities, the need to get information from a variety of sources when carrying out scrutiny, the need to better engage with residents and the need for faster resolution of complaints.

In terms of the proposed National Association, there was clear support for a LGA supported Special Interest Group (SIG) to be set up, and it was suggested that each Panel who joined make a £200 contribution, and there was debate on whether Members and Officers should both sit on the SIG, with the favoured approach being

Members only. Volunteers were sought for a Steering Group, with the aim of making the necessary suggestions and recommendations by March 2018. This Panel will be kept up to date on developments relating to the SIG as they occur.

A number of workshops were available on topics including Complaints Handling, Public Engagement and Partnership Working.

Representatives also met in the afternoon in regional groups to discuss common issues, before the Conference was brought to a close by a presentation from the Head of Police at Grant Thornton on emerging themes in the sector and reflections on discussions at the Conference.

The Conference provided a good opportunity to hear of the experiences of other PCPs and to make new contacts in other PCPs, and it is recommended that the Panel is represented at the next Conference, which will be again at Warwick on 12th November 2018.

Consultations

N/A

Implications:

N/A

Legal Implications

N/A

Financial Implications

N/A

Risk management

N/A

Local Government (Access to Information) Act 1985 List of Background Papers

None.

Contact/Directorate/Tel

Phil Llewellyn, HR, Legal &
Corporate Services
(01254) 585369

Reasons for inclusion in Part II, if appropriate
N/A

Agenda item

Police and Crime Panel

Meeting to be held on 11th December 2017

MONITORING OF COMPLAINTS

Contact for further information:

David Fairclough (01254) 585642 Secretary Lancashire Police & Crime Panel,
david.fairclough@blackburn.gov.uk

Executive Summary

This report sets out the current position with regard to communications relating to potential complaints received up to 31st August 2017 in relation to the Police and Crime Commissioner.

Recommendation

That the update in relation to communications and complaints be noted.

Background and Advice

Since the commencement of the Panel in 2012 there have been 43 recorded communications which at the outset were described as potential complaints against the commissioner. Many of these communications as reported previously however did/do not relate directly to the conduct of the PCC and therefore do not, under the terms of the governing regulations come under the jurisdiction of the Police & Crime Panel.

Many communications received focus on the alleged conduct of police officers or the chief constable, and these are matters for which there are other complaints processes and appropriate authorities to deal with such matters.

There have been two (40 & 41) further communications of this nature recently.

A complaint (42) was received relating to a lack of response to an enquiry to the office of the Police & Crime Commissioner (OPCC), this was addressed directly by the OPCC.

The complaint (39) referenced on the last report was considered following receipt of further information and following a full initial assessment of the circumstances it was concluded there was no basis for the assertions and allegations made which were also mostly over 12 months old, so under the Procedure a decision of no further action was appropriate.

The final complaint (43) in this report is ongoing and the matter is currently the subject of initial assessment, the outcome of which will be reported to the next meeting.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal Implications

The procedures adopted by the Panel comply with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 which are issued under the Police Reform and Social Responsibility Act 2011 for the handling of complaints and matters concerning the conduct of the holders of the office of Police and Crime Commissioner.

Financial Implications

There are no direct financial implications arising from this report. It is proposed the handling of such complaints will be contained within existing resources.

Risk management

The requirement to monitor and record complaints against the PCC and DPCC is in accordance with the provisions of The Elected Policing Bodies (Complaints and Misconduct) Regulations 2012.

Local Government (Access to Information) Act 1985

List of Background Papers

<u>Paper</u>	<u>Date</u>	<u>Contact/Directorate/Tel</u>
Agenda and Minutes from	November 2012	David Fairclough HR, Legal & Corporate Services 01254 585642
Agenda and Minutes from	July 2014	David Fairclough HR, Legal & Corporate Services 01254 585642
Agenda and Minutes from	March 2016	David Fairclough HR, Legal & Corporate Services 01254 585642