

Police & Crime Panel for Lancashire

Monday, 12 March 2018

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 meetings held on 11th December
2017 and 22nd January 2018**

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- 3 Declarations of Interest**
- 4 Public Questions**
- 5 Task and Finish Groups - Verbal Updates from
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 - 1) Contact Centre
 - 2) Victim Services
 - 3) Frontline Policing
- 6 Strategic Approach to the Management of
resourcing of Policing of the Fracking protests
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- 7 Response to the findings of the HMICFRS on
Crime Data integrity**

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- 8 The Police and Crime Plan Performance
Monitoring Report**

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10	Special Interest Group - representation at Inaugural Meeting on 19th April 2018 - verbal update from the Vice Chair	
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	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 of the meeting 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.	
13	Date of Next Meeting	
	The next scheduled meeting of the Police and Crime Panel (AGM) will be held on Monday 2 nd July 2018 at 10.00am in Conference Room 3A and 3B, Bickerstaffe House, Blackpool.	

PART 2: ITEMS FOR CONSIDERATION IN PRIVATE

Date Published: Wednesday, 07 March 2018

Police and Crime Panel for Lancashire

Minutes of the meeting held on Monday 11th December 2017

Present:

Chair

Councillor Alistair Bradley, Chorley Borough Council

Committee Members

Councillor Andy Kay, Blackburn with Darwen Borough Council

Councillor Geoff Driver, Lancashire County Council

Councillor Sue Graham, Burnley Borough Council

Councillor Clare Cleary, Hyndburn Borough Council

Councillor Jonathan Saksena, Preston City Council

Councillor Ben Aitken, Fylde Borough Council

Councillor Liz Oades, Fylde Borough Council

Councillor David Whipp, Pendle Borough Council

Councillor Terry Hill, Ribble Valley Borough Council

Councillor Paul Elms, Ribble Valley Borough Council

Councillor Jacqueline Mort, South Ribble Borough Council

Councillor Roger Berry, Wyre Borough Council

Also in attendance

- Clive Grunshaw, Police and Crime Commissioner for Lancashire
- Steve Freeman, Officer of the Police and Crime Commissioner
- David Fairclough, Secretary Lancashire Police and Crime Panel
- Phil Llewellyn, Executive and Councillor Support Manager

1. Welcome and Apologies

Apologies were received for Councillors Ivan Taylor, Brendan Hughes, Kevin Wright, Adrian Lythgoe, Robert Boswell, David Henderson and Abdul Mulla and Altaf Bagdhadi, the Independent Co-opted Members.

2. Minutes of the meeting held on the 20th September 2017

The minutes of the meeting held on the 20th September 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. Task and Finish Groups – Verbal Updates

Verbal updates from Task Group Members were received as follows:

- **Contact Centre** – Phil Llewellyn, on behalf of the Task Group, advised that the Group would be meeting on 13th December 2017 and further updates would be provided accordingly.
- **Victim Services** – Clare Cleary advised that the Task Group were looking to visit the Hub, and that Ian Dickinson was making arrangements.
- **Frontline Policing** – Roger Berry reminded Members that an interim report had been submitted to the last meeting and since then the PCCs Office had provided various details concerning the current number of Police Officers, PCSOs and Specials and recent recruitment levels. Cllr Berry also advised of details received from the PCC on some of the work being delivered as part of the Early Action Project and gave details to the meeting of the following projects: Vulnerable Callers, The Avert Project and the Partnership Commissioning Review.

RESOLVED- That the updates be noted.

6. Fracking Update

The Commissioner submitted a detailed report which provided an update to provide Members of the Panel with an update in relation to the policing aspects of the fracking operation by Cuadrilla.

Dealing with the level of protest had required a large on-going dedicated policing operation to be in place since January 2017. Operation Manilla was the overarching name for the policing operation in response to the anti-fracking protests. It included a significant daily public order capability, which could range between 50 and 75 officers per day. This main strand of the operation was 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 had 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 was a significant strain on the available policing resources to provide 'business as usual' policing in Lancashire. This situation was frequently being exacerbated by regular short notice emergency abstraction of officers from their scheduled duties due to unexpected spikes in protestor activity. There were 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 needed to be seen in the context of several other important factors creating strain on the force. Some notable competing issues had 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 had experienced in recent months.

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 contributed 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 the end of October 2017 the professional Standards Department at Lancashire Constabulary had recorded 145 complaints in respect of the policing of the fracking operation. The table in the report identified the nature of the complaints.

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

The Commissioner had 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.

Members of the Panel asked the Commissioner a number of questions relating to the report, in particular relating to complaints received, the impact on local residents and the local economy, resources issues, and the approach of the Police in dealing with protesters.

The Commissioner responded, giving further details of complaints received and how they were dealt with, the difficulty of getting the balance right when managing the protesters and trying to build a relationship with them, whilst also responding to the concerns of the local community. The Commissioner also reminded the Panel that costs of policing outside the site had to be paid for by the taxpayer, Cuadrilla had to

pay for costs of security within the site, and had offered to assist with costs outside it, however this would not be appropriate as it would comprise the impartiality of the operation.

The Chair, on behalf of the Panel, requested that a report be submitted to the next full Panel meeting, reviewing whether the approach taken by the Police was appropriate and whether there were other options available.

RESOLVED- That the report be noted and, that a report be submitted to the next full Panel meeting reviewing the strategic approach to the management of the resourcing for the policing of the protests.

7. Police and Crime Plan Monitoring Report

The Commissioner presented a report which provided Members of the Panel with an update on progress in delivering the Police and Crime Plan for Lancashire 2016-2021. The report covered the first quarter from 1st July 2017 to 30th September 2017.

The Commissioner highlighted 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. The Legitimacy report was published on the 7th December 2017 and the Commissioner advised that this had also been judged Good.

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 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 had met with the Chief Constable and has been assured that work was already underway to urgently put into place the recommendations of HMICFRS.

Following comments, concerns and questions by Members, the Commissioner agreed to bring a report to the next full Panel meeting providing further detail, including information on the link with Victim Services.

In response to an update on the Force Control Room (FCR), concerns were also raised about the performance of the FCR, and the decanting of the FCR to facilitate the full roll out of Pod working and the lack of representative teams whilst the decant was ongoing. The Commissioner also advised that the Chief Constable had agreed to increase the number of Police Control Room Operators by a further 50 to meet increasing demand.

The Commissioner received questions on the rollout of the average speed camera programme, unnecessary referrals to the MASH, declining user satisfaction figures, data recording issues for Victim Support, the impact of Mental Health on policing and Hate Crime in terms of Eastern European victims.

In response, the Commissioner advised that the fifth of eight average speed cameras went live on 24th November. In terms of MASH referrals, the Commissioner advised that work was ongoing to introduce efficiencies. In relation to declining user satisfaction figures and data recording issues relating to Victim Support, the Commissioner advised that information systems were being updated to keep people updated on their cases, and that would lead to less 101 calls for those people who were ringing for update information, and should lead to increased user satisfaction levels. The Commissioner shared the concerns of the Panel about the amount of time spent on Mental Health issues, and advised that work was ongoing with Health on these issues. In terms of Hare Crime and Eastern European Victims, the Commissioner advised that dedicated 101 lines were in place, but that due to the fear of crime, many victims did not report incidents.

RESOLVED – That the report be noted and that the Commissioner submit a report to the next full Panel meeting on the response to the findings of the HMICFRS on Crime Data integrity including information on the link with Victim Services.

8. Police and Crime Commissioner Decisions

Members received a report which outlined the decisions taken by the Commissioner since the last meeting on 20th September 2017.

RESOLVED – That the report be noted.

9. National Conference for Police and Crime Panels

A report was submitted which gave a summary of the Sixth National Conference for Police and Crime Panels held in Warwick 6th November 2017.

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. Phil Llewellyn and Asad Laher (replacing Councillor Paul Elms who was unavailable) represented the Lancashire Panel

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.

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

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

An e-mail had been circulated to all Members of the Panel, advising of plans for the plans for the Special Interest Group, in particular that representatives from each PCP would meet 'virtually' and agree the agenda for the inaugural meeting to be held in February/March.

RESOLVED –

1) That the report be noted and representation at the next Conference be confirmed at the AGM meeting in June 2018; and

2) That Councillor Paul Elms represent and lead on matters relating to the Special Interest Group on behalf of the Panel, supported by Phil Llewellyn.

10. Monitoring of Complaints

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

RESOLVED – That the report be noted.

11. Urgent Business

There were no items of urgent business.

12. Date of next meeting

The next meeting of the Panel (Precept only) would be held on Monday 22nd January 2018, at 6.30pm in Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston.

Signed.....Chair
2018

Police and Crime Panel for Lancashire

Minutes of the Precept meeting held on Monday 22nd January 2018

Present:

Chair

Councillor Alistair Bradley, Chorley Borough Council

Committee Members

Councillor Andy Kay, Blackburn with Darwen Borough Council

Councillor Geoff Driver, Lancashire County Council

Councillor Clare Cleary, Hyndburn Borough Council

Councillor Jonathan Saksena, Preston City Council

Councillor Ben Aitken, Fylde Borough Council

Councillor Brian Newman, Pendle Borough Council

Councillor Terry Hill, Ribble Valley Borough Council

Councillor Paul Elms, Ribble Valley 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 Harrison, Office of the Police and Crime Commissioner
- Steve Freeman, Office of the Police and Crime Commissioner
- Sian Roxborough, Council Solicitor
- Phil Llewellyn, Executive and Councillor Support Manager

1. Welcome and Apologies

Apologies were received for Councillors Ivan Taylor, Brendan Hughes, Sue Graham, David Whipp, Jacqueline Mort, Liz Oades, Adrian Lythgoe, Robert Boswell, David Henderson and Abdul Mulla and Altaf Bagdhadi, the Independent Co-opted Members.

2. Declaration of interests

There were no declarations of interests received.

3. Police and Crime Commissioner's Budget 2018/19

A report was submitted which set out the latest financial position for the Police and Crime budgets in Lancashire for 2018/19 and the proposals in relation to the Council Tax Precept.

The Police and Crime Commissioner had a statutory requirement to set an annual Police and Crime budget and, as part of that process, to consult with the Police and Crime Panel regarding any proposals in relation to the council tax precept. The report set out the latest financial position for the Police and Crime budgets in Lancashire for 2018/19 and the proposals in relation to the precept.

Included in the report was the current financial position that reflected the changes in the level of resources, additional cost pressures, reductions in the cost base and the identification of additional savings agreed by the Commissioner since setting the budget for 2017/18. The report set out;

- The Medium Term Financial Strategy (MTFS) that covered the 4 year period from 2018/19 – 2021/22
- The revenue budget for 2018/19
- The council tax proposal for 2018/19
- The current capital investment programme, and
- The Commissioner's reserves strategy

In addition the report set out the advice of the Commissioner's Chief Finance Officer on the robustness of the budget and the adequacy of the level of reserves as required by section 25 of the Local Government Act 2003.

The Police and Crime Commissioner's Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2021/22 was framed in the context of the provisional financial settlement for Lancashire published on 19th December 2017. The provisional settlement announced an unchanged core grant for policing in Lancashire at £190.024m, however in the period 2010/11 to 2018/19 core government funding for Lancashire had fallen by £52.6m (23%) in total.

The government also announced that Police and Crime Commissioners could increase the council tax precept by £12 for a band D property. This would meet the costs incurred by the service due to the pay award provided by the Home Office for Police Officers and a potential similar increase for staff and the cost pressure arising from the impact of inflation on non-staff costs in 2018/19. The funding position reported was provisional and could be subject to change in the final settlement announced in early February.

The Commissioner and the Chief Constable had considered the Minister's stated intention to 'protect' the grant for each Commissioner in the 2019/20 settlement and had agreed to the assumption for the MTFS that government funding would continue at its current level in 2019/20 and then would reduce by 0.9% each year thereafter.

In the 2017/18 budget report approved by the Commissioner on 10 February 2017 it was identified that further savings of £13.4m up to 2019/20 were required. The

Commissioner and Chief Constable had continued to review the MTFS to 2021/22 and had identified a revised funding gap of £23.4m.

The Commissioner had approved additional savings of £6.0m in delivering the revised funding gap which meant that the Commissioner and the Constabulary had to date identified a total amount of savings of £84.4m from 2011/12 to 2021/22. To meet the outstanding funding gap a further £23.4m of savings needed to be delivered. This meant that by 2021/22 total savings of £108m would have been delivered since 2011/12 which was the equivalent of 37% of the 2011/12 original revenue budget.

In developing options the Commissioner and the Chief Constable had helped to protect front line services and drive out efficiencies wherever possible whilst maintaining service delivery. This approach together with the overall approach to managing the financial position was recently recognised as good practice by Her Majesty's Inspectorate of Constabulary (HMIC) from which Lancashire Constabulary was again rated as 'good' in the Police Effectiveness Efficiency and Legitimacy "Peel efficiency" inspection.

The provisional police grant for 2018/19 was announced on 19 December 2017. Lancashire has been allocated £190.024m which was the same as in 2017/18. The Minister also indicated that the level of grant funding would be repeated in 2019/20 but this was not confirmed in the settlement itself and no indication of grant levels in years beyond 2019/20 was provided.

The collection fund surplus/deficit position in respect of council tax for 2017/18 and the final taxbase position for 2018/19 would be confirmed by the Unitary and District Councils on 31 January 2018. The final amount of council tax to be received would therefore be confirmed in the budget report to the Commissioner in February 2018.

The MTFS included investment in key areas of policing activity for Crime and Intelligence, Contact Management, Digital Media Investigations Unit, and Emerging issues

A key element of the Commissioner's financial management strategy was the ongoing review of the organisation's activity and the identification of additional savings that could be made. This work was undertaken in conjunction with the Constabulary's 'Futures Team' and had identified further savings that would be delivered in 2018/19 and future years.

There were however a number of risks and uncertainties that would impact on the final position that were further detailed in the report.

In order to improve the efficiency of the service it had been identified that significant investment was needed in which was recognised in both the ICT and the Asset Management strategies.

These strategies identify a number of projects that would ensure that, as far as is possible, frontline policing was protected and made as efficient as possible in future years. The one-off investment in these projects would be provided through the Commissioner's Capital Investment Programme.

The current capital programme was outlined with the key elements of the IT strategy being: Replacement of Desktop and mobile equipment (£2m), New and replacement key IT systems (£11m) and New and replacement IT infrastructure including networks and security (£14m).

The main element of the accommodation strategy was the construction of the new divisional headquarters in West Division expected to be complete in 2018/19.

The report set out the risk associated with the implementation of the Emergency Services Network (ESN) to replace the existing network used for communications by the Emergency Services.

The Commissioner held two types of reserve, general reserves and earmarked reserves.

The forecast level of general reserves for 1 April 2018 was £11.984m or 4.8% of the 2018/19 revenue budget.

General reserves at this level were considered appropriate by the Commissioner's Section 151 Officer to ensure the ability of the organisation can remain a going concern should an unexpected issue occur. The impact of the costs associated with anti-fracking protests were highlighted of event and the associated significant cost underpinned the necessity to retain reserves at an adequate level.

There were also a number of earmarked reserves for specific purposes that were forecast to total £20.243m at the beginning of 2018/19. The reserves set aside to support the organisational transformation of the constabulary were forecast to total £14.105m at the start of 2018/19. These reserves were set aside to contribute to the funding of the capital programme.

It was reported that there remained a funding gap of £6.485m for the 2018/19 revenue budget.

As part of the budget setting process the Commissioner was required to consider whether or not to propose any changes to Council Tax. It had been announced by the Minister for Policing and Fire that Police and Crime Commissioners could increase the Council Tax charge for a band D property by up to £12 without the need for a local referendum.

The Minister had stated publically that he expected the 2% pay award set by the Home Office for Police Officers and a similar potential increase for Police staff pay to be met from the additional council tax this increase would raise.

The Commissioner made it clear that protecting local policing in Lancashire was his main priority and therefore proposed to increase Council Tax in 2018/19 by £12, giving a Council Tax charge of £177.45 for a Band D property, providing additional income of £5.177m. This income would enable some protection to policing services in Lancashire at a time when both costs and demand pressures were rising at a significant rate.

The Constabulary's 'Futures team' were working with the Constabulary's Director of Resources and the Commissioner's Chief Finance Officer to identify further proposals to meet the savings gap in future years. These would be considered by the Commissioner over the next 12 months as part of the ongoing financial planning process.

The Commissioner outlined the public consultation process and circulated Appendix A which gave the results, and advised that 78.4% of those surveyed supported the proposed increase.

It was reported that the Police and Crime Panel's response to the Commissioner on the precept proposal must be made by 8 February 2018. A Commissioner was unable to set a precept until the end of the scrutiny process was reached and should the Police and Crime Panel veto the proposals, the Commissioner must submit a revised precept for consideration of the panel by the 15 February 2018 to which the Police and Crime Panel must also respond. A further response from the Police and Crime Panel must be received by 22 February 2018 after which the Commissioner must respond formally to the Police and Crime Panel setting out the precept for the forthcoming year.

Members of the Panel then questioned the Commissioner on his proposals in particular in relation to use of Reserves, the Consultation process, the Capital Programme, IT Strategy, Staff Costs, and the Accommodation Strategy. The table on page 13 of the report at 7.4 which summarised the impact of the proposed increase in Council Tax on the MTFS was considered to be misleading / confusing and the Commissioner and his officers were requested to present the information in a more clear way in future reports.

The Commissioner, assisted by Steve Freeman, gave responses to the various questions raised.

The Chair then asked Members to consider the recommendations in the report.

The Panel then moved to the vote and the recommendations were carried.

RESOLVED – That the Police and Crime Panel:

- Note the details of the 2018/19 provisional police finance settlement and the overall impact on Lancashire's budget;
- Note the report on the public consultation undertaken in respect of the proposed precept level;
- Concur with the Commissioner's proposal to increase the council tax precept for a Band 'D' property by £12 in 2018/19;
- Make arrangements to ensure that a formal written response to the proposals is sent to the Commissioner by 8 February 2018.
- Note the capital investment programme;
- Note the proposed use of the Commissioner's reserves in 2018/19 and future years

4. Consultation on Special Interest Group

Further to recent discussions on the Special Interest Group, the Panel considered a note from the Chair of the Hertfordshire PCP which contained a number of recommendations, which included a proposal of a minimum contribution each year of £200 up to a maximum of £500 a year per Panel to assist with running costs. The Panel stated its support for a £500 contribution each year.

RESOLVED – That Phil Llewellyn confirm that the Panel were in favour of a £500 contribution per annum towards running costs of the Special Interest Group when established.

5. Urgent Business

There were no items of urgent business.

6.. Date of next meeting

The next meeting of the Panel would be held on Monday 12th March 2018, at 6.30pm in Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston.

Signed.....Chair

2018

POLICE AND CRIME PANEL

Meeting to be held on 12 March 2018

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 on the Constabulary's strategic approach to the management of the resourcing for the policing of the protests

RECOMMENDATION

The Panel is asked to consider the report.

Background

The Panel will recall at their meeting in December 2017, Members were provided with a detailed report in relation to the policing aspects of the fracking operation by Cuadrilla and asked for a further report on the strategic approach to the management of the resourcing for the policing of the protests.

As Members are aware, Operation Manilla is the Constabulary's response to Fracking related protest which is currently concentrated largely at Preston New Road.

Protracted protest started in January 2017 and in the previous twelve months the resources required on a daily basis have varied from a Police Liaison response to at peak times 3 PSUs plus associated add-ons.

Lancashire Constabulary have had protests on a daily basis supported by local and national campaign groups. This protest peaked in the late summer of 2017 with the delivery of the drilling rig and after a reduction in activity in the autumn it would appear that the intensity is increasing as the process of fracking gets closer.

To date Lancashire Constabulary have had:

- over 350 arrests
- over 80 lock-ons
- 46 full or partial road closures
- significant disruption to both Cuadrilla, their sub-contractors and the local community
- 145 complaints in respect of the policing of the fracking operation.

Dependent upon the presence of significant gas reserves it is unlikely that the current process will be completed until at least early 2019 and it is quite clear from discussions with both local and national protestors that they intend:

- to stop the fracking process at Preston New Road by any means, because they believe it will lead to large scale gas production across Lancashire
- to use direct action in combination with peaceful protest and mass civil disobedience
- to request support from national protestors and provide them with the necessary means to stay in the vicinity at the various protest camps

Based upon what Lancashire Constabulary experienced in 2017 and the stated intentions of both local and national groups it is reasonable to expect:

- significant protest by local groups supported by individual nationals, and national groups such as Reclaim the Power
- protest tactics including peaceful protest, mass gatherings, lock-ons, vehicle surfing and other associated direct action tactics
- it is likely that this activity will peak in the spring/summer/early autumn and during specific points in the fracking process such as:
 - removal of the drilling rig
 - arrival of the fracking rig
 - removal of the waste water (up to 600 HGV movements)
 - construction of the gas pipeline

Whilst the above timescale is subject to change due to a number of factors including, licensing and environmental factors it is quite clear that in terms of protest Lancashire Constabulary expect a busy year.

Therefore, Lancashire Constabulary have established a permanent command structure for Operation Manilla for the period 1st March 2018 – 31st December 2018 which will be supplemented by a daily public order resource that will be made up of officers working on rest day (so whilst there is a financial cost, there will be no cost in terms of abstractions from their normal place of duty) in order to meet the predicted demand the predicted resource levels.

The future costs will be met initially from Constabulary reserves with the likelihood of full or partial cost recovery from the Home Office.

Request to the Home Office for financial support

As the Panel is aware, the Commissioner has written to the Home Office on a number of occasions to request financial support in respect of the costs incurred for the fracking operation to date. Lancashire MPs have also submitted a cross party letter in support of the Commissioner's request.

Further, 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.

In terms of value for money, HMICFRS found that the Constabulary's operation has been well planned, with a clear governance structure. Expenditure is closely monitored and the force has tried to reduce costs where possible. HMICFRS found several examples of money-saving measures and have therefore concluded that the force has applied value-for-money principles.

POLICE AND CRIME PANEL

Meeting to be held on 12 March 2018

Crime Data Integrity (CDI) Inspection

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 the Commissioner's response to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) findings, following their Crime Data Integrity inspection of Lancashire Constabulary including information on the link to Victim Services

RECOMMENDATION

The Panel is asked to consider the report.

Background

The Panel will recall that at their meeting in December 2017, Members received a report highlighting the HMICFRS inspection findings on Crime Data Integrity and sought a report on the Commissioner's response to the findings.

The Police and Crime Commissioner fully supports the HMICFRS audit and inspection regime that provides independent scrutiny and ultimately leads to improved service delivery to the public.

Further, the Commissioner is a strong advocate of the PEEL assessment process and genuinely believes in learning and improvement through frank, open and honest dialogue. As such any deficiencies in the Constabulary's systems and processes identified through these inspection activity are robustly scrutinised.

Recently, the Deputy Chief Constable has established an internal HMICFRS Board. The purpose of the Board is to review recommendations, Areas for Improvement (AFIs), points of note and action plans associated with all seven of 2017/18 HMICFRS inspections. The Board, monitors and tracks progress as through bespoke action plans. It also ensures the Constabulary have a forward look at the upcoming inspections and preparation, ensure there is an understanding of the requirements, have benchmarked the Constabulary's position and are undertaking activity which is required to make necessary improvements.

As the Panel is aware, in July 2017, HMICFRS completed their inspection of Crime Data Integrity, this comprised reviewing approximately 2500 incident logs to ensure crimes reported had been recorded or a suitable negation supplied, the data work

was then followed by four days of reality testing.

The report was published on the 28th November 2017, Lancashire was graded 'inadequate' with a number of recommendations made which the force is working to implement immediately.

Whilst the Police and Crime Commissioner accepts the grading and recommendations in relation to the crime recording process, and expects the Chief Constable to address these, he does not consider that it accurately reflects the quality of the service currently provided to the victims and is concerned about the impact such comments could have on the trust and confidence of vulnerable victims in Lancashire.

Indeed, the Inspection report itself acknowledges in relation to rape crimes:

"We found that although a crime may not always have been correctly recorded, Lancashire Constabulary provided support and safeguarding in all of these cases, including referrals to partner organisations when appropriate, and carried out an investigation in all".

Further, at the inspection debrief, HMICFRS staff informed the Constabulary:

"On a positive side an examination of the service provided showed that in virtually every case safeguarding was considered and provided where needed. In many cases some positive action was taken in line with the wishes of the victim."

"We were also impressed with the quality of call handling found within the FCR (Force Control Room). Safeguarding was at the forefront of considerations and with some exceptions, call to log content was good."

"During fieldwork we found that officers were positive and victim focused."

"In respect of messages from the Chief Officer Team there was no confusion and officers fully understood their responsibilities. It is clear that the culture of the constabulary is positive from COT (Chief Officer Team) right down to the frontline. HMIC witnessed victim encounters within the FCR which were professional where the victim received a good service. Our audit staff were impressed with the high standard of call handing displayed within the calls listened to."

In response to the inspection report the Police and Crime Commissioner conducted an extraordinary Scrutiny meeting on Monday 5th February 2018 which gave specific scrutiny and focus on the Constabulary's response to the CDI Inspection findings. The Commissioner was updated on the work being undertaken and ongoing to address the issues identified. Officers had visited South Wales, who were one of 4 forces inspected for CDI to graded as good (5 forces were graded requires improvement and 8 forces inadequate) in order to illicit best practice in this area.

Further, at his Strategic Scrutiny Meeting on the 21 February 2018, the Commissioner was presented with the Constabulary's CDI Action Plan.

The Commissioner was assured that work is ongoing to address the plan. One of the recommendations in the inspection pertained to the establishment of a crime data integrity team. This is an area that is currently being modelled and in respect of which needs costing. The Chief Constable and the Commissioner are acutely aware of the lack of resources and therefore the introduction of this team needs careful consideration. Further, if such a team is introduced it's likely that there will be an impact on call handling times as they will take longer. This issue is therefore not just a compliance issue, it's about making an informed decision and balancing all the relevant factors.

Further, the Constabulary have undertaken changes to practices and procedures and has instigated immediate and on- going training for officers force wide. Additionally, it has enlisted the help of some of the staff in the Force Control Room to help reclassification of crimes to help inform how best practice can be achieved moving forward.

The Police and Crime Commissioner is committed to supporting vulnerable people and victims in our community and through his discussions with the Chief Constable he is assured that when those people who turn to the police in crisis, they are receiving the help and support they need.

The Police and Crime Commissioner has commissioned Lancashire Victim Services to provide a comprehensive integrated support service for all those who are victims of crime. The service is available regardless of whether victims chose to report a crime or not and where a crime is recorded as an incident victims can still access relevant support and advice. Where victim information is not automatically transferred to Lancashire Victim Services the Constabulary will provide victims with information and contact details about the service.

The Police and Crime Commissioner will continue to closely monitor the progress of Lancashire Constabulary in this area.

POLICE AND CRIME PANEL

Meeting to be held on 12 March 2018

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 October 2017 to 31 December 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 21 February 2018 and published on the Police and Crime Commissioner's website. The majority of the data spans the 12 months to end of December 2017.
7. Attached at **Appendix B** is the note of the Strategic Scrutiny Meeting held on the 21 February 2018. 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. Work continues to develop a costed business case to replicate the South Pod trial across all three policing divisions which will be ready for consideration by the Chief Officer Team and the Commissioner in May 2018.
12. Members are aware that 2017 had been a particularly challenging year for the 101 call performance and whilst the trend was showing a gradual improvement, the Constabulary were continuing to monitor this closely with recruitment a key factor in improving performance.
13. The staffing levels for the Force Control Room had increased through this recruitment and was currently at 332 to meet demand. However, the attrition of staff and police officer recruitment of PCRO's means that reductions in staffing levels will be bolstered by a further recruitment in May 2018 of 50 staff to bring the staffing up to 345 on a permanent basis.
14. Arrangements have been made for the Panel's Task and Finish Group to meet with officers from the OPCC in relation to the Force Control Room on the 5 March 2018. A copy of the report on the Force Control Room presented to the Strategic Scrutiny Meeting is attached at Appendix D.

15. The HMICFRS have published their National Police Leadership 2017 report which looks at how leadership is understood in policing across the country and how well it is shown in a force. It is not Force specific and no specific grading are given to individual Forces.
16. The Commissioner is pleased that Lancashire has been specifically praised in the report for the work the Constabulary do in relation to staff engagement through 'The Buzz' and on its focus, leadership and commitment to the wellbeing agenda.
17. Members will recall that they raised a number of concerns with the Commissioner at their meeting in December 2017, in relation to the HMICFRS Crime Data Integrity inspection. At the request of the Panel a substantive report is provided elsewhere on the Agenda on the response to the findings of the HMICFRS on Crime Data Integrity.
18. HMICFRS have completed their PEEL Effectiveness Inspection. The Constabulary was inspected on Vulnerability (Mental Health and Domestic Abuse) and Strategic Capabilities.
19. The report is due to be published towards the end of March 2018 and the Commissioner will advise the Panel of the overall judgement at the next meeting.
20. The Panel will recall that in October 2017, HMICFRS conducted a wide ranging Child Protection (CP) Inspection of Lancashire Constabulary as part of its National Child Protection Inspection Programme. Again the report is to be published in March 2018 and the Commissioner will advise the Panel of the overall judgement at the next meeting.
21. Members will recall that at the Police and Crime Panel precept meeting in January, they raised questions about ICT and spend; efficiency monitoring; Estate and collaboration. With the agreement of the Panel, the Commissioner is proposing to hold one seminar for Members to cover these areas of business. Members are asked to indicate their preference of date 5th of April 2018 10 – 3pm or 1st of May 2018 11 – 4pm. Members are asked to decide if they want to come to Blackburn for the seminar or to go to Preston.
22. Since the Last meeting, the main engagement the Commissioner has undertaken has been around the policing precept for Lancashire. Residents were consulted on how much they would be happy to pay towards policing in the council via a telephone poll, online survey or paper questionnaires which were promoted in the local media as well as through the Commissioner's website and social media channels. Over 3,400 people responded and 78.4% backed an increase of at least £12 per year.
23. Supporting partnership working is a key way that the Commissioner seeks to make Lancashire a safer place and he has launched a pocket booklet for

frontline workers to help them spot the signs of modern slavery and how partner organisations can help potential victims get to safety. Victims of modern slavery are some of the most vulnerable in society while the perpetrators are usually involved in other elements of organised crime which affect communities. The booklets will help ensure that health workers, council staff, fire service and paramedics among others can play a role in tackling this and ensuring that the police have the best intelligence to be able to tackle this often hidden crime.

24. As the Panel are aware, the Commissioner has a Lancashire Victim Service.
25. A comprehensive suite of Key Performance Indicators has been developed and agreed to monitor contract performance, which forms 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.
26. 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.
27. The third of those review meetings was held on the 9 February 2018 and a summary report is attached at appendix E.

Recommendation

28. 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 21 February 2018

Appendix C: Performance Measures

Appendix D: Force Control Room Update

Appendix E: Note of the Victim Support Q3 Performance meeting.



**Lancashire
Constabulary**
police and communities together

REPORT TO:	STRATEGIC SCRUTINY MEETING
REPORT BY:	KIRSTY MALCOLM / INSPECTOR ANDREW PROCTER
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 31st December 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. The Commissioner will note that an Awards section has been added to the end of this report (at section 8) as the Constabulary has recently received three National awards, two for its approach to diversity and valuing difference and one for Restorative Justice.

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 31/12/2017	£m	Force %	Previous Quarter
Visible	£79.5m	42.6%	41.1%
Non-Visible	£58.4m	31.3%	31.8%
Operational Frontline	£137.9m	73.8%	72.9%
Frontline Support	£14.9m	8.0%	8.1%
Business Support	£34.0m	18.2%	19%
Other *	£14.3m		
Total	£201.1m		

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

- (ii) Spending on front line policing remains essentially the same as in previous quarters. The slight increase in percentage terms from the last scrutiny meeting is due to a small reduction in spending on business support. There also remains an investment in 45 Assistant Investigators to provide investigative support in Investigation Hubs across Lancashire.
- (iii) A full Human Resources (HR) update will be provided at the next Scrutiny meeting as this has been agreed on a biannual basis

b. Update re Fracking Operation

- (i) The Police and Crime Commissioner is additionally briefed separately briefed on the operation.

Policing Style

- (ii) The Constabulary have a positive obligation under European Convention on Human Rights (ECHR) to facilitate peaceful protest and to do that they employ wherever possible a Police Liaison Team led approach to dealing with protestors. They have to balance this right with the rights of Cuadrilla and associates to go about their lawful business and the right of the local community to live without disruption.
- (iii) In order to deal with people that go beyond peaceful protest and commit unlawful acts they have to show reasonableness at all stages. That is why they use a five-step appeal approach (there are literally 5 stages in requesting a protester to stop committing an offence).
- (iv) This highlights two key points
 - As a result of the Constabulary's reasonable/facilitative approach they have been highly successful at convicting people who have persistently gone beyond peaceful protest (over 350 arrests and a conviction rate of over 50% compared with single figures in other forces)
 - The vast majority of protestors/campaigners are local groups and are a true representation of the community in Fylde. The Constabulary must always bear in mind that they police with consent and that how they treat the anti-fracking protesters today will have a legacy going forward.

Determination and Review of Resources to meet actual requirements

- (v) Resources are determined on a resource to risk basis and the strategic and tactical commanders review them on a bi-weekly basis. In essence, the baseline is to identify enough resources to keep everybody safe (Public, protestors, Cuadrilla and associated staff and the public)

- (vi) Compared with similar operations around the country, Lancashire Constabulary has been lean in its use of resources.

Activity

- (vii) Cuadrilla's timeline is difficult to predict due to a number of factors: weather, geology, Government licences and logistics.
- (viii) Based upon all the various stages of their processes and the intentions of the campaigners, the policing operation commanders expect activity will be similar to last year with a peak in spring summer and autumn. However, they we can draw on the experience from last year and feel better prepared. The Commissioner will note that the strategic resource requirement for 2018 has been outlined through the Business Management Model.

Potential New Fracking Sites

- (ix) [Halsall – Aurora](#) have notified LCC that they intend to submit an application to frack. It is felt likely that this will take a significant period before it is progressed bearing in mind the strength of local opposition.

c. Citizens in Policing

Special Constabulary

- (i) There are currently 383 Special Constabulary Officers within Lancashire Constabulary, 33 of these are the current intake, which started in early December, their attestation is arranged for 18th March, which is their final day of training.
- (ii) The specials carried out a total of 18,022 duties and volunteered 128,422 hours in 2017.
- (iii) Paul Airlie Chief Officer has retired. His last day with us was the 22nd December 2017. Peter Allen Special Chief Inspector is now based at HQ and will be assisting with the review of the Special Constabulary along with Ch. Insp Ian Sewart.
- (iv) From a total number of 1702 applicants, 120 Special Constables have applied to become regular officers during the latest recruitment window.

Volunteers

- (v) We currently have just over 500 volunteers within the Constabulary just over 100 of these are new applicants. We are currently recruiting again for more cyber volunteers across the county, Restorative Justice have also just completed a county wide recruitment of volunteers for their panels.

Cadets

- (vi) Lancashire Constabulary has 518 Police Cadets and an additional 80 Junior Cadets aged 7-13 We now have junior cadet schemes in Morecambe – focussing

on children from disadvantaged backgrounds, Broughton and Ribbleton – 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.

- (vii) £4000 of POCA money has been made available for Cadet Leaders to receive training from the Sylvia Lancaster Foundation. This will then enable them to deliver hate crime presentations to the cadets.
- (viii) All PCSO Cadet Coordinator vacancies have now been filled and the new starters attended a training day on the 9th January.
- (ix) The Commissioner has recently visited a Junior cadet scheme.

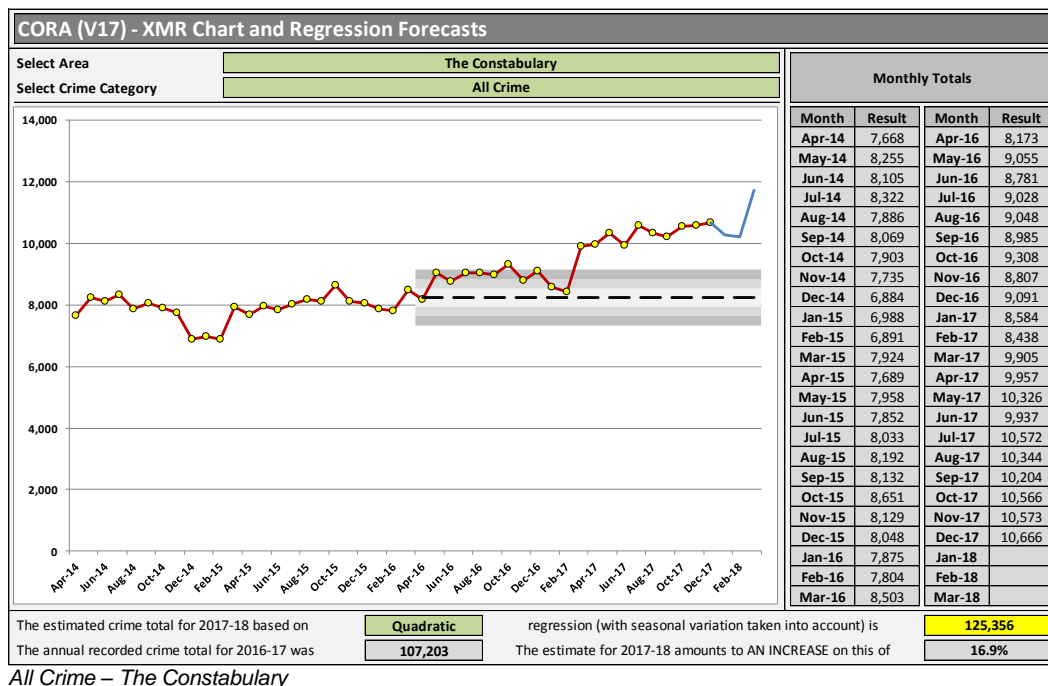
d. Contact Management

Subject to a separate agenda item.

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 15,614 crimes (14.9%). 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
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12M Dec-17 -v- 12M Dec-16	Up 15.2% (625,991 Crimes)	Up 26.2% (142,343 Crimes)	Up 20.3% (189,907 Crimes)	Up 15.2% (15,894 Crimes)
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(There is slight difference between the Foresight comparative data and Constabulary internal data as the former has an early cut-off date whilst the latter continues to be updated and is hence more accurate.)

The All Crime category has continued on an upward trend, with Lancashire following the national level, currently remaining well below the North West and MSG averages. However, as the effects of the Constabulary response to the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) Crime Data Integrity (CDI) inspection report begin to take effect it is likely that this increase will *accelerate* over the coming 12 months, as is also likely nationally. The regional figures are significantly skewed by Greater Manchester Police crime recording increases: they were one of the first forces subject to the CDI and since have shown significant increases in recorded crime.

In previous years the All Crime figure could have been expected to show a seasonal reduction in January thus reducing the year end figure. Predictions allowing for a change in circumstances due to CDI related activity initially suggested an end of year position of 125,326 crimes, an increase of 16.9% on 2016/17 when calculated at the end of December. However, when January's increase due to increased CDI activity (as opposed to a reduction) is taken into account the end of year prediction is higher at 126,454 representing an 18% increase on 2016/17.

The CDI Inspection response has been scrutinised by the Commissioner on the 5th February 2018 and is mentioned in the separate HMICFRS item on the agenda.

- All 43 forces nationally have shown an increase in All Crime.

(iii) As the Commissioner will recall from the last scrutiny meeting public order offences and lower level violence contributed significantly to the increase in recorded crime. This position has continued this quarter as below:

- Non-Injury Assault – Up 2,706 (28.4%)
- Assault - Less Serious Injury – Up 1,896 (13.6%)
- Harassment – Up 555 crimes (12.3%)
- Public Order Offences - Up 1,735 crimes (61.5%)

(iv) Other offences which add most proportionately to the increase include:

- All Criminal Damage offences – Up 1244 (6.9%)
- Other Theft offences – Up 1541 (11.8%)
- All Burglary – Up 1171 (9.6%)
- Shoplifting – Up 932 (11.1%)

(v) The Public Order 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 1,735 crimes (61.5%). Public Order continues on an upward trend with the exception of September. However, if trends based on December's figures were to be maintained there would be a projected increase of 73.5% (5,195 crimes) for 2017/18 year-end. However, when January's increase is

taken into account this prediction is higher at 5,487 representing an 83.4% increase on 2016/17.

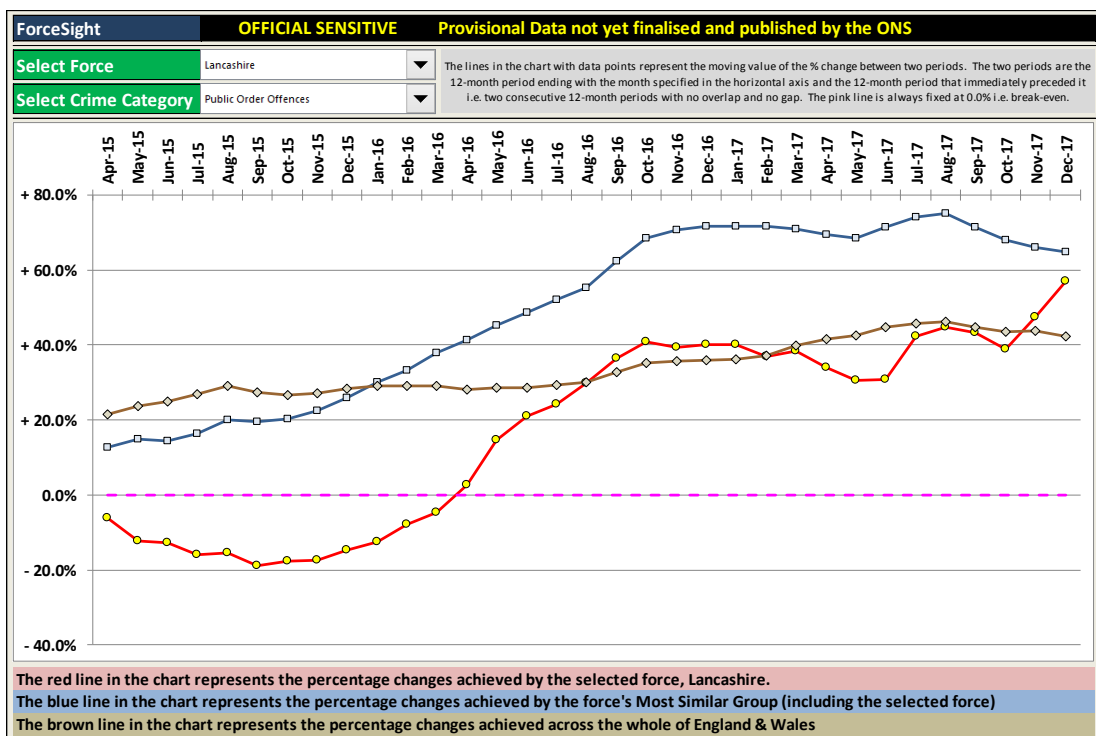
(vi) The figures in the table below are taken from national data in the ForceSight file:

	England & Wales	NW Region	MSG	Lancashire
12M Dec-17 -v- 12M Dec-16	Up 42.3% (106,560 Crimes)	Up 114.3% (41,770 Crimes)	Up 64.7% (35, 236 Crimes)	Up 56.9% (1,653 Crimes)

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

(vii) As can be seen from the chart below this is in line with all forces across the country, although we have shown a sharp increase for the last 2 months. It is postulated that this is a reflection of internal recording activity directly correlated with the CDI Inspections (note the significant increase in crimes since June 2017 – CDI Inspection) as opposed to an actual rise in this area of crime evidenced by the Crime Survey for England and Wales. As the commissioner will remember this issue was discussed in some detail at the last scrutiny meeting and crime recording will continue to remain under scrutiny via HMIC inspections (separate agenda item). The Crime Data Integrity action plan is being overseen by CSupt Lawson and the Force Crime Registrar. As part of this work analyses are being carried out to identify how the increased recording of crime is made up to provide a true picture, these could be described as;

- wholly new crime
- crimes recorded as an incident but not previously recorded as a crime and investigated as such
- additional crimes attached to existing incidents/crimes.



b. Serious and Organised Crime Threats

(i) County Lines:

County Lines is the term used by police and law enforcement to commonly describe the approach taken by gangs and criminal networks originating from urban areas, who travel to locations such as county or coastal towns to sell class A drugs. Gangs typically use children and vulnerable people to deliver drugs to customers and this often involves deception, intimidation, violence, debt bondage and/or grooming. The County Lines business model is linked by a marketed mobile phone line, through which drug users call for specific drugs to be supplied.

- (ii) The Constabulary has produced an initial analysis to indicate the distribution of such activity within the county and is now working to further refine the intelligence picture to continue to support enforcement.
- (iii) Enforcement activity is carried out at both a force and divisional level with oversight and tactics being prioritised through daily Risk and Threat briefings and Tactical Operations reviews being carried out on a weekly basis in light of the updated intelligence picture enabling the deployment of overt resources. Other operational responses are overseen by the monthly Level 2 board with exceptions being reported through the Operations board.

c. Business Crime

- (i) Lancashire Constabulary currently has a Business Crime Strategy in place for 2014-2018 which due to both local and national changes requires updating.

- (ii) In 2015 a national definition for Business Crime was agreed by the Association of Chief Police Officers (ACPO) in 2015:

'Business crime is any offence that is committed against a person or property which is associated by the connection of that person or property to a business'

This will also include circumstances, based on the perception of the victim at the time of reporting of the offence, that it is a business-related crime.

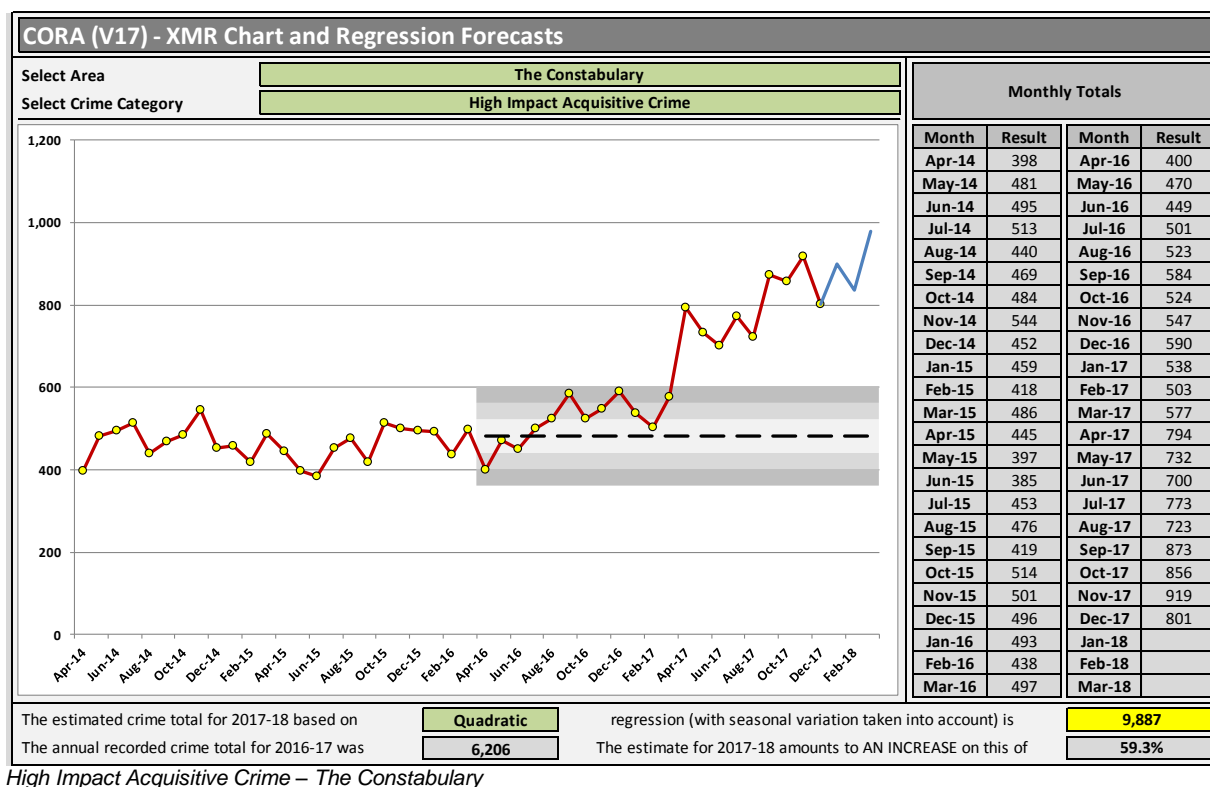
- (iii) As the Commissioner will recall, he funded a Business Crime Coordinator Post. The post has now been in place since Oct 2017 and the coordinator is developing Constabulary Business Crime Strategy and delivery plan with key recommendations to bring the Constabulary into line with national practices: These recommendations include the adoption of the national definition and various technical amendments to allow improved identification of business crime in line with that national definition. These have recently been agreed by the Chief Officer Group.

Other activity:

- (iv) The British Oil Security Syndicate (B.O.S.S) scheme (to reduce police attendance at garage drive offs whilst supporting the retailer to obtain civil restitution without unnecessary police involvement) is being actively considered. The service level agreement is with the Constabulary Legal department for their assessment.
- (v) A Business Crime Survey is currently underway to gain some feedback from businesses on our current stance towards business crime. It will run for the next 4 weeks: <https://www.surveymonkey.co.uk/r/LancsBusinessCrimeSurvey>
The results of this survey will help determine how the Constabulary might move forward with the communication of Business crime issues.
- (vi) The coordinator has organised a Business Cybercrime Conference for the 13th March, to be at the Dunkenhall Hotel, Clayton le Moors. This is in partnership with the OPCC, National Business Crime Centre (NBCC) and Lancashire Partnership against Crime (LANPAC). The coordinator secured funding from the NBCC towards the event.
- (vii) The coordinator has had discussions with a variety of partners with a view to the setting up of local business crime prevention partnerships initially with the eventual intention of a Lancashire Business Crime Forum.

d. High Impact Acquisitive Crime

- (i) The crime categories which fall under the High Impact Acquisitive Crime classification are All Burglary and Robbery.



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

Robbery (Personal)

	England & Wales	NW Region	MSG	Lancashire
12M Dec-17 -v- 12M Dec-16	Up 32.3% (16,158 Crimes)	Up 47.7% (2,574 Crimes)	Up 24.0% (1,704 Crimes)	Up 34.6% (213 Crimes)

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

(iii) Following an increase culminating in a significant peak in November 2017, there have been reductions in Robbery (personal) in both December and January with noticeable increases in detection rates in the same months following successful action by the Constabulary.

All Burglary

	England & Wales	NW Region	MSG	Lancashire
12M Dec-17 -v- 12M Dec-16	Up 8.2% (33,254 Crimes)	Up 11.1% (6,556 Crimes)	Up 7.9% (7,576 Crimes)	Up 9.6% (1,175 Crimes)

- 30 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.

- (iv) Due to 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. This is why the proxy measurement of *all burglary* is currently being used for comparison purposes.
- (v) Divisions continue to regularly run successful operations both proactively targeting burglary offenders and vulnerable areas. All Burglary increases are continuing to slow and year to date increases are at 8.1%.
- (vi) A particular current threat is Burglaries committed by organised groups to steal car keys; specifically for high value cars which themselves are subsequently stolen. Subject to a specific intelligence product, offenders are targeted by proactively tasked tactical operations officers. Governance is via daily Risk and Threat, Tactical Operations with Forcewide exceptions through the Operations Board. The level of offences is a priority for monthly Basic Command Unit Performance meetings chaired by an Assistant Chief Constable (ACC). The response is having a significant impact with evidence of extensive success against travelling criminals.

e. Road Safety – Killed or Seriously Injured (KSI)

- (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 12.0% (98 KSI's) at The Constabulary level. East Division has a reduction of 11.9% (34 KSI's), South Division has a reduction of 13.6% (34 KSI's) and West Division has a reduction of 10.8% (30 KSI's).
- (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:** A reduction of 12.1% (87 KSI's) at The Constabulary level. East Division have a reduction of 9.6% (23 KSI's), South Division have a reduction of 12.7% (28 KSI's) and West Division have a reduction of 14.0% (36 KSI's),
 - **Child Casualty:** A reduction of 11.2% (11 KSI's) at The Constabulary level. East Division has a reduction of 23.4% (11 KSI's), South Division has a reduction of 20.0% (6 KSI's) and West Division has an increase of 28.6% (6 KSI's).
- (iv) Please be aware that fluctuations in the percentage changes will be attributable to the small numbers involved in KSI figures.

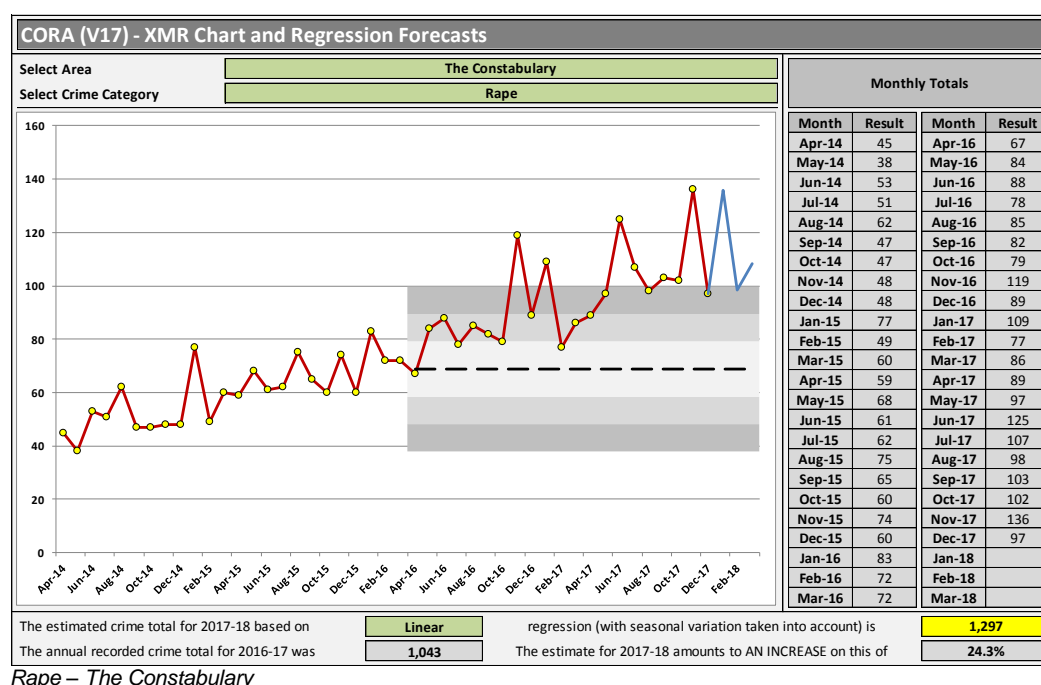
6. Supporting Vulnerable People & Victims

The Constabulary's vulnerability strategy, aimed at addressing all areas of vulnerability, is designed to embed the principles of Safeguarding, Investigation

and Early Action at all levels of the Constabulary. All areas of vulnerability have a discreet action plan managed at force level, with governance via the D/CSupt and via the monthly BCU performance meetings with ACC (Territorial Operations) and the monthly Forcewide Protecting Vulnerable People meetings.

a. Rape and Sexual Offences

- (i) The Rape offence 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 228 crimes (22.8%). Rape continues on an upward trend with a projected increase of 24.3% 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 forces and reflects the increased confidence to report. Approximately 27% of offences reported were historical. The offences do not indicate an increase or significant threat in stranger offences. The commissioner will recall that this was reported at the previous scrutiny meeting but it is important to reiterate this point.



Please note that the above chart is not currently accurate as the N100 (Rape Incidents) are yet to be processed, some of which will be converted into Rape crimes.

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

	England & Wales	NW Region	MSG	Lancashire
12M Dec-17 -v- 12M Dec-16	Up 31.2% (12,286 Crimes)	Up 47.9% (2,251 Crimes)	Up 40.0% (3,556 Crimes)	Up 23.9% (237 Crimes)

- 42 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 30.2% (622 crimes).

- (v) The recent CDI inspection by HMICFRS identified that the Constabulary was good at recording rape offences with 92% accuracy reported (93.6% for all sexual offences). Processes have also been implemented for further review of sexual offence recording.
- (vi) The figures in the table below are taken from national data in the ForceSight file:

	England & Wales	NW Region	MSG	Lancashire
12M Dec-17 -v- 12M Dec-16	Up 21.9% (16,501 Crimes)	Up 29.3% (2,887 Crimes)	Up 31.9% (5,444 Crimes)	Up 29.0% (607 Crimes)

- 42 forces nationally have an increase in Sexual Offences (Excluding Rape)
- (vii) When comparing the 'In Year Performance' period against the 'Previous 12 Month Period', Sexual Offences against Children under 16 is up 18.5% (307 crimes). This figure should be linked with the CSE performance. There is no national data available for Sexual Offences on Children under 16.

b. Modern Slavery Crime

- (i) A crime is deemed to be in relation to Modern Slavery if it has been recorded under the Home Office Classification 106. This was only introduced from 1st April 2015.
- (ii) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 58 crimes (207.1%).

The figures in the table below are taken from national data from Iquanta:

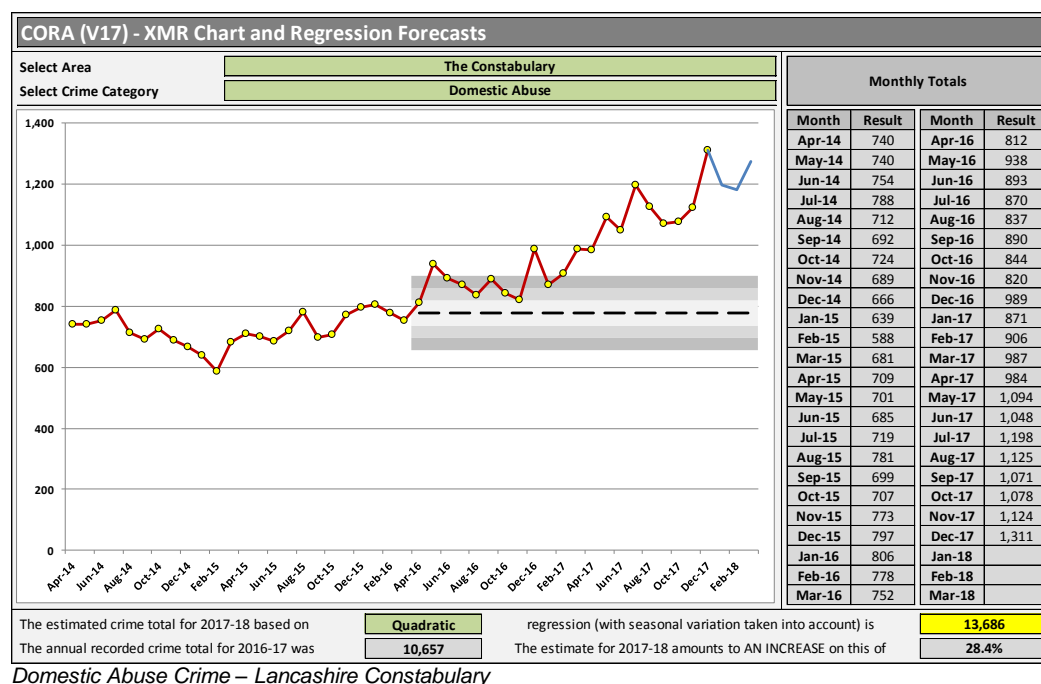
	England & Wales	NW Region	MSG	Lancashire
12M Dec-17 -v- 12M Dec-16	Up 107.9% (1,620 Crimes)	Up 74.6% (150 Crimes)	Up 82.7% (139 Crimes)	Up 217.4% (50 Crimes)

- (iii) Please be aware that the large percentage changes can be attributable to the small numbers involved in Modern Slavery figures and we still do not know what the expected level would be.
- (iv) Local and National awareness raising is one of the major factors in bringing this crime to the attention of the public, resulting in more crimes being recorded over time so we would expect the numbers to be increasing.
- (v) Whilst the numbers of reported crimes are increasing they are still significantly under reported and it is Constabulary strategy to increase the reporting levels both to attempt to establish a more accurate picture and also to identify and support victims.
- (vi) As the Commissioner will be aware his office is continuing to fund awareness training for Constabulary staff in this important area. A Modern Slavery

coordinator has been recruited and is developing the Constabulary and partnership Action Plan. Investment in Modern Slavery is also being developed in the Business case for Vulnerability Hubs.

c. Domestic Abuse Crime

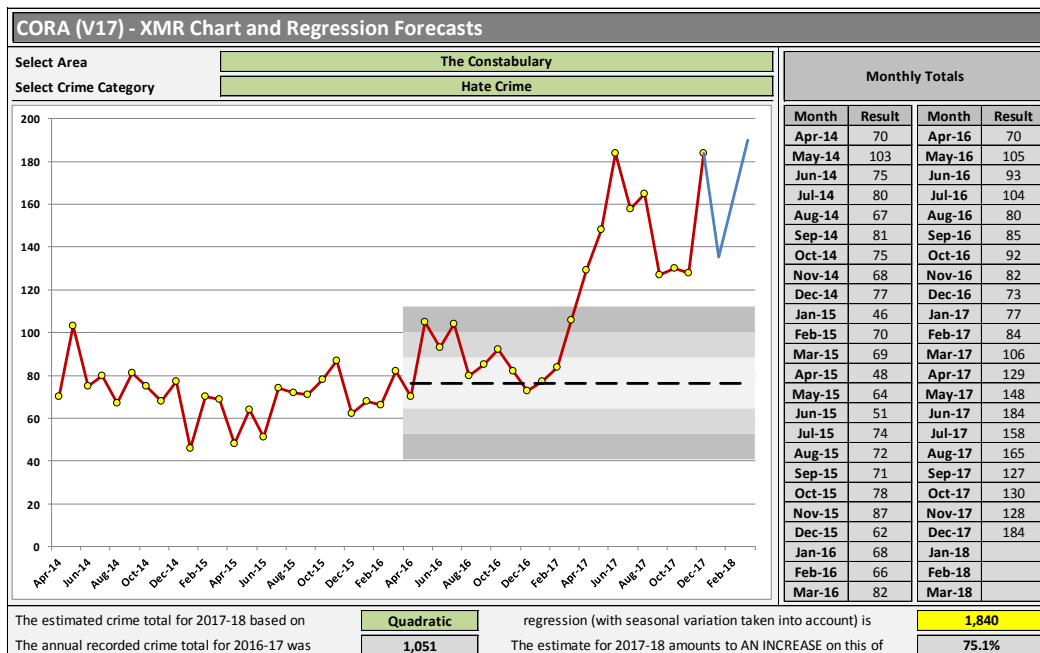
- a. The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 2,568 crimes (25.1%). At the end of December this was forecast to continue increasing over 2017/18 with an end of year prediction of 13,686, an increase of 28.4% on 2016/17. However, when January's CDI activity-based increase is taken into account this prediction is higher at 13,930 representing a 30.7% increase on 2016/17.



- b. As can be seen from the chart above, Domestic Abuse Crime has been on an upward trend since February 2015. 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. From September 17 it has started to increase showing a peak of 1,311 crimes for December 17.
- c. This is another area in which the CDI inspection will have an effect going forward. Initial analysis shows increases in recorded offences to be mainly in the less serious rather than more serious offence classifications, e.g. Assault (No injury); Assault (less serious injury); Harassment/Malicious Communications and criminal damage. This matches the pattern of increases in the All Crime figure. As with the All Crime figure we would expect this increase to accelerate initially. This is supported by the change in predictions from December to January and reflects changed recording practices post CDI inspection. Serious Domestic Abuse crimes are currently static against previous years.

d. Hate Crime

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 766 crimes (76.6%) for "All Hate Crime". Based on this the Constabulary predicts a total of 1,840 crimes in 2017/18, this amounts to an increase of 75.1% on 2016/17.

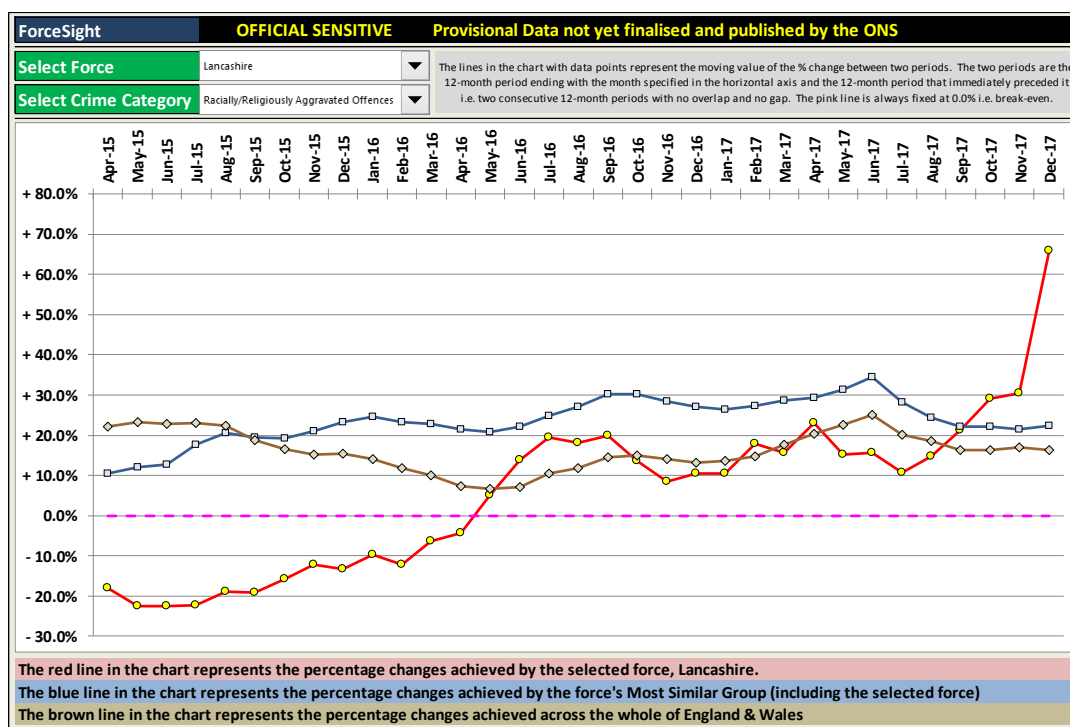


Hate Crime – Lancashire Constabulary

- (ii) 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 Dec-17 -v- 12M Dec-16	Up 16.3% (7,322 Crimes)	Up 29.1% (1,851 Crimes)	Up 22.3% (1,900 Crimes)	Up 65.9% (301 Crimes)

- 39 forces nationally have an increase in Racially/Religiously Aggravated Offences.
- (iii) National data shows that Lancashire is back in line with MSG and England & Wales for reporting of Hate Crime following increased reporting this year and is now increasing at a higher rate than other forces. (See chart below re Racially/Religiously Aggravated offences.)



ForceSight – Percentage Change – Racially/Religiously Aggravated Offences

- (iv) Following a local Crime Data Integrity review of hate crime in September the findings and views of the Force Crime Registrar have been now been put into place across the Constabulary. Divisions have now revisited and amended where appropriate previous hate incidents. This has resulted in a reduction in the number of recorded incidents but an increase in crimes. This is a trend that has continued throughout January and presents a true picture for the Constabulary.
- (v) To ensure consistency in recording and investigations of hate crime divisional Detective Inspectors have been given the 'hate crime DI' role with responsibility for ensuring a rounded approach to quality assurance. Hate Crime is an area of focus for the Constabulary and comes under the governance of DCSupt Clark
- (vi) Public satisfaction with Police Actions, Follow Up and overall service for hate crime have seen recent increases.
- (vii) To increase our effectiveness, we are working with CPS in March to develop a bespoke training package for hate crime investigations with a legacy of a 'points to prove' guide that will in turn be shared with the North West forces. The wider training will take place as soon as the package is complete.
- (viii) To aid learning a Quality Assurance Model (QAM) was undertaken across the force on hate crime between February the 22nd–24th. The results of which are being compiled and will form the basis of the forces delivery plan for 2018.
- (ix) Lancashire hosted a joint hate crime conference with Cumbria at UCLan on the 7th of February with a presentation from a survivor of the Srebrenica genocide and a presentation of the Lancashire hate crime evidence-based research findings by the University of Leeds. This work will lead to a specific marketing approach aimed at victims and hate crime hot spots based on the evidence presented.

- (x) On the back of the Public Services Board passing the Lancashire Strategic Hate Crime Plan in October local authorities are looking to develop their own plan on a page for their area. Currently the majority of authorities have been spoken to with complete agreement that under the one plan they agree to:
- All utilise the H8 logo
 - All adopt the partnership 7-minute briefings and translated briefings
 - Support the LCM Islamophobia line
 - Support the Sophie Lancaster foundation
 - Support Lancashire Victim Services
 - Direct persons to the kite marked 'Support to Report' centres
 - Assess what third party provision may be required
 - Develop a local 'plan on a page'
 - Lancashire Constabulary and Lancashire Victim Services have commenced work with the 'Why Me' project focused on Restorative Justice and Hate Crime

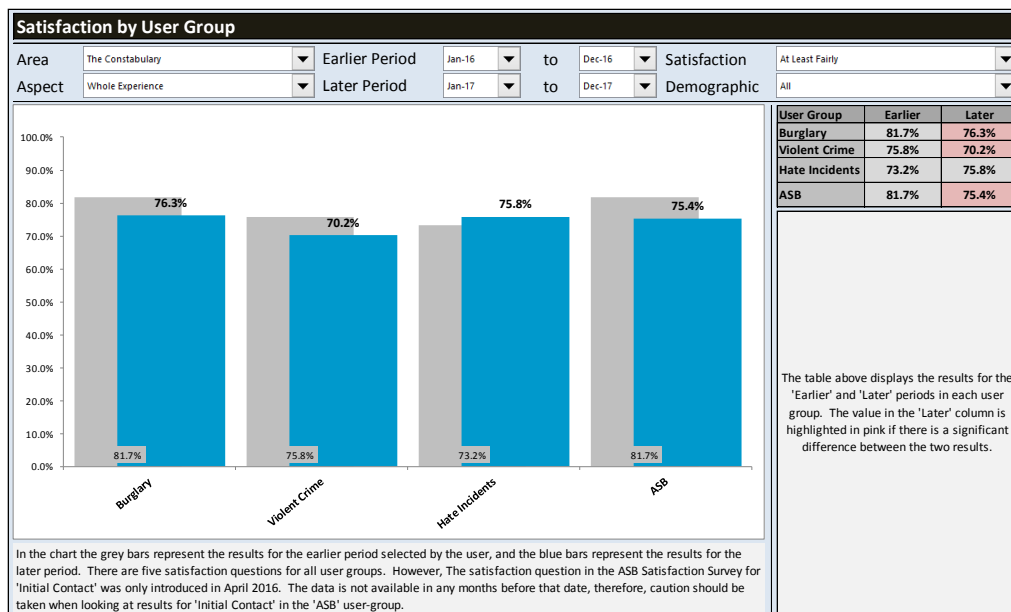
Work Force Representation

- (xi) In order to increase the effectiveness of our approach to Workforce Representation, the Constabulary in December 2017 funded 2 additional Workforce Representation Co-ordinators to supplement the post funded by the Commissioner in June 2016. The posts sit under the Chief Inspector in Corporate Development and are intrinsically linked with our approach to hate crime, equality and diversity. The post holders have been aligned to BCUs alongside thematic areas of responsibility:
- South / West – Helen Chadwick
 - Blackburn – Surraiya Issa
 - Burnley – Anisa Shaikh
- (xii) Planning for the recent recruitment campaign commenced prior to the full team being in place however a task group was established to fully align representatives from Human Resources, Vetting, Positive action, media and marketing and Workforce Representation. This ensured a consistent and efficient approach to the process and at the close of the application process 7% of applicants stated they were BME, 7% LGBT and 2% with a disability.
- (xiii) An evaluation of the process with all parties took place on the 19th of February alongside recruitment planning for 2018 and consultation on a force delivery plan for Workforce Representation, Recruitment and Development which will be presented at the Valuing Difference Board in March 2018.

7. Developing Confident Communities

a. User Satisfaction

- (i) As of 1st April 2017, the national mandate for Satisfaction Surveys changed. The Constabulary ceased to survey victims of vehicle crime, made amendments to the other surveys and from July 2017 began surveying victims of domestic abuse.



User Satisfaction – The Constabulary - Whole Experience by User Group

- (ii) It is worth noting that the figures provided in Appendix A for 'User Satisfaction' are the point estimate results based on the results from the survey sample for those who are 'At Least Fairly Satisfied' which combines both the respondents who are 'Completely Satisfied' and 'Very Satisfied'.
- (iii) Satisfaction levels are lowest in the aspects of 'Police Actions' and 'Follow-Up'. However, Hate Incident victims' levels of satisfaction for Follow Up and Police Actions have shown an improvement compared to the previous period.
- (iv) Measurement of satisfaction for Domestic Abuse cases began in July 2017 so no comparative data is available. Until the end of December the *Whole Experience* measure is higher than other categories surveyed at 81.8%. As with other areas *follow-up* has the lowest level of satisfaction.
- (iv) It is worth noting that the figures in Appendix A for 'User Satisfaction – ASB' are the point estimate results based on the results from the survey sample for those who are 'At Least Fairly Satisfied' which combines both the respondents who are 'Completely Satisfied' and 'Very Satisfied'.

b. Confidence – Crime Survey for England & Wales

- (i) Comparing the 'In Year Performance' versus the 'Previous 12 Month Period', Overall Public Confidence of the People of Lancashire is up by 0.2% from 79.8% to 80.0%.
- (ii) When compared to our MSG, Lancashire is 2nd and when compared to the North West Region, Lancashire is 3rd.
- (iii) 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'.
- (iv) As can be seen from the chart below all changes to Lancashire Constabulary's position nationally, in the most similar group of forces and in the North West region are positive improvements:

Question	Estimate	National Position	MSG	North West Region
Police can be relied on when needed	61.9%	17 th ↑6	3 rd ↑1	4 th ↔
Police would treat you with respect	90.6%	7 th ↑8	2 nd ↔	1 st ↔
Police would treat you fairly	73.6%	7 th ↑2	1 st ↔	2 nd ↔
Police understand local concerns	75.0%	9 th ↑5	2 nd ↔	2 nd ↑2
Police deal with local concerns	64.2%	11 th ↑2	1 st ↔	4 th ↔

8. Awards

Stonewall

- (i) The Constabulary has been part of the Stonewall Work Place Equality Index for the past 3 years and for the first time this year we achieved a place in its Top 100 at number 74. This is a jump of 42 places and rates us again for the second year as one of the most improved in the index.

British Muslim Awards.

- (ii) In January the Constabulary was informed that it had been nominated for an award at the 6th British Muslim awards. At an event held Bradford on the 31st of January attended by CI Murtza the chair of the Lancashire BPA where we won the 'Diversity Champion of the Year' award ahead of companies such as Barclays bank.

Restorative Justice

- (iii) The Lancashire Constabulary Restorative Justice team has been awarded the Restorative Service Quality Mark by the Restorative Justice Council.

These are significant achievements for the Constabulary both as an employer and a public service and something that will be built upon in 2018.

9. 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.

10. List of attachments / appendices

Appendix A – Performance Data

STRATEGIC SCRUTINY MEETING

WEDNESDAY 21st FEBRUARY 2018 AT 12:30 IN ROOM CH1:08, COUNTY HALL, PRESTON

NOTE

PRESENT

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

IN ATTENDANCE

Angela Harrison, Director, Office of the Police & Crime Commissioner
Sue Clarke –, Detective Chief Superintendent, Lancashire Constabulary
Peter Lawson, Chief Superintendent, Lancashire Constabulary
Ian Dawson - Superintendent, Lancashire Constabulary
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 noted that most of the actions identified at the last meeting had been completed, however the report relating to average speed cameras was still outstanding, but would be carried over to the next meeting.

The Chief informed the Commissioner that the recruitment process for police officers is ongoing and we will receive a detailed briefing on 10th April 2018.

ITEM 2 – PERFORMANCE REPORT

The Chief Constable presented a report in relation to the performance of Lancashire Constabulary to the 31st December 2017.

Fracking

The update provided in the report was noted. The Commissioner receives ongoing briefings as appropriate.

Citizens in Policing

Special Constabulary

The Commissioner noted that there were currently 383 Special Constabulary Officers which includes 33 new officers who are currently in the final stages of training. From a total of 1967 applicants, 136 Special Constables have applied to become regular officers during the last recruitment window.

Volunteers

It was noted that currently, Lancashire Constabulary had slightly over 500 volunteers, with just over 100 of these being new applicants. Recruitment was being planned for more cyber volunteers across the county.

Cadets

It was noted that currently, Constabulary have 518 police cadets and an additional 80 junior cadets, aged 7-13. There are now junior cadet schemes in Morecambe, Broughton and Ribblesdale.

£4,000 of POCA money has been made available for Cadet Leaders to receive training from the Sylvia Lancaster Foundation. This will enable them to deliver hate crime presentations to the cadets.

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 15,614 crimes (14.9%) and that this was forecast to continue increasing over 2017/18.

The All Crime category had continued on an upward trend, with Lancashire following the national level. However, as the effects of the Constabulary response to the HMICFRS Crime Data Integrity (CDI) inspection report begins to take effect, it was likely that this increase would accelerate over the coming 12 months, both locally and nationally.

All 43 forces nationally have shown an increase in All Crime.

The Commissioner noted the increase again in public order offences and lower level violence offences as below:

- a) Non-Injury Assault – Up 2,706 (28.4%)
- b) Assault – Less Serious Injury – Up 1,896 (13.6%)
- c) Harassment – Up 555 crimes (12.3%)
- d) Public Order Offences – Up 1,735 crimes (61.5%)

Other offences which add most proportionately to the increase include:

- a) All Criminal Damage offences – Up 1,244 (6.9%)
- b) Other Theft offences – Up 1,541 (11.8%)
- c) All Burglary – Up 1,171 (9.6%)
- d) Shoplifting – Up 932 (11.1%)

The Public Order 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 1,735 crimes (61.5%). Public Order continued on an

upwards trend with the exception of September. If trends based on December's figures were to be maintained, it was recognised that there would be a projected increase of 5,195 crimes (73.5%) for 2017/18 year end. However, if January's increase was taken into account, this predication was higher at 5,487 representing an 83.4% increase on 2016/17.

Business Crimes

The Commissioner was pleased to note that the new Business Crime Coordinator, funded by the PCC, was currently developing a Business Crime Strategy and Delivery Plan which would be presented to the Chief Constable and Commissioner in due course.

The Commissioner noted that a Business Crime survey was currently underway to gain feedback from businesses in relation to the Constabulary's current position towards business crime. There was also a Business Cybercrime Conference taking place in March 2018 in partnership with the OPCC, National Business Crime Centre (NBCC) and Lancashire Partnership against Crime (LANPAC).

High Impact Acquisitive Crime

It was noted that 40 forces nationally have an increase in Robbery (personal) and 30 forces nationally have an increase in Burglary (all).

The Commissioner was informed that following a significant peak in November 2017, there have been reductions in Robbery (personal) in both December and January, with noticeable increases in detection rates in the same months following successful action by the Constabulary.

The Divisions continually run successful operations both proactively targeting burglary offenders and vulnerable areas. All Burglary increases were continuing to slow and year to date increases are at 8.1%.

The Commissioner was informed that the Constabulary was experiencing an increase in burglaries committed by organised crime groups to steal car keys, specifically for high value cars. The level of offences was a priority and monthly performance meetings were being chaired by an Assistant Chief Constable. The Constabulary's response was having a significant impact with evidence of extensive success against travelling criminals.

The Commissioner asked the Chief for more feedback and possible case studies around the increase in Burglary so he can get a proper understanding on the strategy. He also asked for a briefing in relation to the work of the Constabulary's Tactical Operations officers in relation to this with the possibility of a media campaign being carried out after Easter.

ACTION: The Chief Constable to provide Case Studies around the increase in Burglary together with information in relation to the Constabulary's Tactical Operations Teams.

Road Safety - KSIs

The 'In Year Performance' compared to the 'Previous 12 Month Period' showed a reduction of 12.0% (98 KSI's) at the Constabulary level. East Division had a reduction of 11.9% (34 KSI's), South Division had a reduction of 13.6% (34 KSI's) and West Division had a reduction of 10.8% (30 KSI's).

Broken down into two casualty types (Adult or Child), the 'In Year Performance' compared to the 'Previous 12 Month Period' showed:

- Adult Casualty – a reduction of 12.1% (87 KSI's) at the Constabulary level. East Division had a reduction of 9.6% (23 KSI's), South Division had a reduction of 12.7% (28 KSI's) and West Division had a reduction of 14.0% (36 KSI's).
- Child Casualty – a reduction of 11.2% (11 KSI's) at Constabulary level. East Division had a reduction of 23.4% (11 KSI's), South Division had a reduction of 20.0% (6 KSI's) and West Division had an increase of 28.6% (6 KSI's).

The Commissioner was informed by the Chief Constable that the ANPR cameras on the motorway were deterring travelling criminals, but noted that recently a number of cameras had been vandalised.

ACTION: That an update on the investment in ANPR cameras and case studies on their successful utilisation be presented to the next Scrutiny Meeting.

Supporting Vulnerable People & Victims

Rape & Sexual Offences

The Rape offence 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 228 crimes (22.8%). Approximately 27% of offences reported were historical. Rape continued on an upward trend with a projected increase of 24.3% for 2017/18.

The Sexual Offences 'In Year Performance' period against the 'Previous 12 Month Period' showed an increase of 622 crimes (30.2%). The 'In Year Performance' period against the 'Previous 12 Month Period' against children under 16 was up 307 crimes (18.5%).

It was noted that all 42 forces had seen an increase in Rape and Sexual Offences.

Modern Slavery Crime

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 58 crimes (207.1%). Although this was a large percentage increase this was attributed to the small numbers involved in Modern Slavery figures. However, the Chief Constable advised the Commissioner that the true level was still unknown.

Accordingly, the Commissioner noted that Constabulary were expecting a significant increase in offences as awareness is raised both locally and nationally.

Domestic Abuse Crime

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 2,568 crimes (25.1%). At the end of December, this was forecast to continue increasing over 2017/18 with an end of year prediction of 13,686 – an increase of 28.4% on 2016/17. However, when January's CDI activity based increase is taken in to account, this prediction is higher at 13,930, representing a 30.7% increase on 2016/17.

The Commissioner noted that Domestic Abuse crime had been on an upward trend since February 2015. This was an area which the CDI inspection has had an effect and would continue going forward. Initial analysis showed increases in recorded offences to be mainly in the offences e.g., assault (no injury), assault (less serious injury), harassment/malicious communications and criminal damage.

Hate Crime

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 766 crimes (76.6%) for All Hate Crime.

39 forces nationally have seen an increase in racially/religiously aggravated offences.

National data shows that Lancashire was in line with Most Similar Groups (MSG) and England and Wales for reporting of Hate Crime following increased reporting this year and was now increasing at a higher rate than other forces.

The Commissioner was pleased with the Constabulary's commitment to understanding the level of hate crime, which was an area which the Commissioner had been committed to.

The Commissioner was informed that the Constabulary were working with CPS to develop a bespoke training package for hate crime investigations with a legacy of a 'points to prove' guide that will in turn be shared with the North West forces.

The Commissioner asked for an understanding of the range of what was being recorded as Hate Crime and the type e.g., racism, gender, religious etc.

ACTION: Constabulary to provide a breakdown of the type and level of Hate Crime being reported for next the Scrutiny Meeting.

Work Force Representation

The Commissioner noted that the recent campaign for recruitment had been successful in attracting the BME community. At the close of the application process, 7% of the 1967 applicants stated they were BME, 7% LGBT and 2% with a disability.

Further, of the 376 applicants which had been selected to attend the National Assessment Centre 10% were from the BME community, 7% LGBT and 1% had a disability. The recruitment process is still ongoing.

Developing Confident Communities

The Commissioner noted that satisfaction levels were the lowest in the aspects of 'Police Actions' and 'Follow Up'. However, Hate Crime incident levels for 'Follow Up and Police Actions' had shown an improvement compared to the previous period.

The Commissioner stated that the feedback issues need to be addressed and this needed reiterating to the police officers.

ACTION: That further analysis was required by the Constabulary to understand fluctuations in satisfaction levels and a future report be presented.

Awards

The Commissioner was pleased to note that Constabulary have achieved 74th place in Stonewall's Work Place Equality Index Top 100. This is a jump of 42 places and rates them for the second year running as one of the most improved in the index.

The Commissioner was pleased to hear that the Constabulary had won the 'Diversity Champion of the Year' in the British Muslim Awards.

The Commissioner gave praise for the Lancashire Constabulary Restorative Justice Team being awarded the Restorative Service Quality Mark by the Restorative Justice Council.

ITEM 3 – CONTACT MANAGEMENT

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

The Chief Constable updated the Commissioner on the progress for Contact Management. The Chief informed the Commissioner that since the last report, work continues to develop a business case to replicate the South Pod trial across all three policing divisions. As such it was anticipated that a fully costed business case would be ready for consideration by the Chief Officer Team and the Commissioner in May 2018.

It was recognised that 2017 had been a particularly challenging year for the 101 call performance and whilst the trend was showing a gradual improvement, the Constabulary were continuing to monitor this closely with recruitment a key factor in improving performance.

The Commissioner noted that staffing levels for the Force Control Room had increased through recruitment and was currently at 332 to meet demand. However, the attrition of staff and police officer recruitment of PCRO's means that reductions in

staffing levels will be bolstered by a further recruitment in May 2018 of 50 staff to bring the staffing up to 345 on a permanent basis.

Given the level of demand Constabulary are currently facing, the recruitment plan for the Force Control Room is as follows:

- February 2018 – 40 new recruits will start their training course – they commence duties in the room in April 2018.
- April 2018 – 30/40 new recruits (dependant on how many are successful for PC recruitment) will start their training course – they will commence duties in the room late June.
- September 2018 – to be confirmed based on current risks to the Force Control Room staffing levels and loss of staff to other functions/departments, or resignations.

It was noted that Connect Phase 2 (the replacement of the SLEUTH system) would potentially have an impact on the call handling/data handling times. This required 2 days training which was programmed in to the current plan and scheduled to go live in November 2018.

DATE OF NEXT MEETING

It was noted that the next scheduled Strategic Scrutiny meeting will be held on 5th June 2018 at 9:30am in Room CH1:15, County Hall, Preston

PART II

HMICFRS UPDATE

The Commissioner received an update in respect of the HMICFRS Inspections programme 2017/18 in respect of Action Plans to address recommendations and areas for improvement (AFIs) and forthcoming HMICFRS Inspections.

It was noted that the first HMICFRS Board had been held, the purpose of which was to review recommendations, AFIs points of note and action plans associated with all seven of 2017/18 HMICFRS Inspections. This would ensure that the Constabulary was making sufficient progress and ensured they have a forward look at the upcoming inspections and preparations.

The Commissioner was pleased to note that Lancashire Constabulary had been praised for their work in relation to staff engagement through Buzz and on its leadership and commitment to the wellbeing agenda in the HMICFRS National Police Leadership 2017 Report.

It was noted that the PEEL Inspection report on Effectiveness pre-publication had been received for factual accuracy checks. The Constabulary was inspected on only 2 pillars of the PEEL Effectiveness Inspection programme due to its excellent performance in previous years. The 2 areas were Vulnerability (Mental Health and Domestic Abuse) and Strategic Capabilities.

The final report was due to be published towards the end of March 2018.

The Commissioner had conducted an extraordinary scrutiny meeting on the 5th February, which focussed on the Constabulary's response to the Inspection findings.

The Commissioner was assured that work was ongoing towards completion of the actions in the Action Plan, but the Commissioner requested further detail around the actual completion dates and what work was still outstanding.

Concerns were raised by the Chief Constable as to the cost of fully implementing the CDI Action Plan and he also highlighted the potential impact on call handling performance if a Crime Data Integrity Team were to be introduced. It was agreed that further modelling would be undertaken and the Commissioner and Chief would meet to discuss options for the way forward.

ACTION: Constabulary to provide a CDI Action Plan with deadline dates. Further, that Constabulary provide a detailed breakdown list of the actual activity undertaken to date.

The Chief and Commissioner will meet again once further modelling has been undertaken to understand the options.

The Commissioner agreed to write to the APCC about the impact of this Inspection on Forces.

Appendix B – HMICFRS Child Protection Inspection

The Commissioner was presented with Constabulary's Action Plan in regards to the HMICFRS Child Protection Inspection.

Whilst the final report from HMICFRS would not be published until March 2018, the Constabulary had already put in place an action plan in response to the findings.

Custody Inspection

The Commissioner was pleased to hear that HMICFRS have noted the great progress made in this area since the inspection. The extent of commitment which had gone in to achieving those improvements and the re-inspection provided assurance to HMICFRS on the custody provision.

A Harrison
Director

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 -December 17)
Proportion of Force Budget Spent on Front Line Policing	73.0%	Up 0.8%	73.8%
Measure	Previous 12 Month Period (January 16 - December 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (January 17 - December 17)
Grade 1 - Emergency Response Average Time to Arrive	10.6 Minutes	Up 0.7 Minutes	11.3 Minutes
Grade 2 - Priority Response Average Time to Arrive	49.5 Minutes	Up 19.4 Minutes	68.9 Minutes
Grade 3 - Planned Response Average Time to Arrive	17.3 Hours	Up 7.2 Hours	24.5 Hours
999 Calls - Service Level	77.3%	Down 9.2%	68.1%
999 Calls - Average Time To Answer	8 Seconds	Up 3 Seconds	11 Seconds
101 Calls - Service Level	61.9%	Down 21.0%	40.9%
101 Calls - Average Time To Answer	51 Seconds	Up 37 Seconds	98 Seconds
TACKLING CRIME & RE-OFFENDING			
Measure	Previous 12 Month Period (January 16 - December 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (January 17 - December 17)
All Crime	104,458	Up 14.9% (15,614 Crimes)	120,072
Serious Assault	815	Up 5.2% (42 Crimes)	857
High Impact Acquisitive Crime	6,016	Up 46.1% (2,773 Crimes)	8,789
Burglary (Dwelling) and Burglary Residential (post April 17)	5,382	Up 48.0% (2,586 Crimes)	7,968
Robbery (Personal)	634	Up 29.5% (187 Crimes)	821
Public Order	2,823	Up 61.5% (1,735 Crimes)	1,735
Business Crime	10,036	Up 14.5% (1,452 Crimes)	11,488
Road Safety - KSI	815	Down 12.0% (98 KSI's)	717
Number of Anti-Social Behaviour Incidents	76,967	Down 3.1% (2,378 Incidents)	74,589
ASB Repeats Proportion	10.9%	Down 0.3%	10.6%
SUPPORTING VULNERABLE PEOPLE & VICTIMS			
Measure	Previous 12 Month Period (January 16 - December 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (January 17 - December 17)
Victims Code of Practice	New measure - data not available		
Rape	998	Up 22.8% (228 Crimes)	1,226
Sexual Offences (excl Rape)	2,061	Up 30.2% (622 Crimes)	2,683
Sexual Offences Against Under 16's	1,660	Up 18.5% (307 Crimes)	1,967
CSE Crime	967	Down 3.9% (38 Crimes)	929
Modern Slavery Crimes (Only introduced 1st April 2015)	28	Up 207.1% (58 Crimes)	86
Domestic Abuse Crime	10,229	Up 25.1% (2,568 Crimes)	12,797
Hate Crime	1,000	Up 62.0% (620 Crimes)	1,620
Missing Person Incidents	8,727	Up 6.8% (592 Incidents)	9,319
DEVELOPING CONFIDENT COMMUNITIES			
Measure	Previous 12 Month Period (January 16 - December 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (January 17 - December 17)
Local Policing Visibility	New measure - data not available		
User Satisfaction - Burglary	81.7%	Down 5.4%	76.3%
User Satisfaction - Violent	75.8%	Down 5.6%	70.2%
User Satisfaction - Hate	73.2%	Up 2.6%	75.8%
User Satisfaction - Anti-Social Behaviour	81.7%	Down 6.3%	75.4%
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%



**Lancashire
Constabulary**
police and communities together

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

1. Summary

- i. This report sets out the update on Contact Management Department of the Constabulary for the reporting period October to December 2017.

2. Decision Required

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

3. Information

- i. This report seeks to update on actions from the last scrutiny report and provide content on how Police Forces are operating nationally, regionally and locally.
- ii. Since the last scrutiny report, work continues to provide a business case to replicate the South Pod trial across all three BCU's in a way that maximises the benefits and opportunities identified by the recent systems thinking review of Contact Management. As previously stated evidence from the South Pod Trial indicates, the geographic alignment of work through the Force Control Room offers an enhanced level of public service and helps the department achieve the Force purpose. **It is anticipated that a fully costed business case will be ready for consideration by COT / the PCC in May 2018.**

a. Proposed Future Model of Working – Pod

- i. The following is a summary of the South Division POD trial, including the methodology employed to generate the improvements in call handling performance and benefits in terms of an improved quality of service to the public.
- ii. The demand analysis review piloted a new way of working for the South Division, which aligned the workload on a geographic basis:
 - Call Handlers, Radio Dispatchers, Team Supervisors, and Police Officers are co-located in a single Pod – there is one Pod per BCU.

- Calls for the Pod are geographically routed so they will predominantly be answered by an operator with the skillset and knowledge to answer that call – at peak times overspill demand will be shared to the other pods as required but the majority will remain within the geographic Pod area.
- 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 spread amongst the Pod where they can learn and develop with the assistance of the more experienced staff.
- Because staff work aligned to a geographic Pod they have a better understanding of the needs of specific areas or communities and can identify hot spots or local issues quickly and effectively.
- Because staff in all roles are co-located they can interact easily to identify waste demand, repeat demand and high priority demand and target resources accordingly. This makes for an effective and efficient team both inside the FCR and outside in the BCU.
- One of the key benefits for the organisation is the working environment that Pod provides – staff feel aligned and engaged to a part of the county or community they know well resulting in better working relationships with colleagues and services outside of the Force Control Room. The single FCR carries a risk of detachment from operational policing which Pod working helps us overcome and strengthen relationships with departments out in the BCU areas.

b. 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.

c. Recent Operational Issues in Contact Management

- i. 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.
- ii. The NPCC (National Chief Constables Council) circulated concerns in December 2017 to all Forces nationally that there were a number of 999 calls across all forces

waiting over 2 minutes to get through to the Police service. The paper highlighted a significant increase in 999 demands since May this year. The increase in delays into the Police service over the summer months and into November nationally has been at an all-time high. T

- iii. The data for Lancashire would corroborate this report. Reporting our data for emergency calls on a monthly basis gives the following:

	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17
Total 999's Offered	21425	22739	22296	23006	20980	21357	18906	19463
999's Answered at 120 or over	15	114	204	35	25	6	4	4
Percentage	0.070%	0.501%	0.915%	0.152%	0.119%	0.028%	0.021%	0.021%

- iv. For Lancashire, the volume has clearly increased since May '17. We saw a peak in July '17, this was a particularly difficult month for our 999 call handling performance. The volume of calls waiting over 2 minutes rose to its peak with almost 1 in every 100 calls waiting past this mark.
- v. A reduction in the overall volume of calls from the summer months and a gradual increase in staffing levels have seen an ever-improving picture since that time. In particular, **the last three complete months have seen the volume reduce to a level where only 1 in every 5000 calls waits 2 minutes or over for answer.**
- vi. Emergency call handling continues to be the number one priority for the Force Control Room and through work on recruitment and retention along with the realignment of some core functions within the FCR itself we are returning to a point of confidence with emergency calls. We will continue to review all call handling functions but will always maintain the focus on the emergency call handling first.

d. Call Performance - Emergency Calls Summary

- i. Emergency calls are the primary focus of staff within the FCR. Whilst we recognise that there is a correlation between 101 call performance and the demand on the 999 service we remain focussed on answering 999 emergency calls above any other type of demand. What is significant in both types of demand is the increase in average call length (now added to the table) and whilst on the face of it this may appear to be a marginal increase when you count the number of calls involved this starts to add up to a significant impact (bearing in mind we have the same issue with 101 calls).
- ii. Very simply for 999 calls, December 2016 had an average talk time of 03:59 and December 2017 had a time of 04:13. That is an average increase of 14 seconds per call. Which equates to a 5.9% increase in the time spent on each 999 call.
- iii. During December 2017, we answered 19,316 emergency calls. The 5.9% increase in talk time amounts to just over 75 extra hours spent on the phone to callers on 999. Taking this into account you will see that despite the increased demand on the 999 system both in numbers of calls and increased average call length we have managed

to maintain similar service levels from 2016 to 2017 – this can be directly attributed to the increase in staffing within the FCR.

	999 : 2017					Average Call Length
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	
OCT	21357	14694	68.80%	10.0	1.3%	04:23
NOV	18906	15199	80.39%	6.7	0.9%	04:10
DEC	19463	15355	78.89%	7.5	0.8%	04:13

	999 : 2016					Average Call Length
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	
OCT	20236	14457	71.44%	9.7	1.3%	03:48
NOV	17079	13629	79.80%	6.8	0.8%	03:44
DEC	18184	13592	74.75%	7.9	0.6%	03:59

e. Call Performance - Non Emergency Calls

- i. Non-emergency calls remain a challenge for the room and again, some of this can be attributed to the nature of demand coming into the FCR, research by the demand analysis team supports the anecdotal view that the complexity of the issues within calls combined with the safeguarding / vulnerability work done by FCR staff has pushed up the average call handling time from that seen in previous years. Similar to the 999 calls the increases may appear marginal but the volumes mean that the impact is significant. We are currently seeing an average 9.5% increase in call length from 2016 to 2017, which translates to around 300 additional hours on the telephone per month.
- ii. 2017 has been a particularly challenging year for the 101 call performance and whilst the trend is showing a gradual improvement, we continue to monitor this closely and recruitment will be a key factor in managing this down to a reasonable level (more on recruitment below). There is a direct impact on both repeat demand and emergency call demand from us not being able to answer the 101 service effectively so whilst it does not take priority over emergency call handling we do remain focussed on trying to improve our non-emergency call handling.

	Non-Emergency : 2017					Average Call Length
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	
OCT	72530	27916	38.49%	174.4	38.8%	04:51
NOV	63896	34546	54.07%	95.1	25.8%	04:49
DEC	58107	32415	55.79%	95.3	26.1%	04:49

	Non-Emergency : 2016					Average call length
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	
OCT	70057	32530	46.43%	106.5	26.6%	04:27
NOV	61157	39252	64.18%	58.6	15.5%	04:38
DEC	59734	34149	57.17%	73.2	19.0%	04:24

f. Recruitment

- i. FCR Staffing levels have been very much in the spotlight during 2017 and work to establish the baseline FTE staffing requirement has shown that we require uplift from 295 FTE to 345 FTE to meet current demand. This sum was initially reached following analysis of raw data obtained from the Demand Analysis team and subsequently supported by the Process Evolution software and we are pleased to report the Chief Officer Team has agreed the temporary uplift of 50 FTE staff. It is anticipated that the POD business case, which is due for submission in May 2018 will make a formal case to increase the staffing establishment to around 345 FTE on a permanent basis.
- ii. Recruitment picked up significantly in the latter end of 2017 and 2018 will see the introduction of a large number of new staff into the department. Given the level of demand we are currently dealing with this is a very encouraging move – the details are as follows:
 - September 2017 – 19 new recruits started training course – They commenced duties in the room in November
 - February 2018 – 40 new recruits will start their training course – They will commence duties in the room in April
 - April 2018 – 30/40 new recruits (dependent how many are successful for PC recruitment) will start their training course – They will commence duties in room late June

- September 2018 – to be confirmed based on current risks to FCR staffing levels and loss of staff to other functions / departments, or resignation from Lancashire Constabulary
- iii. Current risks to our FTE staffing levels are the Police Officer recruitment process, the PCSO recruitment process and the Connect Linking Team process scheduled for autumn 2018. It is important to note that even with the substantial intakes this year we will need to closely monitor the FTE staffing level and have a provisional plan for a September intake if required. We do retain the 2-year tenure for our current staff joining Lancashire Police but do continue to lose staff into the regional forces on a regular basis.
- iv. Current recruitment levels will greatly assist the call-handling capabilities of the FCR but will need careful management to prevent the skills gap risk with the number of new and inexperienced members of staff in the room. We have changed some of the key processes, for example for the first time in department we now have an established team of tutor's who are trained, briefed and ready to deal with the intakes when they arrive. We have changed the rota that they will work so that it aligns to the tutor team - this also gets them used to their own teams and supervisors prior to leaving the tutoring hubs. Workbooks have been updated with clear progress plans to allow them to consolidate their training and move onto new areas as soon as possible and we are in negotiation with staff associations and HR to lengthen the probationary assessment period to ensure new staff are meeting the demands of the role before completing probation.
- v. In terms of recruitment from the county, and particularly in respect of the Pod working on the horizon we can report that the recruitment per BCU area is as follows:

BCU Area	South	East	West	Misc
Recruits in last 12 months	36	29	24	13

- vi. Misc refers to recruits from outside the county area.
- vii. This is an encouraging sign as there was a fear that we would recruit from the Preston area only but clearly we are still attracting recruits from all parts of the county (and in some circumstances beyond).

4. Implications

a. Other Impacts

- i. Over the next 12 months, we are conscious that there are also some additional systems changes, which we will monitor closely as they all, have the potential to affect our staffing and performance – they are:

- SMARTSTORM – a replacement of our current Command and Control system – it is anticipated that this will be a low-impact introduction as this is an upgraded version of our current system – this is due for testing in March with very little training requirement – **very little impact on staff and performance**
- Connect Phase 2 – the replacement of the SLEUTH system – this will potentially have an impact on our call handling/data handling time within the FCR – this requires 2 days training which is programmed into the current plan and scheduled to go live in November – we will be watching this closely as it develops – **this has potential to impact on both staff and performance**
- Workforce Management – the replacement of the Planet WFM system – the version we are taking looks and feels very similar to our current product and we do not anticipate any major impact on staff with its introduction. **Some impact on staff and performance**
- Capita Upgrades on ICCS for ESN – there will be patching work over the next 12 months to bring us up to spec for ESN readiness. This will also stabilise the telephone interface and should give us a more resilient system within the FCR. There will be some service interruptions for the patching but staff will not notice any significant difference with the system being used (supervisors will require training as they will see a substantial difference) – **very little impact on staff and performance**

Please note that all the above is separate to the Pod implementation.

5. Background Papers

- i. There are further details on the Consolidated Action Plan (appendix A) below in relation to the systems being introduced but it is important to emphasise the impact on staff and performance with every change of system that we bring in.

New and On-going Actions

		Completion Date	Progress	Comments
2016/7	To upgrade systems to be ready for the national Airwave replacement, ESN (Emergency Service Network).	2018	On-going	<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. Capita will shortly be issuing the costed proposal, which will also address the long-standing weaknesses in our current ICCS/Telephony configuration.</p>

2016/9b Introduce new planning system – replacement for the current product, 'Planet' 2018

Ongoing

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.

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

Complete

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.

September 2017: Implementation of the PE module is progressing in line with timescales set in the programme plan. The

2017/1 Pod Rollout

End 2018

On-going

phased adoption of the system in November 2017 and April 2018 is progressing to plan.

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).

Feb 2018 – PE is scheduled to go live within the FCR - this will be monitored for impact.

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 on going 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.

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. Work is progressing to the agreed timescales and a business case with 90% accuracy will be submitted for the Chief Officer/PCC considerations in May 2018.

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	As action 1 above Complete – Current Establishment is 305 (11 over strength - includes abstractions for sickness, maternity etc.)
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

			<p>Vehicle Damage Personal or Environment Nuisance</p> <p>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.</p>
2016/9	Review and Develop ICT provision	2018	<p>Complete</p> <p>Discussions ongoing with ICT following findings of the Peer Review.</p> <p>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.</p>
2016/9a	Develop the telephony platform	2018	<p>Superseded by the ICCS Upgrade</p> <p>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.</p> <p>Sept 17: A reconfiguration of telephony functionality has been included in development of configuration of the upgraded ICCS.</p>

VICTIM SUPPORT Q3 PERFORMANCE MEETING FRIDAY 9TH FEBRUARY, 2018 | 10AM

IN ATTENDANCE

Brett Biscomb	Procurement & Commissioning Lead, OPCC
Paul Cartwright	Operations Manager, Victim Support
Dee Conlon	Domestic Abuse & Sexual Violence Operations Manager, Victim Support
Sam Cudworth	Press and Digital Media Officer, OPCC
Clive Grunshaw	Police and Crime Commissioner
Angela Harrison	Director, OPCC
Steff Hull	Project Support Officer, OPCC
Joe McGuinness	Victims & Vulnerable People Officer, OPCC
Claire Powell	Contracts Manager (Lancashire & Cumbria), Victim Support
Robert Ruston	Victims & Vulnerable People Lead, OPCC
Adrian Wright	NEST Children and Young People's Service Coordinator

1. WELCOME AND INTRODUCTIONS

All attendees introduced themselves and their job role.

2. Q2 ACTIONS

- RR to meet with Claire to understand their reporting terminology and data
(Q3: Have met and discussed issues)
- RR to meet with Claire and Adrian to discuss resources being used in schools to ensure link to other OPCC work such as CSE Toolkit.
(Q3: Ongoing)
- Claire to provide draft of Victim Friendly model
(Q3: Ongoing)

3. CORE SERVICE

Faye Speed has been appointed as the new partnerships co-ordinator. Faye will run the social media accounts for Lancashire Victim Services and has met with Kat Slater to discuss the different platforms.

Q3 has seen an increase in referrals and a further increase is predicted for Q4 meaning the expected number of referrals for Year 1 is 70,000.

There has been a decrease in incorrect / non-sufficient information received from police officers through the ADT system however there has been an increase in cases that have not given consent to being transferred to Victim Support. Claire indicated that when the new GDPR regulations come into force cases where consent is not given should not be transferred by the Constabulary.

Claire informed the OPCC that whilst the team did not hit the target of contacting all priority victims within 48 hours the majority of priority victims are being contacted within 72 hours.

ACTION: Robert and Claire to meet and discuss priority cases

Paul Cartwright explained Victim Support have created a new dashboard system in order to try and capture the 'full picture' of engagement with Victims. Each team member should record all interactions they have. This could potentially increase engagement figures in quarter 4. Paul also stated this will help Victim Support identify those who need further training on recording system.

Dee advised staff need to start recording their first phone call with victims as immediate support, even if that is the only engagement they have with that victim. First contact can include safety planning, sign posting and information on the criminal justice process.

4. HATE CRIME

Victim support reported there is still no significant increase in referrals. However, Victim Support believe they are not receiving all referrals. Claire met with the Restorative Justice (RJ) team who had received 300 referrals in December compared to Victim Support who received 300 for the whole of quarter three.

ACTION: Robert and Claire to meet and discuss RJ referrals with the Constabulary

Victim Support are holding a team meeting at the end of March, which includes the Hate Crime providers and the RJ team, who will be running a workshop.

Claire meets with the Hate Crime providers regularly and has asked them to increase their presence in the community and at events. Lancashire Council Mosques are targeting mosques in order to raise awareness of Lancashire Victim Services.

Claire informed the OPCC that race / religion are the most reported Hate Crimes.

A discussion took place around Hate Crime campaigns and it was suggested the OPCC could potentially run a targeted campaign.

ACTION: Sam to discuss potential Hate Crime campaign ideas with OPCC Comms

Victim Support also shared a Hate Crime case study with the group.

ACTION: Claire to check if the 'Mr C' case study can be shared at the next victim & witness sub group meeting

5. DOMESTIC ABUSE

Victim Support received 2,800 medium / high risk referrals from the Multi-Agency Safeguarding Hub (MASH) in quarter three.

Victim Support have offered to work with the MASH and train staff on appropriate grading for cases (high, medium and standard risk). Victim Support received a medium risk referral for a couple who had a verbal argument over a washing machine, with no previous DA history (neighbour reported the incident). If this referral was graded as standard it could have been supported by an IVA instead of waiting for IDVA support.

Dee also reported she is trying to ensure LVS is represented on the MASH steering group.

ACTION: OPCC to liaise with DCC Sunita Gamblin regarding the MASH steering group meeting

Victim Support reported that their IDVA'S (Independent Domestic Violence Advocates) are working at full capacity. January 2018 saw an increase in referrals and the high risk cases for Central almost doubled - this could be due to Lancashire Constabulary improving the recording standard.

Victim Support reassured that even though there is a waiting list for DA medium cases, all victims will have had initial contact. Victim Support hope to have caught up by the end of January.

A new group work programme will be rolled out in March and staff training is taking place over the next three weeks.

Rossendale Borough Council have provided an additional worker to operate specifically in Rossendale. (Victim Support have an SLA direct with Rossendale)

6. SEXUAL ABUSE

Victim Support reported there has been an increase of 120 cases over the last quarter. However, there is still an issue around whether Victims have consented to their information being shared. If consent is only implied Victim Support cannot make contact with the victim as it may not be safe to do so. This can be frustrating as staff can spend up to 3 hours of the working day chasing information.

Victim Support advised that in Cumbria they receive direct referrals from officers with accurate information as well as receiving referrals through ADT.

ACTION: Robert and Claire to meet with Jo McHugh to discuss possibility of direct referrals.

Victim Support record STAR outcomes and have noticed there is no improvement to 'wellbeing' after support and unsure why but guess victims may have had a negative experience at court which may affect the rating. However Claire reported if a victims STAR outcomes drop they will not close the case, further support will be offered as well as signposting on to other organisation to target their area of need.

7. NEST

NEST referrals have increased by 2,000 over the past quarter, with the most common referral for assault (peer to peer) and bullying. Referrals are received through the ADT system as well as other partners such as social services and schools.

NEST contact all victims unless it is unsafe to do so. For example it may be unsafe to contact a young person who is being bullied because of their sexuality in case their parent / guardian are unaware.

Adrian screens all cases that come through NEST to ensure it is safe to contact the victim and that they are flagged correctly. This also gives Adrian an overview of what is going on, finding trends / patterns (repeat names / repeat areas).

NEST have a planned intervention approach which aims to last between 6 – 8 weeks but can be shorter or longer depending upon the individual and their needs. The intervention intends to cover; getting to know the young person, safety planning, confidence building etc.

NEST have 4 members of staff who are working at capacity with 131 cases and a waiting list of around 50 young people. However, all victims will have received initial contact explaining what NEST can offer and there is a 6 week wait. Adrian explained the young people who are receiving support are receiving a high quality service. 416 face to face appointments took place last quarter meaning NEST workers seen 5/6 young people per day, whilst typing in case notes in-between sessions.

Claire has put a bid into Children in Need for an Early Years worker and is through to the second stage of the application process.

NEST also deliver a Switched On programme to schools which can be adapted to work with all young people from years 1 – 11. The programme focuses on safe relationships, CSE & online safety. NEST responded and delivered the Switched On programme to years 5 / 6 in Preston primary school where a group of young girls were being targeted online.

NEST also hold peer support groups throughout the school holidays for young people who may feel particularly vulnerable when not in school and having regular sessions with their support worker. This also gives young people the opportunity to meet and share their experiences with other victims.

8. A.O.B

Lancashire Evening Post voted Victim Support as charity of the year.

This encouraged businesses to support the work of Victim Support. For example the Blackpool Eye gave Victim Support a number of free passes for the Blackpool Eye. These were given to families who may not be able access the attraction otherwise and in turn received great feedback from service users.

POLICE AND CRIME PANEL

Meeting to be held on 12 March 2018

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 11 December 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 11 December 2017. These are set out in the table below.

Decision Reference	Decision Title	PCC Priority	Date of Decision
2017/36	OPCC Corporate Risk Register	Governance	5 th December 2017
2017/37	Joint Audit and Ethics Committee – Chairman and Members	Governance	5 th December 2017
2018/39	Community Action Fund Applications	All	4 th January 2018
2017/40	Street Pastors, Street Angels and Similar Organisations	Supporting vulnerable people and victims	18 th December 2017
2017/41	S.22 CNC – Provision of Police Officers	Protecting local Policing	
2017/42	Approval to enter into a contract for the provision of Custody Medical Services for the period 1 st June 2018 to 30 th November 2018 with the option to extend to 31 st May 2019	Governance Developing Safe and Confident Communities	26 th Jan 2018
2017/43	S.22 - NPCC	Governance	21 st February 2018
2017/44	Pensions Annual Allowance Tax Charges	Governance	
2017/45	Community Action Fund Applications		5 th February 2018
2017/46	Reactive Repairs and Maintenance EDT	Protecting Local Policing	22 nd February 2018
2017/47	Acquisition of land at Hutton		
2017/48	Financial Position as at 31 st December 2017	Governance	16 th February 2018
2017/49	The Police and Crime Commissioner for Lancashire's Revenue Budget and Council Tax for 2018/19 and Capital Investment Programme for 2018/19 and Future Years.	Governance	16 th February 2018
	Delegated Decisions	Governance	1 st March 2018

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 March 2018. 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.

Agenda item

Police and Crime Panel

Meeting to be held on 12th March 2018

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 28th February 2018 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 48 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 (45 & 46) further communications of this nature recently.

In December it was reported that complaint (43) was subject to initial assessment however this complaint was subsequently withdrawn on 14th December 2017.

Discussions are ongoing regarding a complaint (44) the conclusion of which would be expected to be reported to the next meeting of the Panel.

A complaint regarding the consultation arrangements for the Precept was received (47) which was handled as a matter for the Office of the Police and

Crime Commissioner to deal with under their complaints process as the appropriate authority.

A complaint was also received regarding an allegation of a data breach by the Office of the Police and Crime Commissioner (48) and this is to be dealt by the Office of the Police and Crime Commissioner under their complaints process as the appropriate authority.

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

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Services
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