

## **STRATEGIC SCRUTINY MEETING**

**TUESDAY 6<sup>TH</sup> JUNE 2018 AT 9:30 IN ROOM CH1:15, 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  
Terry Woods – ACC, Lancashire Constabulary  
Jonathan Martin – ACO, Lancashire Constabulary  
Peter Lawson, Chief Superintendent, Lancashire Constabulary  
Ian Dawson - Superintendent, Lancashire Constabulary  
Peter Simm – Head of PSD, 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 all of the actions identified at the last meeting had been completed.

### **ITEM 2 – PERFORMANCE REPORT**

The Chief Constable presented a report in relation to the performance of Lancashire Constabulary to the 31<sup>st</sup> March 2018.

#### **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 379 Special Constabulary Officers. There was an intake of 38 in April 2018 with future intakes planned for September 2018 and January 2019.

39 Special Constabulary Officers were successful at the National Assessment Centre and are currently ready to be interviewed to join the regular constabulary.

UCLAN specials – 17 special constable officers were attested on 25<sup>th</sup> April 2018 and started in their divisions on 30<sup>th</sup> April 2018.

### Volunteers

It was noted that currently, Lancashire Constabulary has 390 volunteers and 8 volunteer researchers. The Constabulary recently recruited cyber/digital community support volunteers and as part of this initiative, over 2,000 school children have had cyber safety presentations delivered. Additionally, recruiting was carried out for Independent Advisory Group (IAG) members for West Division and the Hate Crime Panel at HQ, plus Restorative Justice Volunteers across the county.

### Cadets

It was noted that currently, Constabulary have 500 police cadets and an additional 22 junior cadets, aged 10-13.

The recruitment window will be open during June 2018 for a September start, to fill vacancies of those turning 18 and leaving.

A cadet to Special application had been implemented and 9 cadets have just started their training to be Special Constables in the April intake.

The Constabulary were currently recruiting for Cadet Leader's force wide to assist Volunteer Police Cadet Units, which were held term time for 13-18 year olds.

### Neighbourhood Watch (NW)

In the past 12 months, the existing NHW Co-ordinators were contacted and invited to register with Lancashire Volunteer Partnership (LVP). To date, 250 have re-registered. There is currently an on-going campaign to recruit new NHW co-ordinators across the county.

### 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 19,610 crimes (18.3%) and that this was forecast to continue increasing over 2017/18.

The All Crime category had continued on an upward trend, with Lancashire above the national level. The Commissioner recalled from the previous scrutiny meeting that there would be a predicted increase due to the increase in crime recording following the Crime Data Integrity (CDI) inspection. The context had not changed and it could be expected that Lancashire would see a continued increase in crime reporting over the next year.

All 43 forces nationally had 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 3,905 (38.7%)
- b) Assault – Less Serious Injury – Up 2,010 (14.2%)
- c) Harassment – Up 782 crimes (16.7%)
- d) Public Order Offences – Up 3,073 crimes (102.7%)

The Public Order 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 3,073 crimes (102.7%). Public Order offences recorded have grown exponentially. The estimated crime total for 2018/19, based on linear regression was 9,056. This would amount to an increase of 49% on 2017/18.

The Commissioner noted that the number of anti-social behaviour incidents logged in 2017/18 had reduced by 5,402 incidents (7.1%).

The Commissioner asked how much of the rise was due to the Crime Data Integrity (CDI). The Chief Constable informed that Commissioner that out of approximately 20,000 crimes, (half) would be CDI related (this required further analysis but somewhere between half to  $\frac{3}{4}$  was an estimate). The Chief Constable explained that although there was an increase in crime overall, this would plateau when the recording changes made by Lancashire Constabulary following the Crime Data integrity inspection level out.

### Tactical Operations

At the last scrutiny meeting, the Commissioner requested an update on how Tactical Operation officers were used to carry out enforcement and disruptive activity against identified threats.

On a monthly basis, the Operations Board meets to determine the high level priorities for the next month that will be tasked against, based upon risk and threat. These might include, cross border acquisitive crime, such as robberies or car key burglaries; county lines drug offenders, organised crime groups and CT threats.

On a weekly basis, a force tactical operations tasking meeting took place to review activity and results and further prioritise resources against the high level objectives. Each division had a tactical operations co-ordinator to ensure tasking is carried out.

The tactical operations resources were divisionally based and included armed response, road policing and dog handlers. Whilst their default deployments were as divisional officers to address divisional threat, they were tasked daily to meet the higher level threats to the county as above and will work across divisional boundaries as required.

### Automatic Number Plate Recognition (ANPR) Technology

#### **Investment in ANPR**

At the last scrutiny meeting, the Commissioner requested some additional information around the use of ANPR as a tool to target OCGs and damage caused to cameras.

It was noted that in 2015, a further 38 fixed sites and 4 mobile ANPR assets were introduced at a cost of £1.4m

Further, a decision taken to manage the ANPR project internally, resulted in £540k being saved from the proposed budget. That saving meant that the infrastructure plan could allow for further growth, resulting in an additional 15 sites being proposed, an ability to increase the mobile ANPR capacity to all armed response and road policing vehicles and allow for 46 legacy sites to be replaced.

The project was now in its final stages of completion, with 12 fixed sites left to install and the mobile ANPR equipment increase set to start in the next couple of weeks.

It was noted that ANPR was used daily by officers who could access the data and the ANPR camera feeds were permanently monitored by staff within the Force Control Room. Since January 2017, the Control Room had recorded that ANPR had been involved in 615 arrests and 534 vehicle seizures.

The Sadie Hartley murder investigation in Helmshore (ITV documentary), showed how ANPR data could be beneficial to major investigations.

ANPR had also featured heavily in a number of major investigations and in particular, the series of firearms discharges in East Division and the Human Trafficking investigations also in East.

#### **High Impact Acquisitive Crime**

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 3,243 crimes (52.2%).

The crime categories which fell under the High Impact Acquisitive Crime classification were:

- Burglary Dwelling & Residential – Up 3,117 crimes (56.5%)
- Robbery (Personal) – Up 125 crimes (18.2%)

As previously reported, changes in burglary classifications meant that it was impossible to use the categories in a comparison of crime level changes.

However, the above changes took place on 1<sup>st</sup> April 2017, and therefore, the performance in April and May 2018 was comparable with that in the same period last year. Whilst this was too short a period to draw any conclusions, it did suggest that Burglary (residential) had levelled off (was at comparable levels to the same period

for Apr-May 2017). This would be monitored over the next quarter and commented upon at the next scrutiny meeting.

### **Road Safety - KSIs**

The 'In Year Performance' compared to the 'Previous 12 Month Period' showed a reduction of 17.0% (137 KSI's) at the Constabulary level. East Division had a reduction of 4.2% (11 KSI's), South Division had a reduction of 29.7% (79 KSI's) and West Division had a reduction of 16.9% (47 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 18.3% (130 KSI's) at the Constabulary level. East Division had a reduction of 5.8% (13 KSI's), South Division had a reduction of 28.3% (66 KSI's) and West Division had a reduction of 20.0% (51 KSI's).
- Child Casualty – a reduction of 7.5% (7 KSI's) at Constabulary level. East Division had an increase of 5.4% (2 KSI's), South Division had a reduction of 39.4% (13 KSI's) and West Division had an increase of 17.4% (4 KSI's).

### **Supporting Vulnerable People & Victims**

#### **Rape & Sexual Offences**

The Rape offence 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 251 crimes (24.1%). Rape continued on an upward trend with a projected increase of 19.0% for 2018/19.

The Sexual Offences 'In Year Performance' period against the 'Previous 12 Month Period' showed an increase of 689 crimes (31.9%). The 'In Year Performance' period against the 'Previous 12 Month Period' against children under 16 was up 339 crimes (19.1%).

It was noted that all 43 forces had seen an increase in Rape and 39 forces had seen an increase in Sexual Offences.

#### **Child Sexual Exploitation (CSE) Crime**

The 'In Year Performance' versus the 'Previous 12 Month Period' showed a reduction of 94 crimes (9%).

As CSE is not a defined crime per se, data collection relied on manual flagging of CSE related crimes. Whilst data indicated a year on year reduction of 19.1% (339 crimes), a recent CSE assessment had identified issues with data quality and the inconsistent identification of CSE related crimes.

In response to these issues, CSE awareness training for front line staff was planned in addition to improve oversight by the Crime Date Integrity Team. Safeguarding and Vulnerability co-ordinators posts were due to be introduced later this year and would be aimed at improving the Constabulary's identification of exploitation and correct future flagging of CSE incidents.

### **Modern Slavery Crime**

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 62 crimes (151%). 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.

The Constabulary had been recognised nationally for its response to Human Trafficking and Modern Slavery crimes and continued to invest in an improving intelligence picture and the safeguarding of vulnerable people.

### **Domestic Abuse Crime**

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 3,675 crimes (34.5%).

Domestic Abuse crimes had increased by 34.5% (3,675 crimes). The 2017 HMICFRS Crime Data Integrity inspection identified a significant under recording of crimes (with specific reference to under recording of DA crimes). This had resulted in a number of interventions and changes to processes and procedures to ensure that all crimes were recorded accurately and correctly.

Analysis showed a stable rate of reported incidents which strongly indicated that the crime recording interventions were having a significant impact upon DA crime as opposed to DA itself increasing. Further it was noted that serious assault DA had actually reduced by 5% year on year.

It was noted that there remained a significant upward trend in DA cases. The DA Satisfaction Survey data showed that at least 82% of people were at least fairly satisfied with the service they had received. The Constabulary were aware that more work needs doing around this area and they were progressing this.

### **Hate Crime**

The 'In Year Performance' versus the 'Previous 12 Month Period' showed an increase of 1,044 crimes (99.2%) for All Hate Crime.

34 forces nationally had 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 noted the further breakdown of Hate Crime he requested at the previous scrutiny meeting. In presenting the breakdown the Chief Constable offered to commission some further research in understanding the differences in hate crime in Lancashire.

### **Developing Confident Communities**

The Commissioner was advised that as of 1<sup>st</sup> April 2017, the Constabulary ceased to survey victims of vehicle crime, made amendments to the burglary and violent crime surveys and also reduced the number of questions asked within the surveys.

It was evident from the responses that satisfaction levels were lowest in the aspects of 'Police Actions' and 'Follow Up'. Although Hate Crime victims levels of satisfaction for Follow Up were significantly increasing.

The Commissioner noted the report prepared concerning satisfaction levels as requested at the last scrutiny meeting.

The Commissioner asked how this information was being used to improve the service to the public. The Chief Constable informed the Commissioner that it was discussed at Operations Board meeting, in PDRs as a priority for victim service) and through BCU checkpoint and performance management.

### **Confidence – Crime Survey for England & Wales**

Comparing the 'In Year Performance' versus the 'Previous 12 Month Period', overall public confidence was down by 1.1% from 80.4% to 79.3%.

When compared to our Most Similar Group (MSG), Lancashire is 2<sup>nd</sup> and when compared to North West Region, Lancashire is 3<sup>rd</sup>.

### **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 continued 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 early June 2018.

The Chief informed the Commissioner that in order to meet demand, a staffing uplift had been agreed for Contact Management. The requirement is to uplift from 295 FTE to 345 FTE. There was currently an intake of 36 being trained who would join

the Control Room in July, with another intake planned for Sept/Oct 2018. The vacancies were permanent contracts and the Constabulary were therefore seeing a wide range of skills and experience coming in.

The Commissioner was informed that the Constabulary was focused on answering 999 calls above any other type of demand. What was significant, was that both types of demand had increased in average call length and average wrap up time. This constituted the handle time.

In summary, for the period January-March 2018, when compared to the same period in 2017, for 999 demand:

- An increase of 3,868 emergency calls - (7.6%) rise
- Staff allocated to 999 calls has risen by 267 hours – (4.6%) rise.

With regard to the Non-Emergency Calls, the Commissioner was informed that these remained a challenge for the Control Room and again, this could be attributed to the nature of demand coming in.

In summary, for the period January-March 2018, when compared to the same period in 2017, for 101 demand:

- An increase of 6,931 calls being offered – (4.5%) rise
- Staff allocated to 101 calls has risen by 5,636 hours – (17.3%) rise. However, many were new or inexperienced staff).

It was noted that call volumes and handling times had increased, both of which increased the Control Room workloads. Whilst staffing levels had risen, the full benefits of the increase would not be felt in this reporting period up to the end of March 2018.

Although this report was for January-March 2018, the new staff from February's intake were already influencing the call handling performance. From 9<sup>th</sup> April 2018, when they started their shifts to when they moved on to their teams on 14<sup>th</sup> May, there was a significant reduction in average time to answer, abandonment rates and the longest waiting time dropped from 30-50 mins to 10-15 mins.

The Chief informed the Commissioner that the increase in 999 and 101 calls was a national one. As an example, last Sunday (03/06/18) was the Control Rooms busiest day on record with more than 2000 incidents logged and this has taken most of the week to recover.

The Commissioner was informed by the Chief that there were other impacts to consider (which were part of the development of the ICT upgrades within the Force Control Room and designed to ultimately improve performance and service to the public). Over the next 12 months, they would monitor:



## Appendix B

- SMARTSTORM – a replacement of the current Command & Control systems – it is anticipated that this will be a low-impact introduction as this is an upgrade of the current system;
- Connect Phase 2 – this will potentially have an impact on the call handling/data handling time within the Control Room – this requires 2 days training which is programmed into the current plan and scheduled to go live in November 2018. This could impact on both staff and performance;
- Workforce Management – the replacement of the Planet Workforce Management system – similar to the current product and no major impact is anticipated;
- Capita Upgrades on Integrated Command and Control System for Emergency Services Network (ESN) – there will be patching work over the next 12 months to bring them up to spec for ESN readiness. There will be some service interruptions, but staff will not notice any significant difference, however, supervisors will require training.

The Commissioner asked how many PCROs were there currently, what was the timescale for the Pods and if Connect will have a positive effect.

The Chief informed the Commissioner that the figure fluctuated but there were currently, approximately 329 PCROs. With regard to the POD timescale, the Commissioner was informed that an Options paper would be available soon and that they were planning on it being an 18 month programme.

The Chief updated the Commissioner with regard to Connect Phase 2 and informed him that the system would assist officers to ask more focussed questions to enable to get better information from members of the public regarding incidents.

The Commissioner was informed that Constabulary had a recent meeting regarding the progress of the POD working and that he would receive a briefing around this separately. The Business Case was due to go through the constabulary's next decision making cycle, but from September 2018, Constabulary were expecting to have POD like (light) versions in all areas across Lancashire and would expect staff to move out around February 2019.

In response to a number of questions, the Chief Constable advised the Commissioner that details around the refurbishment of the Control Room, capital costs and future staffing levels would be detailed in the Business Case.

The Commissioner made enquiries in relation to the implementation of a switchboard facility which enabled members of the public to contact an officer or Department without the need to go through Contact Management.

Again, the Chief advised the Commissioner that this would form part of Business Case for the future functionality of the Contact Management.

**ACTION – ACC Woods to present the Business Case to the Commissioner following consideration by the Constabulary at their decision making meeting.**

### **ITEM 4 – PROFESSIONAL STANDARDS UPDATE**

The Police and Crime Commissioner received a report in relation to activity and performance within the Professional standards Department.

The Chief informed the Commissioner that there had been reductions in the number of recorded complaints (32%) compared to 2016/17.

It was noted that, the recent activity at the Fracking site accounted for 9% of the overall complaints. In West Division, a quarter of their overall complaints were regarding Op Manilla and they now had a dedicated team of 3 people purely dealing with Op Manilla complaints.

The Chief Constable updated the Commissioner on the backlog of appeals and assured the Commissioner that these timescales would improve as they had now employed a dedicated Appeals Officer.

The Commissioner stated that he was aware the number of appeals were coming down, but wanted an approximate time frame for this. The Chief stated that the new Appeals Officer works 4 days a week and since starting a month ago, 10 appeals have been completed.

The Commissioner noted that a process for debriefing key investigations has been implemented to identify best practice and lessons to be learned. In response the Commissioner asked if the lessons learned documents can be shared with the OPCC.

With regard to the Sexual Misconduct work, the Commissioner was assured that the Anti-Corruption Team were working hard in this area and that they were getting good referrals through, both via the Integrity Line and through the proactive work they already undertaken by PSD.

In response to a number of questions from the Commissioner the Chief Constable agreed to provide a more detailed breakdown of the gifts and gratuities, particularly the high value gifts.

**ACTION: The Chief to provide a breakdown of the high value gifts and gratuities for the next scrutiny meeting.**

**The Chief to present the Commissioner with the lessons learned document as requested above.**

### ITEM 5 - CONNECT

The Commissioner noted the report and was informed that Phase 1 was no longer the significant operational risk that it was.

It was noted that Phase 2, the crime and intelligence side - module, would go live in November 2018. Constabulary were currently getting the organisation ready and auctioning the lessons learned from introducing Phase 1. The Commissioner noted that the public engagement element had landed well within the Control Room.

The Commissioner was informed that at the point of CONNECT investigation and intelligence system going live in November 2018, it will offer a significant improvement to the functionality that is currently offered on the Samsung devices and provide further support of mobile working.

The Commissioner was pleased with the positive report and was looking forward to CONNECT 2. However, the Commissioner did ask the Chief Constable if he had factored in replacements of the Samsungs due to the apparent delay in introducing the new emergency services network. In response, the Chief Constable advised the Commissioner that consideration was being given to identify the appropriate technology through the national and regional Emergency Service Network programmes which Lancashire has been extremely active in supporting. However he recognised the need for a conversation with ICT early next year.

The Commissioner asked the Chief Constable if there would be any communication strategy in relation to the promotion of Channel Shift (mitigation to online reporting etc). The Chief informed the Commissioner that discussions were to take place, but as yet, there were no plans to do a promotion.

### ITEM 6 – LANCASHIRE VOLUNTEER PARTNERSHIP

The Commissioner noted the annual report in relation to the Lancashire Volunteer Partnership. In noting the report, the Chief Constable informed the Commissioner that there would be a review of the numbers and roles undertaken by the Special Constabulary which would probably result in Special Constables' undertaking more specific duties.

**ACTION: The Chief Constable to present a further report around September following the review of the Special Constabulary.**

### DATE OF NEXT MEETING

It was noted that the next scheduled Strategic Scrutiny meeting will be held on 22<sup>nd</sup> August 2018 at 12:30am in Room CH1:08, County Hall, Preston

**PART II**

**HMICFRS UPDATE**

The Police and Crime Commissioner received an update report in relation to the activity undertaken by the Constabulary following the recent HMICFRS inspections.

It was noted that the next HMICFRS PEEL Inspection was due in June 2019.

Crime Data Integrity

The Commissioner recalled that he was provided with an extensive HMICFRS update at the last scrutiny meeting and had requested a further update to be presented this time.

The Chief Constable informed the Commissioner that in order to address the issues identified by the HMICFRS, it had been agreed at the Constabulary's Strategic Management Board on 28<sup>th</sup> May 2018, that a model consistent with that adopted by Merseyside had been agreed. The model would cost circa £400k, compared to the £800k of the South Wales model, which was also being considered by Lancashire.

The Commissioner noted that an action plan was currently being revised and it would be updated in line with the Merseyside model and this would then be reported upon at subsequent meetings.

In response to a question the Chief Constable advised the Commissioner that the cost of implementing the new model would be absorbed within the existing budget for this year.

A Harrison  
**Director**