



**Lancashire  
Constabulary**  
police and communities together

## **STRATEGIC SCRUTINY MEETING**

**TUESDAY THE 26<sup>TH</sup> MARCH 2013 AT 10.00AM IN THE  
MORRISON ROOM, POLICE HEADQUARTERS, HUTTON**

### **NOTE**

#### **PRESENT**

Clive Grunshaw	-	Police and Crime Commissioner
Ibby Master	-	Deputy Police and Crime Commissioner
Miss Saima Afzal	-	Assistant Police and Crime Commissioner
Bruce Jassi	-	Assistant Police and Crime Commissioner
Mrs Amanda Webster	-	Assistant Police and Crime Commissioner
Ms Miranda Carruthers-Watt	-	Chief Executive, Office of Police and Crime Commissioner
Steve Finnigan	-	Chief Constable, Lancashire Constabulary
Paul Wilson	-	Superintendent, Lancashire Constabulary
Larry Weir	-	Corporate Development, Lancashire Constabulary

#### **IN ATTENDANCE**

Ian Dickinson	-	Standards and Governance Officer, Office of Police and Crime Commissioner
Steve Southworth	-	Administrative Assistant, Office of Police and Crime Commissioner

#### **SCRUTINY PRINCIPLES**

A note detailing the principles of the scrutiny process to enable the Police and Crime Commissioner to hold the Chief Constable to account had been circulated in advance of the meeting.

#### **CHIEF CONSTABLE'S REPORT**

The Chief Constable presented a report on performance figures in respect of crime reduction and detection rates, with particular reference to an overview of performance; the priorities contained within the Police and Crime Plan; and finance and resources.

A copy of the report had been circulated in advance of the meeting.

The Chief Constable explained that the Constabulary was looking towards a cultural shift regarding performance, and was looking to do things a bit differently; remove waste and inefficiency; and improve staff morale. There would be a focus on reducing all crime, in particular, those with the greatest victim impact – the Constabulary would look at predictive analysis work, early prediction, forecasting and emerging trends. There would be a need to communicate this new approach to staff.

The Constabulary was focussed on doing what mattered to victims; the community; acting in the public interest; and exercising professional judgement – the Constabulary would support their officers in doing so.

The Deputy Police and Crime Commissioner (DPCC) felt that there was a need to focus on and scrutinise those areas that were of most concern to local communities.

The meeting gave consideration to the details provided in the Chief Constable's report:-

**Projections for 2012-13 – All Crime** – the Chief Constable advised that there had been a steady downward trend in all crime over a number of years and, in particular, a year-on-year reduction of 3,525 crimes (4.2%) from April, 2012, to January, 2013. Based on the chart figures, it was estimated that the year end crime reduction figures would be (best case scenario about 4.8%); (likeliest outcome about 4.4%); worst case scenario about 4.0%).

Mr Jassi queried whether any comparative data for Most Similar Forces was available, feeling that such information would be helpful – ***the Chief Constable undertook to provide this information for future Strategic Scrutiny meetings.***

**Projections for 2012-13 – Serious Acquisitive Crime** – the Chief Constable advised that Vehicle Crime and Domestic Burglary were at their lowest levels since the mid-1970's. The Chief Constable advised that there had been a year-on-year reduction of 38 crimes (0.4%) from April, 2012, to January, 2013. Based on the chart figures, it was estimated that the year end crime figures would be (best case scenario reduction of about 1.2%); (likeliest outcome increase of about 0.2%); worst case scenario increase of about 1.6%) – the latest figures, up to mid-March, however, suggested that the year-end figures may indicate a slight reduction.

**Sanction Detections with Restorative Justice and Police Resolutions – All Crime – Force Level** – the Chief Constable advised that the sanction detection ratio was 36.0%; with Restorative Justice disposals added was 38.8%; and with both Restorative Justice and Police Resolution disposals added was 39.2%.

The Chief Constable advised that Restorative Justice and Police Resolution were used when it was appropriate and proportionate to do so. The Constabulary had three aims:-

- To strengthen police discretion – to try to do what is right by the victim
- To promote a victim orientated approach
- To further increase transparency around policing

The Chief Executive suggested that it may be helpful for the PCC and his Deputy / Assistants to receive a briefing on the work being done on Restorative Justice in Lancashire – ***the Chief***

***Constable undertook to provide this information on the work being done on Restorative Justice in Lancashire.***

**HMIC Monitoring Process – Crime Rate comparisons with Most Similar Group average** – the meeting was advised that the current HMIC Monitoring Process used the difference in a Force's crime rate for a particular crime group from its Most Similar Group average crime rate for that crime group over a 12 month period, and looked at the distribution of the results for all Forces in England and Wales, and highlighted those Forces that were at the top and bottom of that distribution – details of Lancashire's profile for the 12 months ending January, 2013, were provided.

The Chief Constable advised that the figures focussed on recorded crime, and did not pick up on local priorities.

With regard to those categories where the Constabulary was significantly above the National average, whilst it was acknowledged that 'Violence With Injury' was an area for concern, there was a determination within the Constabulary to reduce crimes of serious harm and serious violence.

With regard to 'Sexual Offences (Excluding Rape)', the Chief Constable advised that the Constabulary had been trying to encourage the reporting of such offences; and also that some historical cases had recently come forward as a result of the publicity of the Savile case.

With regard to 'Criminal Damage and Arson', the Chief Constable advised that there had been a 56% reduction in such offences since 2004/5; and a general downward trend since April, 2012.

The Chief Constable advised that the Constabulary was performing well in most areas.

**Police Officer Step-down Model (as at 28<sup>th</sup> February, 2013)** – the Chief Constable provided information giving details of both the actual and projected establishment; and the actual and projected Force strength – it was reported that force strength was currently at parity with force establishment, but was going down, with no future planned intakes. The Chief Constable added that, by April, 2013, the Force would be 15 Police Officers down but, by April, 2014, would be 115/130 Officers down – whilst this would be helpful from a financial point of view, it would be problematic from a service provision point of view.

In response to a query in connection with anticipated retirements, the Chief Constable advised that the Constabulary was aware of all Officers with in excess of 30 years service, and there was no information to suggest that the rate of retirements would change, or slow down.

In response to a request from the PCC, ***the Chief Constable undertook to provide some options, including costs, for the recruitment of Police Officers.***

**Police Staff Step-down Model (as at 28<sup>th</sup> February, 2013)** – the Chief Constable provided information giving details of both the actual and projected establishment; and the actual Force strength – it was advised that it was not as easy to predict Police Staff movements. It was noted that, currently, actual Police Staff strength was approximately 240 under establishment, and the Chief Constable advised that this was due to vacancies, with some Section Heads 'holding' some vacancies in order to save money.

**Sickness Performance – 12 Month Moving Average Working Days Lost** – the Chief Constable provided details of the numbers of average working days lost for Police Officers and Police Staff since March, 2011 – currently, (February, 2013) the average number of working days lost was 8.88 (Police Officers); and 8.09 (Police Staff). The Chief Constable advised that this compared with 11 days lost (Police Officers); and 14 days lost (Police Staff) in 2003, but the current position was not where the Constabulary wanted to be. He further advised that there had been increases in the last six months, and work needed to be carried out to try to understand the reasons and the issues, together with some intervention work. The meeting was advised that long-term sickness (over 28 days) was a big issue, whereas short-term sickness was not quite as bad. It was felt that there was a need to motivate Officers and Staff to return to work; and to offer learning and development opportunities – additionally, supervisors needed to be able to spot signs, such as depression or overwork. The Chief Constable felt that the programme of change, austerity, would have had an effect on sickness absence, but that there was a need for Senior Managers to support Supervisors in making approaches to Police Officers and Staff on this issue, ie in 'taking staff on' about their sickness.

The Chief Constable also advised that, in some years, there had been no ill health retirements – in the last 2½ years, however, there had been approximately 45.

The PCC queried whether comparative figures were available for other Forces, and ***the Chief Constable undertook to provide comparative figures from other Forces.***

The DPCC queried whether more regular, frequent information on sickness monitoring could be provided, and ***the Chief Constable suggested that the issue could be considered at the monthly Strategic Planning Meetings.***

**Frontline Policing Measure – Police Officers (HMIC definition) 31<sup>st</sup> December, 2012** – the Chief Constable provided details of Force-wide frontline budgeted posts (87%) and strength (86%), with information broken down by Division. The Chief Constable advised that the aspiration was to get as many police Officers as possible into frontline duties, but that non-frontline officers were needed in order to support that aspiration. The figures had been fairly steady over the previous 12 months but, although proportions were increasing, actual numbers on the frontline were reducing, and it was felt that, in future, it would be a 'big ask' to preserve the frontline.

The meeting was informed that there would shortly (from April, 2013) be a new HMIC definition, and the Chief Executive suggested that ***it would be useful for the PCC to be briefed on the new HMIC definition.***

**People Numbers** – the Chief Constable presented information relating to actual numbers of Police Officers, Police Staff, Specials and Volunteers since the 31<sup>st</sup> March, 2009. It was noted that, over that period, 850 full-time equivalent Police Officers and Staff had been lost; and, in total, including Specials and Volunteers, over 1100 posts had been lost. The Chief Constable advised that the Constabulary had tried to mitigate these losses by different methods of working, and by eliminating waste.

**Citizens in Policing – Additionality through Volunteers** – the Chief Constable advised the meeting of the key points, namely recognition of the contribution Volunteers can make in expanding capacity to deliver policing services; harnessing that 'additionality' to improve

Neighbourhood Policing and Quality of Service, whilst ensuring Value for Money; broadening the workforce mix to provide new ways in which to engage communities and enhance service delivery; and enshrining corporate values, such as openness and transparency, in addition to promoting social responsibility and community action.

With regard to broadening the workforce mix, the Chief Constable advised that the Constabulary was engaging with schools and colleges, using minority media outlets, mentoring potential applicants, offering role-playing, and making presentations to Black Minority Ethnic Groups. It was felt to be of importance to try to get the workforce representation right as far as Specials and Volunteers are concerned as, even during periods of non-recruitment, they could 'feed into' the full time Force.

***It was suggested that issues of workforce mix, ethnicity and gender, could be presented to future monthly Strategic Planning Meetings.***

**Citizens in Policing – Key Milestones** – the Chief Constable advised the meeting of some key milestones, namely the roll-out of an approved Volunteer Police Cadet model across the Force area, offering 300 young people an opportunity to engage; the establishment of new roles, and expansion of the Special Constabulary to better support regular officers; active involvement of Constabulary Volunteers in delivery of service and early action support; and commissioning of external voluntary sector groups to provide co-ordinated outreach support to victims of crime and anti-social behaviour.

In response to a query from the PCC, the Chief Constable advised that the 300 cadets would be used County-wide, with both Blackpool and Blackburn being taken into account – the Constabulary would look to improve the workforce mix, with a broader representation.

The Chief Constable advised that the Constabulary had recently been awarded £200,000 to fund two Officers for a period of 18 months in order to support the roll-out of the Cadet programme.

**Confidence in the Constabulary – Individual Monthly Results** – the Chief Constable presented information giving details of customer confidence in the Constabulary over a two year period – there had been a slight decrease in confidence since April, 2011, although the figures were fairly steady over the most recent 12 months period. The Chief Constable advised that, whilst this was a local survey, results in Lancashire could be influenced by factors outside the County.

The PCC commented that he would be interested to see similar information from other Forces, and ***the Chief Constable undertook to provide comparative figures from other Forces.***

**User Satisfaction** – the Chief Constable presented information giving details of user satisfaction with various aspects of the Force service.

With regard to Domestic Burglary, Vehicle Crime, Violent Crime and Road Traffic Collisions, there had been a steady rise in User Satisfaction (to 87.8%), which was the highest figure since 2005/6.

With regard to Racist Incidents, the User Satisfaction figure was 81.2% (12 months to January, 2013) and was increasing.

With regard to Anti-Social Behaviour, there had been little change in the User Satisfaction figures over the last 12 months, (78.2% in January, 2013), but it was acknowledged that this figure needed to be driven up.

Figures were also presented which indicated that there was a statistically significant difference between the levels of satisfaction for 'White' (87.6% in January, 2013) and 'Minority Ethnic' (81.8% in January, 2013) Users. Whilst this was still an area of focus for the Force, the 'gap' had narrowed significantly since January, 2012; and levels of satisfaction for both groups were at their highest levels since 2006.

The DPCC was pleased to see the 'gap' closing; and suggested that the information be provided to the next Black Minority Ethnic Community Consultation Event.

**User Satisfaction (Four User Groups Weighted)** – the Chief Constable was pleased to report that the Ease of Contact; Actions Taken; Follow-up; and Whole Experience aspects of the service in Lancashire were still indicating an improvement in the service – there had, however, been a slight decrease in satisfaction with Treatment.

Lancashire versus Most Similar Group indicated that Lancashire's position was very good (second or third position in most aspects of the service, except Whole Experience).

**Professional Standards Department – Public Complaints Data** – the Chief Constable advised that the Constabulary had no immediate concerns regarding Complaints and Allegations; that serious failings were very rarely found; that there were no obvious areas of remedial action necessary; that there had been some marked reductions since 2009; and that the level of complaints was comparable with the England/Wales average.

The numbers of all recorded public complaint cases and allegations had remained fairly static since April, 2010.

With regard to allegations, the Chief Constable advised that over 1100 Allegation Cases had been finalised in the period April, 2012 – January, 2013, with only 6% of cases substantiated.

Queries were raised as to what would constitute 'neglect or failure in duty', and ***the Chief Constable undertook to provide further information in that respect.***

It was agreed that the OPCC service failure issues needed to be subject to clear links with the complaints process.

**Domestic Abuse** – the Chief Constable advised that the aim of the Constabulary was to address and bring down levels of violence and serious violence. There had been significant reductions in the numbers of injury assaults; but an increase in the numbers of non-injury assaults. The Constabulary viewed the overall increase in 'Domestic Abuse' as a success, as it was felt that more people were coming forward to report offences – there had also been a recent change to the definition of 'Domestic Abuse'.

The Constabulary's aspiration/priority was for a reduction in serious assaults within domestic violence – incidents of non-domestic abuse violence were down.

The Chief Constable advised that there had been a slight reduction in Sanction Detection Rates for violence, mainly due to 'trying to do the right thing' by victims. There had been an

increase in Domestic Abuse (Stalking and Harassment) which, previously, had not been as well reported.

The Chief Constable advised that detection rates for similar categories of non-domestic abuse were between 30-50%, but he **undertook to look at detection rates for Most Similar Forces.**

The Chief Constable advised that 32.2% of all violent crime was made up of violent abuse in 2012/13, and this figure had been steadily increasing since 2009 (24%).

The Chief Constable also advised that the Constabulary looked, in particular, at Child Abuse, Child Sexual Exploitation and Rape – there was a Multi Agency Risk Assessment Conference (MARAC) process and Multi Agency Public Protection Arrangement (MAPPA) approach to violent crime. He added that the Constabulary was looking at Integrated Offender Management for violent crime, and 'locking onto' serial perpetrators and geographical hotspots.

**Child Sexual Exploitation** – the Chief Constable advised that Lancashire was recognised as one of the most effective forces in the country for its approach to Child Sexual Exploitation, and had multi-agency teams working in every Division.

It was agreed that, as this was a priority issue for the PCC, **it would be useful for a separate briefing on this issue.**

**Hate Crime** – the Chief Constable reported that there had been a 21.7% reduction in All Hate Crime over the period 2010/11 to 2012/13, and was pleased to report significant reductions in crimes relating to Homophobia, Race, Religion and Transphobia – there had been a slight increase (2.1%) in Disability crimes. The trend in Hate Crime was down; and Sanction Detection Rates were up. There was now a greater awareness of 'religion', and it was important to capture the issues that were of importance.

**Anti-Social Behaviour** – the Chief Constable advised that the figures relating to Anti-Social Behaviour were good, with reductions over the previous two year period. 60% of Anti-Social Behaviour was 'nuisance' crime, but there was a downward trend. The Constabulary aimed to focus on vulnerability and repeat incidents.

**Non-Domestic Violence** – the Chief Constable advised that there had been a reduction in non-domestic abuse of 7.2% - the most significant reduction had been in respect of Serious Assaults (13.6%). The Constabulary focussed on early intervention, and repeat and known offenders.

It was felt that it would be helpful to have comparative figures from other Forces, and **the Chief Constable undertook to provide comparative figures from other Forces.**

**Business Crime** – the Chief Constable informed the meeting of some amendments to the figures circulated prior to the meeting.

There had been statistically significant reductions in cases of 'business robbery' and 'drive-offs'; and a minor increase in cases of 'shoplifting' (milk, food, etc) over the period 2010/11 to

2012/13. Lancashire versus Most Similar Group indicated that the Force came third in cases of business robbery; and fourth in cases of shoplifting.

In connection with a query in relation to business robbery, the Chief Constable advised that this tended to refer mainly to robbery at shops, convenience stores, etc – ***the PCC felt that there needed to be some analysis of what business crime really referred to.***

**Partnership Working – MASH** – the Chief Constable presented information to advise of the work of the Multi Agency Safeguarding Hub, and ***undertook to provide a further briefing to the OPCC.***

**Community Safety** – the Chief Constable presented information to advise of the work the Constabulary was doing with Community Safety Partnerships – Perpetrator Intervention Programmes, Early Action work, ASBRAC's in all Divisions; reducing the numbers of young people entering the Criminal Justice System – Triage for low level 1<sup>st</sup> offenders, working with families; and supporting the Drug and Alcohol Action Teams – Integrated Offender Management programmes, trying to reduce substance driven criminality, ongoing work in prisons, a pan-Lancashire Conference on the 18<sup>th</sup> April, 2013 – ***the Chief Constable undertook to provide further information, and issue an invitation, to the PCC in respect of this event.***

**Money – Current Forecast** – the Chief Constable provided information relating to the savings required; savings identified; and savings remaining up to the 2016/17 financial year – the Chief Constable ***undertook to present some proposals for investment to the PCC.***

#### **Any Other Business**

In response to a request from the DPCC, the Chief Constable ***undertook to provide further information to the next Strategic Scrutiny Meeting in respect of stop and search, and racist investigations.***

In response to a further request from Mrs Webster in connection with training for officers, the Chief Constable ***undertook to provide further information in respect of the new 'performance approach' to the next Strategic Scrutiny Meeting.***

OPCC/gov/sps  
28<sup>th</sup> March, 2013