



**Lancashire  
Constabulary**

police and communities together

## **NOTES FROM THE JOINT MANAGEMENT BOARD HELD ON 2 APRIL 2015 IN ROOM A06, COUNTY HALL PRESTON**

### ***Present:***

C Grunshaw, Police & Crime Commissioner  
S Finnigan, Chief Constable

### ***Office of the Police & Crime Commissioner***

A Harrison, Director  
S Freeman, Deputy Chief Finance Officer  
I Dickinson, Standards & Governance Officer

### ***Lancashire Constabulary***

A Rhodes, Deputy Chief Constable  
Superintendent M Horn

### ***Part I – Public items***

#### **NOTE OF THE LAST BOARD MEETING**

The Notes of the last meeting held on the 2 April were accepted.

#### **PROFESSIONAL STANDARDS UPDATE**

The Board received a report providing an overview of exceptions highlighted on the accompanying PSD Complaint Allegation and Performance Update.

The Board noted that there has been a rise in the number of allegations recorded (per 1,000 employees), from 191 in the same period the previous year to 255 in the last quarter. However, the figures remained typical of both national (223) and Most Similar Force (235) figures.

The Board also noted that nationally collated and published figures suggested that Lancashire Constabulary were conducting less local “investigations” into complaints compared to other forces (6% compared with 37% by our MSF group average and 50% nationally).

However, it was recognised that the focus for investigations had been based on a resource to risk model aimed at investigating those matters at the most serious end

of the spectrum whereby more serious misconduct is alleged. These investigations were often the more complex and time consuming and as a result only 6% of complaints in the last quarter were investigated as “formal misconduct investigations”. In respect of those investigations which took place, 29% of the allegations were upheld (highest percentage in the country) compared to 16% MSF and 14% nationally. This in turn had led to an increase in the number of locally handled complaints. (73% compared to 41% MSF and 34% nationally). In this regard it was recognised that whilst the IPCC had never raised any concerns during informal discussions in relation to the Lancashire model for handling complaints no formal position had been sought. It was therefore agreed that the IPCC should be approached formally to proffer an opinion.

The Board was advised that following a change in legislation in 2013/14 almost half of all appeals were now dealt with by the Chief Constable. In addition, the volume and complexity of appeals had increased year on year. It was in that context that Lancashire Constabulary had also seen an increase in the number of internal appeals upheld in respect of locally handled complaints.

In the last quarter, 19% of internal appeals were upheld compared to 4% in the same period in the previous year. These were higher than both the national average (15%) and MSF figure (14%). Appeals however were time consuming and this additional focus combined with the reduction in resources in the department had inevitably increased the time taken to deal with appeals. In the previous quarter appeals took an average of 79 days to complete compared to 62 days in the same period of the previous year (42 days MSF and 54 days nationally).

The Chief Constable recognised that whilst the decisions to reduce resources within the Professional Standards Department as part of the recent change programme were made for the right reasons, this increasing demand had been absorbed into a significantly reduced pool of resources and he believed there was value in assessing the impact of these decisions.

The Board noted that in respect of timeliness for recording and locally resolving complaints, Lancashire remained in line with figures published both nationally and for our MSF group.

**Action:-**

- 1. Further work to be undertaken around quality and timeliness. A comprehensive report covering that work, and a view on the Constabulary's referrals to IPCC, the resourcing of Professional Standards Department and the outcome of the change programme recommendations, to be brought to the next meeting of the Joint Management Board.**
- 2. That the IPCC be approached to proffer a formal opinion on the Lancashire Constabulary's model for handling of complaints.**

## HR UPDATE

The Board received an update of current Human Resources issues and performance information.

It was noted that between 1 April 2014 and 28 February 2015 there have been 59 police officer appointments.

In relation to Police Officer sickness the Chief Constable reported an uplift in November/December 2014 which was predominantly due to viral illnesses and were of a short duration.

In response to a question on the sickness levels within the Communications Room the Chief Constable explained that the Contact Management Department had undergone the most changes as a result of the Governments Spending Cuts:

- Moving from 6 Rooms to 1,
- the merger of the Force Integrated Command and Control System,
- Staff vacancies were created by the centralisation which had not yet been filled.
- Increase in demand on the service, particularly in the evenings.
- The restructure of the Police Divisions from six to three.

The Chief Constable also advised the Commissioner that at the end of December a decision not to renew switchboard contracts was taken as an improvement in performance had been predicted. However, it was clear that this was the wrong decision - with the closure of the switchboard there had been a significant increase to the operator call-handling times, which had increased calls stacking, especially when an influx of calls was received.

Therefore in February a decision was made to re-introduce the switchboard, unfortunately the staff previously available had now moved on as to other roles within the organisation. The recruitment for switchboard has now concluded and they will be in post during April.

The Commissioner sought an explanation in relation to accidents, particularly with regard to the 32 staff, who in November 2014 were hit by a moving vehicle. In response the Chief Constable suggested that whilst he did not have the information to hand he would ensure that a narrative be supplied with the next report on exceptions such as this.

### ***Action:-***

***Contact Management attendance – Constabulary to undertake further analysis of the data to explain the figures***

***Accidents stats – narrative detail to be added and lessons learned to be included for subsequent report.***

## **TRAINING SCHOOL UPDATE**

The Board received an update on matters relating to learning and development.

The Chief Constable provided an update in relation to the installation of the Hydra Immersive Learning Suite at Lancashire Constabulary Training Centre and extended an invitation to the Commissioner to visit the suite when it was fully operational.

The Chief Constable also advised the Commissioner that following an extended trial by the College of Policing, it had been agreed that the Police Promotion Regulations 1996 will be amended to remove OSPRE Part II from the Constable to Sergeant and Sergeant to Inspector promotion process and a new four stage process introduced.

The Commissioner was advised that from 1st January 2015 the College of Policing had commenced a pilot programme 'Defining and Assessing Competence.' Seven forces were piloting this process which runs for 12 months.

The purpose of the pilot was to implement and test foundation and advanced level threshold assessments which would introduce a link between competence and pay.

The pilot will be limited to the rank of Constable but the process will eventually include all ranks up to and including Chief Superintendent.

## **ESTATES STRATEGY**

The Board received a report setting out the progress being made against the objectives set out in the Estates Strategy and provides the Board with an update in relation to the relocation of Accrington Police Station, the replacement of the Blackpool Divisional HQ and the review of Hutton HQ.

### ***Actions:-***

- 1. OPCC to be briefed re the HQ/ Lindle Lane sites estate review.***
- 2. HMCTS – confirmation as to the current position and when they are likely to leave the current building at Spring Gardens.***

## **FUTURES PROGRAMME**

The Board received an update on the Futures Programme which identified the challenges ahead, particularly in relation to the delivery of the Police and Crime Plan and Strategy with significantly reduced capability and capacity.

It was noted that the Governance framework for the Futures Programme had been forwarded to the OPCC in order to determine which officers from the OPCC would attend future meetings.

## **HMIC - WELFARE OF VULNERABLE PEOPLE IN CUSTODY**

It was noted that under the Police Act 1996 (as amended) there was a requirement for the Commissioner to consider and comment on HMIC reports, send their comments to the Home Secretary and to publish their response within 30 working days of publication.

The Police and Crime Commissioner received an update in relation to the recent HMIC Inspection Report – The Welfare of Vulnerable People in Custody.

It was agreed that whilst there was merit in presenting HMIC Inspection reports to future meetings of the Joint Management Board the requirement for the Commissioner to consider and comment on HMIC reports would be better achieved at officer level.

***Action:- Corporate Development to create process which allows OPCC to make comment in timely and appropriate manner.***

## **PART II – PRIVATE AND CONFIDENTIAL**

The following matters were discussed in private as they involved the likely disclosure of exempt information as defined in the Freedom of Information Act 2000.

### **ACCEPTANCE OF A TENDER – PROVISION OF COMPUTER RELATED HARDWARE AND SOFTWARE**

**Decision 2015/01** - The Police and Crime Commissioner considered and approved for the use of the CCS RM1054 framework to award to SCC (Specialist Computer Centre) with the contract for the provision of day to day computer related hardware and software for Lancashire Constabulary for 12 months until 15<sup>th</sup> April 2016.

The Commissioner's rationale for the decision was that this would provide an opportunity for the ICT department to work in partnership with the Procurement and Contracts Department to explore other options and determine which procurement route best served the force in the future.

### **ACCEPTANCE OF A TENDER – PROVISION OF BUSINESS TRAVEL**

The Police and Crime Commissioner received a report seeking approval to use the Crown Commercial Contract RM1034 Lot 3 and appoint Capita Travel & Events as the provider of a Business Travel Service for Lancashire Constabulary.

In response to a question the Chief Constable gave an assurance that all requests for travel and accommodation were processed through one conduit and that Business Managers within the Force ensured compliance with the agreed criteria.

**Decision 2015/02** - The Police and Crime Commissioner approved the use of the Crown Commercial Framework RM1034, Lot 3, and appoint Capita Travel & Events as sole provider for the Travel Services contract for the period 1st April 2015 to 31<sup>st</sup>

March 2017, with the option to extend the contract until 31<sup>st</sup> March 2019, renewable annually.

The Commissioner's rationale for the decision is that this would enable Lancashire Constabulary to deliver services in the most efficient and effective way possible, therefore providing value for money.

***Action:- The Chief Constable agreed to provide a further report to the Joint Management Board showing the changes that were made as a consequence of Organisational Review 3, and the current breakdown of travel and accommodation costs.***

**Mrs A Harrison  
DIRECTOR**