

Public Document Pack

Police & Crime Panel for Lancashire

Annual General Meeting

Monday, 2nd July, 2018

10.00 am, Conference Room 3A and 3B, Bickerstaffe House,
Talbot Road, Blackpool FY1 3QS

AGENDA

1. **Appointment of Chairman**
2. **Appointment of Deputy Chairman**
3. **Membership 2018/19**
Membership 2018 **4 - 7**
4. **Apologies**
5. **Minutes of the last meeting**
Minutes March 2018 **8 - 12**
6. **Declarations of Interest**
7. **Public Questions**
8. **Fire Service Governance Consultation**
Report from the Secretary and report from the Director of
the Commissioner's Office attached.

Fire Service Governance Consultation **13 - 60**
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Fire Service Governance Appendix B
Fire Service Governance Appendix C
Police and Crime Panel - Fire Report - Director's Report
Appx A - 27.04.18 letter to Chair re Fire Governance
Appx B - Addendum
Appx B - Options Appraisal report
Appx C - 23.05.18 Panel Members
Appx D - Consultant Biographies
Appx E - Cllr Bradley 4.6.18 pcp
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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.

19. Date of Next Meeting

Wednesday 19th September 2018 - 10am in Cabinet Room
'C' The Duke of Lancaster Room, County Hall, Preston

Date Published: 22nd June 2018
Harry Catherall, Chief Executive

Police and Crime Panel for Lancashire

Meeting to be held on the 2nd July 2018

Membership

Contact for further information: David Fairclough, Secretary to Police & Crime Panel,
david.fairclough@blackburn.gov.uk

Executive Summary

To consider the membership of the Police and Crime Panel.

Recommendation

Panel is asked to:

i Confirm the political balance of the Panel 2018/19 - Elected Members (plus 2 Independent persons) on the following basis

Labour 9	Conservative 7	Lib Dem 1	Independent/Other Member 1
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ii subject to i) above:

Consider the appointments to date made by Lancashire authorities and agree the full membership for 2018/19.

Background and Advice

The Police Reform and Social Responsibility Act 2011 introduced Police and Crime Panels (PCP) as formal joint committee of all the local authorities in a police force area, with the following main responsibilities.

- making recommendations on the Police and Crime Commissioners (PCC) Police and Crime Plan and Annual Reports;
- consider the PCCs appointment of a Chief Constable, with the Panel having power of veto over the appointment;
- consider the level of precept to be set by the PCC, again with a power of veto;
- review certain senior appointments by the PCC;
- scrutinise and support the activities of the PCC.

For Lancashire the Police force area includes the County Council, 12 District Councils and the two Unitary Councils. The first meeting of the Police and Crime Panel for Lancashire was held on the 31st July 2012.

Constitution of the PCP

In Lancashire, the Panel was initially made up of 15 Elected Members, one from each Authority. Up to an additional 3 elected members can be added in order to achieve the 'balanced appointment objective' so that when taken together the Members of the Panel represented the political make up of all the relevant local authorities for the police area and had the skills, knowledge and experience necessary for it to discharge its functions effectively. Having considered the provisions in the legislation and options available for applying a political balance to the Panel, it was agreed that the constitution of the PCP for 2012/13 should be based on calculation of current political balances across the whole membership of authorities, with the Independent Members being grouped together as a whole. At that time it was agreed to appoint an additional three Elected Members to achieve political balance and the Home Secretary subsequently approved this basis in order to achieve the political balance objective. This has been the arrangement for the last 5 years.

In addition to the above Members, the Panel also agreed to appoint 2 Independent Co-opted Members, who are not elected representatives, to serve on the Panel. In 2015/16 the Panel appointed Mr Bagdadi for a period of 4 years. In 2016/17 Mr Abdull Mulla was appointed also for a period of four years. The Panel agreed at their meeting March 2017 that Katie Gee be appointed as substitute at meetings as Independent Co-opted member in the absence of either Mr Bagdadi or Mr Mulla for a period of 4 years.

It has previously been agreed that Council Members of the Panel would serve a 12 month term on the Panel and that the political balance of the Panel would be reviewed after Local Elections each May.

Following the Local Elections on the 3 May 2018, the political balance has been recalculated and the balance that achieves political balance across the 15 Local Authorities is:

18 Elected Members (plus 2 Independent persons) on the following basis

Labour 9	Conservative 7	Lib Dem 1	Independent Member 1
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This reflects the number of seats won across the County and respective Councils.

This generally reflects the respective controlling parties on each Council.

Whilst it has not been possible to achieve exact political balance, Local Government Association Guidance ['LGA'] on Panel Arrangements and the Balanced Appointment Objective states:

'In some cases it may be difficult to achieve political balance, especially where it is not possible to co-opt additional councillors on to the panel. Councils may not be persuaded to nominate opposition members to achieve complete political balance

and as the Home Office legal clarification points out, in recognition of this the Police Reform and Social Responsibility Act states that the balanced appointment objective must be secured ‘as far as is practicable’. As the Home Office has also pointed out, whatever membership is eventually agreed on, the rationale for doing that needs to be robust enough to withstand legal challenge.’

As reported previously Local Authorities combined must ‘agree’ to the balance of the Panel and the Home Office has powers to intervene and make appointments if agreement cannot be reached locally, though it has been made clear that the best Panel arrangements are those which are locally determined.

Each Local Authority in the Lancashire Police Area has been consulted and the following representatives have been nominated to date to serve on the Panel for 2018/19:

Local Authority	Representative (s)	Political Party
1.Blackburn with Darwen	Andy Kay	Labour
2.Blackpool	Ivan Taylor	Labour
3.Burnley	Tony Martin	Labour
4.Chorley	Alistair Bradley	Labour
5.Fylde	Ben Aitken	Conservative
6.	Liz Oades	Independent
7.Hyndburn	Munsif Dad	Labour
8.Lancashire	Geoff Driver	Conservative
9.Lancaster	Brendan Hughes	Labour
10.Pendle	Margaret Foxley	Conservative
11.	David Whipp	Liberal Democratic
12.Preston	Brian Rollo	Labour
13.Ribble Valley	Terry Hill	Conservative
14.	Ken Hind	Conservative
15.Rossendale	Adrian Lythgoe	Labour
16.South Ribble	Mike Nathan	Conservative
17.West Lancs	Kevin Wright	Labour
18.Wyre	Roger Berry	Conservative

The Panel are asked to consider the constitution of the Panel in view of the above and the requirement to ‘agree’ the membership in order to achieve the ‘balanced appointment objective’, including the requirement for the Panel to be politically balanced.

New Member Induction

The Panel last year agreed that all members new or continuing should attend an induction session. The Panel is asked to endorse this approach and also ask that Members of the Panel also invite any persons who are likely to be substitutes during the year (as provided for in the Terms of Reference – Panel Arrangements), to attend the Induction Session.

Consultations

All Local Authorities represented on the PCP are consulted in relation to the Constitution/Membership and political balance on the Panel as set out in this report.

Implications:

This item has the following implications, as indicated:

Risk Management

The requirement for an Independent Police and Crime Panel for Lancashire is in accordance with the provisions of the Police Reform and Social Responsibility Act 2011.

Legal Implications

The legal implications of this report are set out in the body of the report. The Panel is set up in accordance with Part 2 of Schedule 6 of the The Police Reform and Social Responsibility Act 2011. Schedule 6 part 4 [Paragraph 31] makes provision for the duty to produce a balanced panel.

The legislation specifies that Police and Crime Panels must be balanced in terms of geography, politics and the skills, knowledge and experience of panel members.

The LGA guidance further sets out that political balance requires the representation of the political make-up of the relevant local authorities, when taken together. Councillor membership of the panel, when taken together, should reflect the political balance of the force area. Local authorities could look to achieve this, in the first instance, by considering the proportion of councillors from each political party across the force area. This approach is the closest to the spirit of the legislation and reflects the approach taken to police authority membership.

The proposals set out in this report facilitate the Panel considering and delivering the Balanced Appointment Objective when finalising their membership for 2017/18 as far as is practicable.

Local Government (Access to Information) Act 1985

List of Background Papers

Responses received from
Individual Local Authorities
regarding nominated
Representatives

May/June 2018

David Fairclough
Secretary to the Police
& Crime Panel

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

Police and Crime Panel for Lancashire

Minutes of the meeting held on Monday 12th March 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 David Whipp, Pendle Borough Council

Councillor Paul Elms, Ribble Valley Borough Council

Councillor Roger Berry, Wyre Borough Council

Councillor Kevin Wright, West Lancs Borough Council

Abdul Mulla, Independent Co-opted Member

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
- Councillor Brian Newman, Pendle Borough Council

1. Welcome and Apologies

Apologies were received for Councillors Ivan Taylor, Sue Graham, Brendan Hughes, Adrian Lythgoe, Liz Oades, Robert Boswell, David Henderson, Terry Hill and Jacqueline Mort (and her substitute Cllr Susan Snape) and Altaf Bagdhadi, the Independent Co-opted Member.

2. Minutes of the meetings held on the 11th December 2017 and 22nd January 2018

Councillor Geoff Driver advised that in relation to minute no 6 of the December minutes relating to the policing of the fracking site that he had requested information about the management of the Policing, not the resources themselves, it was about

the approach, not the methodology, and requested that a report be submitted to the next meeting on this, which the Commissioner confirmed would happen.

Councillor Ben Aitken requested that in future budget reports that the Commissioner's office provide more itemised information and more detail and Steve Freeman advised that he would also be happy to provide more information at the Finance Seminar in December.

RESOLVED – That the Minutes of the meetings held on 11th December 2017 and 22nd January 2018 be approved as a correct record subject to the amendment of Minute no 6 in the December minutes relating to Fracking as referred to above.

3. Declaration of interests

Councillor Geoff Driver declared a non-pecuniary interest in Agenda Item 11- Monitoring of Complaints.

4. Public Questions

No public questions have been received.

5. Task and Finish Groups – Verbal Updates

Verbal updates from Task Group Members were scheduled from Members of the three Task and Finish Groups, but it was noted that progress had been slow due to the difficulties of getting Members together and also the lack of Terms of Reference and lack of officer resources available to support the Task and Finish Groups were highlighted.

Following discussion it was noted that it would be helpful to appoint a Chair for each Group and also that Members needed to take the initiative, with appropriate officer support and also remuneration for Members would be an agenda item at the AGM in July.

RESOLVED – 1) That the Chairs of the Task and Finish Groups be as follows:
Contact Centre – David Whipp, Victim Services – Claire Cleary and Frontline Policing – Roger Berry;

2) That the Chair discuss with officers the best way to resource and support Scrutiny going forwards.

6. Fracking Update

The Commissioner submitted a report which provided an update to provide Members of the Panel with in relation to the resourcing of policing of the fracking protests, but it was noted that as referred to under Item 2 a report was needed on the management of the Policing and it was agreed that this report would be presented to the AGM meeting.

RESOLVED- That the report on the management of the Policing be presented to the AGM meeting.

7. Response to the findings of the HMICFRS on Crime Data Integrity

The Commissioner presented a report which provided Members of the Panel with the Commissioner's response to Her Majesty's Inspectorate of Constabulary and Fire Rescue Services (HMICFRS) findings, following their Crime Data Integrity Inspection of Lancashire Constabulary including information on the link to Victim Services.

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 was working to implement immediately.

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

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 was ongoing to address the plan. One of the recommendations in the inspection pertained to the establishment of a crime data integrity team. This was an area that is currently being modelled and in respect of which needed costing. The Chief Constable and the Commissioner were acutely aware of the lack of resources and therefore the introduction of this team needed careful consideration. If such a team was introduced it was likely that there would be an impact on call handling times.

The Constabulary had also undertaken changes to practices and procedures and has instigated immediate and on- going training for officers force wide. Additionally, it had 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 PCC advised that he would continue to closely monitor the progress of Lancashire Constabulary in this area.

Members of the Panel stated their concerns about the findings of the Inspection and the Commissioner advised that he shared these concerns, but he explained that items that would have not previously been recorded as crime now were being recorded and this helped explain the spike in the figures.

Reference was also made to the linkages to Mental Health issues and conversations ongoing with Lancashire Health in this regard.

The PCC advised that he would report further on these matters at the AGM meeting in July.

RESOLVED – That the report be noted.

8. Police and Crime Plan Performance Monitoring Report

Members received an update on progress in the delivery of the current Police and Crime Plan for Lancashire 2016-2021.

The Commissioner highlighted the recent HMICFRS inspection of Child Protection, the report from which would be submitted to the AGM meeting in July, and advised that the findings were concerning and that action would be taken to turn the situation around. The Panel stated their serious concerns about the findings, and questioned the Commissioner on the action being taken and stated their surprise that some of the issues were not known ahead of them being highlighted by the inspection. The Commissioner was requested to bring more detail back to the Panel, with a clear plan and updates for the short, medium and long term.

Reference was made to 'County Lines' in the report, where gangs and criminal networks from urban areas targeted county or coastal towns to sell Class A drugs, and concerns were raised by Panel Members in this regard, and the Commissioner agreed to bring a report on this to a future meeting.

The Panel also questioned the Commissioner on User Satisfaction and the action being taken to address the areas of low satisfaction, and he agreed to report back on this.

In terms of Victim Support, the use of volunteers (who were previously commissioned) was highlighted as an issue, in terms of them not receiving referrals under the new contract, although the Commissioner advised that he was confident that the system was working but Panel Members were asked to contact him about any issues in their localities.

RESOLVED – That the report be noted.

9. Police and Crime Commissioner Decisions

Members received a report which outlined the decisions taken by the Commissioner since the last meeting on 11th December 2018.

Angela Harrison agreed to check links on the website which appeared not to be working.

RESOLVED – That the report be noted.

10. Special Interest Group update

Members were reminded that it had been agreed that Paul Elms as Vice Chair would attend meetings of the LGA Special Interest Group, supported by Phil Llewellyn. The first meeting would be held on Thursday 19th April, at the LGA offices in London, which would set the terms of reference and frequency of future meetings etc.

Unfortunately, neither the Vice Chair or Phil Llewellyn were able to attend the meeting, so a Member of the Panel was asked to volunteer to go along with Sian Roxborough.

Sian and the relevant Member would then feed back to the Panel about the discussions at the meeting and going forwards the Vice Chair, supported by Phil, would represent the Panel at meetings and of course that the Panel would be kept updated.

RESOLVED – That Panel Members contact Phil Llewellyn about attending the meeting on 19th April if they were available.

11. 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 (AGM) would be held on Monday 2nd July 2018, at Blackpool Borough Council.

Signed.....Chair
2018

POLICE AND CRIME PANEL

Meeting to be held on 2nd July 2018

FIRE SERVICE GOVERNANCE CONSULTATION

Contact for further information: David Fairclough, Secretary to Police & Crime Panel, david.fairclough@blackburn.gov.uk

Executive Summary

This report provides the Panel with information on the Commissioners proposals in respect of Fire Service Consultation.

Recommendation

The Panel is asked to review the communications received from the Commissioner and provide comments and initial feedback and scrutiny.

Background and Advice

On 27th April 2018 and 23rd May 2018 the Police and Crime Commissioner wrote to panel members with regards to proposals regarding Fire Service Governance.

Those letters are provided as Appendix A and Appendix B to this report. The Chair of the Panel has provided an initial response by letter on behalf of the Panel on 4th June 2018, Appendix C refers.

The Policing and Crime Act 2017 introduced measures that place a statutory obligation on all emergency services to explore opportunities for further collaboration between organisations. This legislation also made amendments to the Fire and Rescue Services Act 2004 to enable Police and Crime Commissioners to take on responsibility (or the governance) for fire and rescue services in their area.

The legislation provided for three different options (or Models) through which the Police and Crime Commissioner could have a greater role in the governance of the fire and rescue service, these being the:

- **Representation Model:** A Police and Crime Commissioner has a seat and voting rights on the Fire Authority
- **Governance Model** (referred to as a 'PCC-style FRA' Model): A Police and Crime Commissioner takes on the functions of the Fire Authority and becomes a Police, Fire and Crime Commissioner
- **Single Employer Model:** There is a single Chief Officer for police and fire personnel under the governance of a Police, Fire and Crime Commissioner

The Panel is invited to discuss the initial proposals as outlined and provide initial comments and scrutiny to the proposals regarding the preparation of a business case and future consultation.

Consultations

N/A

Implications:

N/A

Legal Implications

As indicated above, the Policing and Crime Act 2017 introduced measures that place a statutory obligation on all emergency services to explore opportunities for further collaboration between organisations. This legislation also made amendments to the Fire and Rescue Services Act 2004 to enable Police and Crime Commissioners to take on responsibility (or the governance) for fire and rescue services in their area.

Financial Implications

N/A

Risk management

N/A

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

None.

Contact/Directorate/Tel

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

Reasons for inclusion in Part II, if appropriate

N/A



Cllr Alistair Bradley
Chair
Lancashire Police and Crime Panel

BY EMAIL ONLY via
phil.llewellyn@blackburn.gov.uk

Telephone: 01772 533 587
Email: commissioner@lancashire-pcc.gov.uk
Date: 27 April 2018

Dear Alistair,

Fire Service Governance

I am writing to you about the governance structure which oversees how Lancashire Fire and Rescue Service is delivered. At the moment the Combined Fire Authority covers our area but powers under the Policing and Crime Act allow for changes to this set up, including provisions for Police and Crime Commissioner's to take on responsibility for the service.

As you will know, all public services have had to find significant savings in the past eight years while adapting to meet the challenges posed by the changing demands placed upon them. The police and fire services have been no different in this regard. This has created a situation where services have had to adapt to meet the demands placed upon them in an efficient way, in order to protect the overall levels of frontline services.

I have therefore asked for an Options Report to review how we can further police and fire collaboration in Lancashire and whether the existing structure is the best way forward. The early suggestion, both here and from other parts of the country, is that a change of governance is needed to deliver the most effective collaboration and therefore the best and most efficient service.

Let me be clear, this is not about greater cuts because further savings will have to be found by both organisations regardless. This is about maximising the efficiency of both services so there are the resources available to reinvest in frontline services to protect the public.

From the start, I have been clear that what matters is what best protects and improves the performance of both the fire and police services in Lancashire. I am aware that the public, and Panel Members, will want to see any efficiencies or improvements reinvested.

Since the advent of Police and Crime Commissioners, replacing the old Police Authority structure, I have delivered 18% savings on the operating budget of my office compared with the costs of the Lancashire Authority. At the same time I am now responsible for the provision of victim services. I am also directly accountable to the public for the decisions I make, which are scrutinised by members of the Panel to ensure proper checks and balances. These are especially important around council tax precept, budgets and the policing priorities for the county.



In 2016, MPs in the Public Accounts Committee found that "fire and rescue authorities have done well to absorb funding reductions since 2010" but also that there were "weaknesses in the local scrutiny by fire authorities which raise concerns about their operational performance and safeguarding value for money".

For those in favour of keeping the status quo, the clear challenge will be to demonstrate the benefits of the current model and how it will rise to the challenges of changing demands while protecting services with ongoing savings still to find.

No plans have yet been brought forward, and the Options Report is still being finalised, but I wanted to let you know at this early stage that I will be considering this in early May. Following the production of the report I would then be looking at whether to proceed with a local business case for any of these options in Lancashire.

I would not be looking to make a decision without clear indications of the benefits of a given approach or understanding the implications. I would also then be looking to consult with the public, key stakeholders, including Panel members, and those who deliver these services themselves before reaching any final decisions.

Once the options report is completed I will share a copy of this with you and rest of the Panel. In the meantime I will keep you updated with any further developments. Please share this update with other members and if you or any members of the Panel have any questions about this process please feel free to contact me or my office.

Yours sincerely

Clive Grunshaw
Police and Crime Commissioner for Lancashire



BY EMAIL ONLY

Telephone: 01772 533587
Email: commissioner@lancashire-pcc.gov.uk
Date: 23rd May 2018

Dear Panel Member,

RE: Fire Service Governance Update

I am writing to you to explain the steps I am taking in relation to police and fire governance in Lancashire.

To clarify my current position, I commissioned a consultant to undertake an independent review of the options for the future of police and fire governance in Lancashire. I have accepted the recommendation in the report that there is a case for a change of governance and I am going to proceed with the formulation of a draft business case. This work will start in early June and will explore in detail all the options available, including keeping the status quo.

I fully appreciate that there may be many views in respect of this matter and I want to reassure you that there will be a formal opportunity to set out your views in due course.

Collaboration between the Fire Service and the Constabulary does take place and both bodies have worked together for some time. However, through fragmented governance, collaboration is currently slow, unambitious and without a single strategic vision. Further, the current fire governance arrangements provides little by way of direct visibility and accountability to the people of Lancashire through the committee of 25 local Councillors appointed by the County Council and Unitary Authorities, with no mandate for how the public want their fire service to be run.

There is therefore an opportunity to make a difference and to make a change to these governance arrangements for the benefit of people of Lancashire. This could maximise the efficiency and effectiveness of both services and reinvest resources into frontline services to protect the people of Lancashire.

I believe this opportunity must be taken seriously, especially at a time when funding nationally is likely to be reducing not increasing. There are challenging times ahead for both services and more savings still to find. This is due to reductions in budgets from national government, growing demand and increasing costs of delivering both services.

It is therefore critical that all avenues are pursued to enhance collaboration and to secure the wide ranging benefits that it can bring. For those who would wish for the status quo to be retained I would ask you to think about how the current arrangements can effectively rise to the challenges ahead.

I am asking all stakeholders to keep an open mind at this time. I would ask you to look at other areas of the country where this has been taken forward already or is about to be and ask yourself how could this make a difference in Lancashire?

Clive Grunshaw Police & Crime Commissioner for Lancashire
PO Box 653, PRESTON, PR2 2WB
www.lancashire-pcc.gov.uk

cont'd...



Once the detailed draft business case has been set out the facts will be publically available on my website along with all my decisions and other relevant information.

There will also be a comprehensive public consultation exercise, where Lancashire residents and all key stakeholders will be able to review the draft business case and share their views with me. As I have already stated above, I would welcome your views on the draft business case through that consultation when it begins, which is likely to be towards the end of summer.

I am planning to consult on both a governance model and single employer model. The governance model would be where the Police and Crime Commissioner becomes the fire authority but both services are run separately, reporting to different Chief Officers. The second option to be explored will be the single employer model, where the Police and Crime Commissioner becomes the fire authority and both services operate under one Chief Officer while maintaining the independence of functions between fire fighters and police officers.

As always if you would like to discuss any aspect of this and the future consultation, please contact me or my office and I will continue to keep you up to date as this work progresses.

Yours sincerely,

Clive Grunshaw
Police & Crime Commissioner for Lancashire



BLACKBURN
with
DARWEN
BOROUGH COUNCIL

Private & Confidential

For the attention of Clive Grunshaw
Police & Crime Commissioner for
Lancashire

PO Box 653
PRESTON
Lancashire
PR2 2WB

Date: 4th June 2018
Your Ref:
My Ref: DHRL&CR/DF/SR
Please ask for: David Fairclough
Direct Dial: 01254 585107
Email address: david.fairclough@blackburn.gov.uk

Dear Clive,

Fire Service Governance

I refer to your letters of 27th April 2018 and 23rd May 2018 in respect of the above.

At the outset I must advise you of the level of concern raised with me by Police & Crime Panel Members in respect of the timing and pace at which you have initiated your current actions in respect of this matter.

The Panel met in March and is due to meet again in June 2018. Yet in March you did not bring your intentions to the attention of the Panel, nor did you allow time from your communication in April for the provision of further information or provide for discussion at our AGM on 2nd July before confirming in your letter of 23rd May 2018 that you *“have accepted the recommendation in the report that there is a case for a change of governance and that I (you) are going to proceed with the formulation of a draft business case. This work to start in early June.....”*

Acknowledging your confirmation that *“.....there will be many views in respect of this matter and.....there will be a formal opportunity to set out your views in due course”*, I can advise you that Panel Members are most concerned about the lack of consultation to date and opportunity to debate and discuss the issue in advance of the drafting of the business case.

Your actions have without doubt caused a series of negative perceptions about your intentions and a feeling you have not had regard to the views and opinions of the Panel who are elected representatives from across Lancashire whose role is to provide an effective scrutiny function holding you to account. The Panel's role as you are aware is to assure ourselves of the fair, effective and efficient deployment of police resources and that you remain committed to delivering the priorities laid out in your Police and Crime Plan. You suggest the objective in your letters that your intention in reviewing governance arrangements is that this *“could maximise the efficiency and effectiveness of both services and reinvest resources into frontline services..”* Yet you have chosen to embark on engaging your office's resources on the formulation of a Business Plan *“exploring the*

options available” without first discussing this matter formally with the Lancashire Police & Crime Panel.

It is my view based on all the negative feedback I have received back from Panel members that your actions in proceeding to engage further work on this proposal in June without first formally consulting the Panel is disrespectful. I would add also that it is clearly counterproductive to what I envisage your intentions are, acknowledging that you will formally be required to consult on any formal proposals at a later date.

From the numerous messages I have seen, many Panel members are angry that they have not had any opportunity to discuss this in a pre-decision scrutiny environment (Panel meeting March or July or a specially convened meeting) and are now openly sceptical about your stated intentions.

I must also express my personal disappointment and that of a number of Panel Members about how this matter has been approached and what appears to me and other Panel Members as a complete disregard for the Panel's role and interest in Policing Governance in Lancashire.

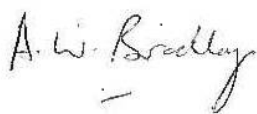
I would ask that you consider carefully the points set out in this letter and I advise you that for the Police and Crime Panel meeting on 2nd July 2018, I have instructed the Secretary to place a discussion item on the Agenda and you are advised the Panel will be asking you to explain why you chose to proceed with this major proposal and investment in resources in the development of a business case, without first outlining your plans and discussing at the March meeting with your Scrutiny Panel, or requesting a special meeting or awaiting the July meeting.

The Panel members, also in accordance with their scrutiny role will be requesting more information as to the background to your intentions and justification for the comments made in your correspondence as regards potential financial savings and service efficiencies. The Panel also request details of the payments made to the consultant, their background & experience and other related costs, which may assure the reasonableness current expenditure to date and evaluation of further investment in the development of a business case. The Panel also will require a statement of the likely costs/expenditure to bring the project to the formal consultation stage along with proposed transition costs.

Primarily of course the Panel will wish to have explained to them how you would expect a single governance/employer arrangement to be an improvement on the current arrangements, which justified at the outset your consideration of the commissioning of this activity.

The Panel look forward to you providing more information and the explanations as set out above at our meeting on 2nd July 2018.

Yours sincerely



Councillor Alistair Bradley
Chair
Lancashire Police & Crime Panel

POLICE AND CRIME PANEL

Meeting to be held on 2 July 2018

Governance arrangements for Fire and Rescue Service

Contact for further information Angela Harrison, 01772 533699, Office of the Police and Crime Commissioner, Angela.Harrison@Lancashire-pcc.gov.uk

EXECUTIVE SUMMARY

The Purpose of this report is to provide Members of the Panel with an update on progress in the examination of the governance arrangements in Lancashire for the Fire and Rescue Service.

RECOMMENDATION

The Panel is asked to note the report.

1. Background

- 1.1. The Policing and Crime Act 2017 (The Act) places a statutory obligation on emergency services to collaborate and enables Police and Crime Commissioners to take on the governance responsibility for fire and rescue services in their area, where there is a local business case made out on grounds of effectiveness, economy, efficiency and public safety.
- 1.2. Other than the status quo, there are three different governance models that could be adopted:
 - The Representation Model
 - The Governance Model
 - The Single Employer Model

The Representation Model	The Governance Model	The Single Employer Model
<ul style="list-style-type: none">• PCC is represented on a FRA (or its committees) in their police area with full voting rights, subject to the consent of the FRA.	<ul style="list-style-type: none">• PCCs take on responsibility for the fire & rescue Service(s) in their area.• Individual services retain their operational independence, their chief officers and, their own staff.	<ul style="list-style-type: none">• Fire functions are delegated to a single chief officer for policing and fire• Services would remain distinct front line services, albeit supported by increasingly integrated support services

- 1.3. If a Police & Crime Commissioner wishes to take on governance responsibility under either the Governance Model or Single Employer Model, they are required to prepare a draft local business case, which must be consulted upon locally. Having taken account of the consultation responses, if the Commissioner wishes to proceed further then they are required to submit their final business case to the Secretary of State. The Secretary of State will then be required to consider whether the proposed transfer, is in the interests of

efficiency, economy and effectiveness or public safety.

- 1.4. Where the Secretary of State is satisfied that the statutory tests have been met, then an order will be made which abolishes the existing Fire and Rescue Authority (FRA) and creates the PCC as the new FRA for the area.

2. Procurement of the Options Review Report

- 2.1. As a result of this new legislation the PCC decided that he wanted to explore whether at a high level, if there is a case for a governance change in Lancashire. He requested that a consultant be procured to undertake this Options Review and A. Allen Consulting was appointed by the Director through her delegated powers. The Director has the power to enter into a contract "which do not exceed £10,000, without the need to seek written quotations or tenders, provided that they can demonstrate that value for money is being achieved". In this instance two verbal quotes were received and the contract was awarded to A. Allen Consulting Ltd.
- 2.2. Mr Adam Allen was the consultant who undertook the work. Mr Allen was previously the Chief Executive to the Greater Manchester Police and Crime Commissioner Tony Lloyd, but following a restructure upon the appointment of Mr Burnham he did not remain in post. Mr Allen has as long public sector employment history including 18 years at Tameside Borough Council, 10 of these as Assistant Executive Director of Community Services. Mr Allen was instrumental in the progression of the Greater Manchester Devolution deal, in respect of which the fire governance was a key part. He therefore brought recent, real and local experience, along with excellent connections into the APACE (Association of Police and Crime Commissioner Chief Executives) and APPC (Association of Police and Crime Commissioners) network and the Home Office.
- 2.3. Mr Allen has submitted an invoice for this work to the value of £9,900 in line with his original quote. For completeness another quote was sought from a leading UK firm who had completed a couple of other options appraisals in the UK for Commissioners but, the cost was significantly in excess of the quote from Mr Allen circa ranging from £35k - £70k depending on what was ultimately required.

3. Contact with the Panel

- 3.1. The purpose of the commission to A. Allen Consulting Ltd was to explore possibilities of different governance arrangements in Lancashire and to get an independent view of whether there was a case for a change of governance. The Panel was not advised of the commission of the report at the meeting on the 12th of March 2018, as the piece of work had only just been commissioned and further, the Commissioner wanted to review the outcome of the options appraisal and decide himself what (if any) steps he would take next. The Commissioner chose to write to the Chair of the Panel, out of courtesy, on the 27th of April 2018 (see appendix A) setting out his rationale and approach. The letter clearly sets out, that at the time of writing the Options Report was still being finalised, that the Chair would be kept updated, that the Commissioner would consider the options report and decide whether to proceed with the preparation of a local business case. The letter made it clear that there would be clear consultation opportunities, with key stakeholders including

the Panel if this matter proceeded.

- 3.2. On the 8th of May 2018 the Commissioner considered the Options Review report and he welcomed the independent options review as attached at Appendix B; he decided to proceed to the development of the full draft and final local business case for both the governance model and single employer model; he decided to undertake full public consultation on the draft local business case once available and finally he noted the indicative timeline of proposed activity.
- 3.3. This decision was published on the Commissioner's website on the 9th of May 2018 in the normal way. The Commissioner also wrote to the Chair of Panel on the 23rd of May 2018 (see Appendix C) enclosing a copy/link to the report on the website. It is again clear in that letter that the expectation of the Commissioner was that he understood that there would be a wide range of views on any proposals to change the fire governance arrangements. However, the Commissioner stated;

"I believe this opportunity must be taken seriously, especially at a time when funding nationally is likely to be reducing not increasing. There are challenging times ahead for both services and more savings still to find. This is due to reductions in budgets from national government, growing demand and increasing costs of delivering both services."
- 3.4. He requested that stakeholders "keep an open mind at this time" pending the outcome of the draft local business case, but he also said " For those who would wish for the status quo to be retained I would ask you to think about how the current arrangements can effectively rise to the challenges ahead."
- 3.5. For completeness the Options Review report (attached at Appendix B) concluded that a case for change of governance in Lancashire could be made, and the greatest changes came through the Governance Model and the Single Employer Model. This is a high level report and the detailed information will only be available once the draft local business case has been prepared. This is not yet available as it is still being worked upon. In response to the letter of the 23rd of May 2018 the Chair of the Panel wrote to the Commissioner raising his concerns and asked that they be addressed at the Panel meeting on the 2nd of July 2018. The letter is attached at Appendix E. As an early consultation opportunity and with a view to hearing Panel's views directly whilst preparing that business case, an invitation was made via the Chair of the Panel for the Panel to meet with the Commissioner on the 22nd of June 2018 to have an informal roundtable discussion, but this was declined by the Chair, citing difficulties in getting the Panel together, due to short timescales and also the fact the fact this was due to be considered at the scheduled meeting of the Panel on the 2nd of July 2018.
- 3.6. By way of clarity, the decision made by the Commissioner was on the 8th of May 2018 when he received the Options Review report. This is a decision by the Commissioner that falls within this scrutiny period for the Panel for its meeting on the 2nd of July 2018. This is entirely within the expectations of the Police Reform and Social Responsibility Act 2011. For absolute clarity, the decision of the Director to engage the consultant for the Options Review was the 5th of March 2018, and so it did not appear in the previous report to the Panel as it was outside that scrutiny period.

4. Procurement of the Local Business Case Consultant

- 4.1. Further to the Commissioner's decision to proceed to the preparation of a local draft business case, an Invitation to Quote was published on the Commissioner's website for a consultant to prepare a draft local business case; engage with consultants for the public consultation; to undertake any necessary amendments to the local business case following consultation based on the final preferred model to ensure that it meets the requirements of the Act and that it is suitable for submission to the Home Secretary. Thereafter, in consultation with the Commissioner and his Director, the successful bidder is to be responsible for the production of the Commissioner's response to the consultation which will address any objections raised. This response would then be published as a public document. Also bidders were asked to give a day rate, (for a maximum of 7 days) in order to assist with queries or clarifications raised once the business case was submitted to the Home Office. In addition to the publication on the website quotes were directly sought from 3 firms. One submission was returned.
- 4.2. In accordance with the Contract Standing Orders, the Director is able to enter into contracts " between £10,000 and £100,000 in value, provided that a reasonable number of (not less than three) written competitive quotations or tenders for each contract have been requested (unless the contract is one caught under Standing Order 6.1 in which case tenders and quotations will not be required.)"
- 4.3. Further to an evaluation the consultants Greymalkin were appointed. The project team comprises of Mark Cooper (Director of Greymalkin Consulting) and Claire Cooper (Principal Consultant). Mark leads on all aspects of developing the local business case, whilst Claire provides additional advice and quality assurance as the products are developed. The biographies for the consultants are attached at Appendix D. A budget of £40k was given in the invitation to quote and the bid from Greymalkin was for £34,500 with a day rate thereafter of £550 per day. Greymalkin were duly appointed by the Director on the 1st of June 2018.
- 4.4. In the event that the Commissioner decides to progress with the public consultation then a consultant will be required to help us deliver a robust, inclusive consultation. An estimated budget figure is that this could cost circa £30-50k. Transition costs are not available at this stage but, will be available as part of the detailed draft local business case.

5. Next Steps

- 5.1. The draft local business case will be available in the next few weeks. The business case will continue to be developed over the coming weeks. Following the end of the Fire and Rescue inspection, by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, the consultants and the Office look forward to engaging with the Fire and Rescue Authority and the Fire and Rescue Service on the detail. Once the Commissioner has approved the draft, a presentation will be available for interested parties.

6. Implications

6.1. Financial

High level financial implications are referenced in the Options Review report at appendix B.

The details of spend to date have been explained in this report above. The draft local business case once available will address and set out detailed financial information. The local business case will follow the 'Green Book' model used by the Home office and will have the following chapters:

1. The Strategic Case – that the intervention is supported by a compelling **case for change** that provides holistic fit with other parts of the organisation and public sector.
2. The Economic Case – that the intervention represents best **public value**.
3. The Commercial Case – that the proposal is attractive and **commercially viable**.
4. The Financial Case – that the proposal is **affordable**.
5. The Management Case – that what is required from all parties is **achievable**.

6.2. Legal

The ability to change fire governance is set out in the Policing & Crime Act 2017. The role of the Police and Crime Panel is clearly set out in the Police and Social Responsibility Act 2011 through section 28 and associated schedules and also the Policing Protocol Order 2011.

Conclusion

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 - Letter to Chair of the Panel dated the 27.04.18

Appendix B - The Options review report

Appendix C - Letter to the Chair on the 23.05.18

Appendix D - Consultant biographies

Appendix E – Letter from Cllr Bradley 04.06.18



Cllr Alistair Bradley
Chair
Lancashire Police and Crime Panel

Telephone: 01772 533 587
Email: commissioner@lancashire-pcc.gov.uk
Date: 27 April 2018

BY EMAIL ONLY via
phil.llewellyn@blackburn.gov.uk

Dear Alistair,

Fire Service Governance

I am writing to you about the governance structure which oversees how Lancashire Fire and Rescue Service is delivered. At the moment the Combined Fire Authority covers our area but powers under the Policing and Crime Act allow for changes to this set up, including provisions for Police and Crime Commissioner's to take on responsibility for the service.

As you will know, all public services have had to find significant savings in the past eight years while adapting to meet the challenges posed by the changing demands placed upon them. The police and fire services have been no different in this regard. This has created a situation where services have had to adapt to meet the demands placed upon them in an efficient way, in order to protect the overall levels of frontline services.

I have therefore asked for an Options Report to review how we can further police and fire collaboration in Lancashire and whether the existing structure is the best way forward. The early suggestion, both here and from other parts of the country, is that a change of governance is needed to deliver the most effective collaboration and therefore the best and most efficient service.

Let me be clear, this is not about greater cuts because further savings will have to be found by both organisations regardless. This is about maximising the efficiency of both services so there are the resources available to reinvest in frontline services to protect the public.

From the start, I have been clear that what matters is what best protects and improves the performance of both the fire and police services in Lancashire. I am aware that the public, and Panel Members, will want to see any efficiencies or improvements reinvested.

Since the advent of Police and Crime Commissioners, replacing the old Police Authority structure, I have delivered 18% savings on the operating budget of my office compared with the costs of the Lancashire Authority. At the same time I am now responsible for the provision of victim services. I am also directly accountable to the public for the decisions I make, which are scrutinised by members of the Panel to ensure proper checks and balances. These are especially important around council tax precept, budgets and the policing priorities for the county.



In 2016, MPs in the Public Accounts Committee found that "fire and rescue authorities have done well to absorb funding reductions since 2010" but also that there were "weaknesses in the local scrutiny by fire authorities which raise concerns about their operational performance and safeguarding value for money".

For those in favour of keeping the status quo, the clear challenge will be to demonstrate the benefits of the current model and how it will rise to the challenges of changing demands while protecting services with ongoing savings still to find.

No plans have yet been brought forward, and the Options Report is still being finalised, but I wanted to let you know at this early stage that I will be considering this in early May. Following the production of the report I would then be looking at whether to proceed with a local business case for any of these options in Lancashire.

I would not be looking to make a decision without clear indications of the benefits of a given approach or understanding the implications. I would also then be looking to consult with the public, key stakeholders, including Panel members, and those who deliver these services themselves before reaching any final decisions.

Once the options report is completed I will share a copy of this with you and rest of the Panel. In the meantime I will keep you updated with any further developments. Please share this update with other members and if you or any members of the Panel have any questions about this process please feel free to contact me or my office.

Yours sincerely

Clive Grunshaw
Police and Crime Commissioner for Lancashire

ADDENDUM – CORRECTIONS AND CLARIFICATIONS

For the decision signed by the Commissioner and originally published on this website:

On Page 25 of Appendix 1:

- The action "Decision to proceed" was scheduled for the 4th May 2018, the decision to proceed was signed on 8th May 2018.
- A typing error was included for the action "Submit to Home Office" where the date was stated as November 2019 this has been amended on the published report to reflect the correct date of November 2018.

Independent review of the options for the future of police and fire governance in Lancashire

A. Allen Consulting Ltd

April 2018

1. Executive Summary

- 1.1. In response to the Policing and Crime Act 2017 (the Act), the Police and Crime Commissioner for Lancashire commissioned A. Allen Consulting Ltd to undertake an independent review of the options for police and fire governance.
- 1.2. Consultation was undertaken with key stakeholders and representatives from interested organisations through a series of contacts and meetings.
- 1.3. The review work considered whether there was a case for change of the governance in the context of the options available under the Act which are;
 - Representational model
 - Governance model
 - Single employer model
- 1.4. Overall it was concluded that there is a case for change of governance in Lancashire.
- 1.5. Through the appraisal it is plain to see that the governance model and the single employer model would both drive the greatest changes as measured by the key success factors.
- 1.6. The key success factors are;
 1. Greater scrutiny, accountability and visibility of the governance of the service
 2. Provision of a strategic vision for the delivery of the service
 3. Provision of effective decision making
 4. Acceleration of pace and effect collaboration
 5. Delivery of savings from shared estate and support functions
- 1.7. The police and fire services have had to find significant savings since 2010 and have continuously adapted to the challenges posed to them by the changing demands placed on them. There is an opportunity, through a change in governance to maximise the efficiency and effectiveness of both services and re-invest any resources into frontline services to protect the people of Lancashire, at a time when funding is more likely to be reduced rather than increased. Medium to long term, it would be hoped that a strengthening of resilience between the police and fire services could also be achieved. Further it is estimated that there could be efficiency savings around £4.26m over ten years in the short term, with more efficiencies being created in the medium to long term.
- 1.8. To achieve these outcomes at first instance collaboration would include:
 - Progression to a shared HQ
 - Joint finance function (Office of the Police and Crime Commissioner for Lancashire - OPCC and Lancashire Fire and Rescue Service - LFRS)
 - New governance arrangements - disestablishment of the Combined Fire and Rescue Authority (CFRA)

1.9. It is important to note that no criticism is offered on the performance of the existing governance arrangements. Instead, the argument presented is one of opportunity, where more can be achieved working together under joint governance than by working separately.

2. Background

2.1. The Act places a statutory obligation on emergency services to collaborate and enables Police and Crime Commissioners to take on responsibility for fire and rescue services in their area, where there is a local business case made out on grounds of effectiveness, economy, efficiency and public safety.

2.2. As a result of this new legislation the Police and Crime Commissioner for Lancashire appointed A. Allen Consulting Ltd to explore whether at a high level, there is a case for a governance change in Lancashire under the options described in the Act.

2.3. The three different governance models that could be adopted are:

- The Representation Model
- The Governance Model
- The Single Employer Model

2.4. This report has been prepared whilst working with the PCC, the Office of the Police and Crime Commissioner for Lancashire (OPCC) and is based on information provided by Lancashire Constabulary ("Police") and the Lancashire Fire and Rescue ("LFRS") and information in the public domain including all other local business cases submitted to Government.

2.5. As part of this process a series of contacts, interviews and meetings with key stakeholders and representatives have taken place, specifically:

- Chair of the Lancashire Combined Fire and Rescue Authority (FRA)
- Fire Brigade Union (FBU)
- Leader of Blackburn with Darwen Council
- Leader of Blackpool Council
- Lancashire Constabulary (Police)
- Lancashire Fire and Rescue Service (LFRS)
- Leader of Lancashire County Council
- Office of the Police and Crime Commissioner for Lancashire (OPCC)
- Police and Crime Commissioner for Lancashire (PCC)
- Police Federation
- UNISON

2.6. This report will enable the PCC to make an informed decision whether to progress to the preparation of a full local business case for a change in governance.

3. Context

3.1. Existing Arrangements for Policing

- 3.1.1. The Police Reform and Social Responsibility Act 2011 (PRSRA) introduced the role of a Police and Crime Commissioner for Lancashire. The Police and Crime Commissioner is the voice of the people in Lancashire when it comes to policing and crime prevention and he holds the Chief Constable to account for the delivery and performance of Lancashire Constabulary.
- 3.1.2. The overall budget for policing in Lancashire in 2017/18 is £261.6m and is the responsibility of the Commissioner. However, a substantial part of this (£251.95m) is provided to the Chief Constable to run the constabulary.
- 3.1.3. Since 2010/11, the Police have achieved efficiency savings of £76m to the end of 2017/18, the equivalent of 30% of the 2010/11 budget. This equates to a loss of 800 officers and 350 staff in that period.
- 3.1.4. The constabulary covers 2000 square miles and a population of nearly 1.5 million. In March 2017 there are 2,850 police officers, 1,706 staff and 270 PCSOs employed by the Constabulary (Home Office Police Workforce Statistics).

3.2. Existing Arrangements for Fire

- 3.2.1. The Combined Fire and Rescue Authority (CFRA) consists of 25 members nominated by each of the three top tier authorities (in 2017/18 this consists of 19 from Lancashire County Council; three from Blackpool Council and three from Blackburn with Darwen Council. In 2017/18 the FRA politically consisted of 12 Labour members, 11 Conservative, one Independent and one Liberal Democrat. The Chair and Deputy Chair of the FRA are chosen by Lancashire County Council and were both Labour in 2017/18.
- 3.2.2. The CFRA revenue budget for 2017/18 was £53.9m.
- 3.2.3. All members are paid a basic allowance of £2,730 and 13 members are paid an additional responsibility allowance that gives an annual budget of £107,000 for allowances. Spending on members allowances in 2017/18 was £113,800 (£117,161 in 2016/17).
- 3.2.4. The CFRA is responsible for providing an effective and efficient fire and rescue service which provides maximum value for money for Lancashire. LFRS is legally required to enforce fire safety legislation and to reduce the risk of fire causing death, serious injury and property related losses to the community. It must also make provision for rescuing people in the event of road traffic collisions.
- 3.2.5. Lancashire Fire and Rescue Service employed 609 whole-time firefighters, 248 retained firefighters and 194 staff as at 31 March 2017 (Home Office Fire and Rescue Workforce statistics)
- 3.2.6. Efficiencies totalling £18.0m between 2011/12 and 2017/18 have been achieved by LFRS, which equates to 25% of the budget. From the consultation with LFRS it was stated that there has been a reduction in demand estimated at about 40% that has been addressed by increasing the use of retained firefighters by an equivalent

amount and a consequential reduction in full time fire fighters. It was also identified that approximately 12% of the total efficiency savings made have been achieved by reducing senior posts and support functions.

3.3. Existing Collaborations

- 3.3.1. In addition to collaborations between LFRS and other brigades both in the North West and nationally, there are collaborations between LFRS and the North West Ambulance Service and the Local Authorities in Lancashire.
- 3.3.2. Collaboration activity between Lancashire Constabulary and LFRS already takes place including transport of the public to A&E, gaining access to properties for cases of concern for health and in searches for missing persons.
- 3.3.3. In late 2017 collaboration between LFRS and the Police was strengthened through the creation of the Blue Light Collaboration Project. A statement of intent has been agreed and signed by both the Deputy Chief Constable and Deputy Chief Fire Officer. A total of 32 projects were initially identified for further examination. At the most recent meeting in April, at least 14 of these projects are being progressed with others being examined further.

4. Drivers for Change

4.1. National Agenda

- 4.1.1. The focus on the need for more collaboration in emergency services is one that has been around for a long time. In May 2013 Sir Ken Knight CBE, issued his report "Facing the Future: Findings from the review of efficiencies and operations in fire and rescue authorities in England". He said;

"Collaboration, co-responding and co-location with other blue-light services does happen and can deliver efficiency through consolidating public sector assets as well as closer working. But progress is patchy and driven or hindered by local relationships."

- 4.1.2. Further he called for;

"National level changes to enable greater collaboration with other blue-light services, including through shared governance, co-working and co-location to unlock further savings."

- 4.1.3. In 2014, HMIC (Her Majesty's Inspectorate of Constabularies) published the "Policing in Austerity: Meeting the Challenge". It stated that;

"Last year, HMIC described progress on collaboration as deeply disappointing. This year, we are seeing an improvement in the extent to which collaboration is supporting forces' savings plans....However, one year on, there are still a number of forces who have not seized the opportunity to work with others to make themselves more efficient and to achieve economies of scale...The collaboration picture has become more complex and fragmented... Extensive collaboration is not materialising in the majority of forces, and only a few are achieving substantial savings."

- 4.1.4. In September 2015 the Government ran a consultation exercise "Enabling Closer Working between Emergency Services". This was a consultation on a series of measures to transform the delivery of local fire and police services, to drive greater collaboration between the police, fire and rescue and NHS ambulance services. The measures consulted on included, the duty on the emergency services to collaborate with each other and three new possible governance structures involving Police and Crime Commissioners.
- 4.1.5. The Act was then introduced which actually placed a statutory obligation on emergency services to collaborate with each other and enabled Police and Crime Commissioners to take on responsibility for fire and rescue services in their area, where there is a local business case made out on grounds of effectiveness, economy, efficiency and public safety. This Act cemented a government commitment to reform and to push the collaboration agenda further and faster. The aspiration of Brandon Lewis the then Policing and Fire Minister was that he expected the ... *"pace and ambition of collaboration to increase and for it to become the norm."*
- 4.1.6. The Policing and Crime Act 2017, does not mandate any local area to take up any of the governance options set out in the Act. Instead, there is presented, an opportunity to review and decide what would work best in the local area.
- 4.1.7. Nationally, there is some evidence of weakness in fire governance and scrutiny. In 2015 the National Audit Office, report "Financial Sustainability of Fire and Rescue Services" found that

"Chief fire officers are accountable to fire and rescue authorities, made up of elected councillors, accountable to their electorates. The Department places considerable emphasis on this local scrutiny and accountability. However, it was apparent in a number of our case studies that members lacked independent technical support in delivering their scrutiny function.

The Department says authority members will want to take advice from their chief fire officer, and receive briefings from the services' senior managers. While this will provide them with technical information, it may not give them an independent technical basis on which to assess it. Elected members need technical support to enable them to make independent judgements on the strategies and performance of their service."

- 4.1.8. This is similar to comments made in the joint "Learning Lessons" report by the HMIC and Audit Commission in 2010 about the performance of Police Authorities prior to their transition to Police and Crime Commissioners. The comments included;

"Most of the police authorities inspected are not taking a sufficiently strategic lead in deciding the longer term shape of policing for their area."

"Most of the police authorities inspected are effective in scrutinising everyday performance and holding their police forces to account in delivering policing priorities."

"All of the police authorities inspected can do more to secure improved outcomes for the public through effective partnerships and community engagement."

"Most of the police authorities inspected are not doing enough to ensure a clear and sustained focus on value for money and collaboration."

4.1.9 Additional scrutiny and accountability has been provided for the sector. In July 2017, the HMIC (Her Majesty's Inspectorate of Constabulary) brief was expanded to be the national inspectorate of fire and rescue as well as the police. It is now known as the HMICFRS. These inspections will focus on effectiveness, efficiency and leadership. The overall aim of the inspections is to drive improvement of the service, establish good practice and areas for improvement and improve accountability of the fire and rescue service to the communities they serve. The first tranche of these inspections will take place soon and the inspection for LRFS is in July 2018.

4.2. Police and Crime Commissioners and the emerging landscape

- 4.2.1. The first Police and Crime Commissioners were elected in 2012 under the Policing Reform and Social Responsibility Act 2011. There are currently 40 Commissioners in England and Wales and two Elected Mayors that hold Commissioner powers (London and Greater Manchester).
- 4.2.2. There is a growing acceptance nationally that the introduction of Police and Crime Commissioners has provided greater public accountability for policing, whilst accelerating reform and increasing collaboration. There is willingness by national government to provide Commissioners with greater devolved responsibility. This has been demonstrated by the transfer of victims commissioning responsibility to Commissioners and a desire to further increase their involvement in criminal justice reform. Providing the option to take the role of fire and rescue authorities is a further vote of confidence in the Commissioner model. There are no known plans to devolve any further responsibilities over and above those mentioned.
- 4.2.3. At the time of writing this report there are a number of Commissioner areas that have adopted the representation model, these include Northumbria and Merseyside. There is only one Commissioner that has implemented the governance model which is Essex in October 2017 and no area has applied for the single employer model. Three further business cases for the governance model have been approved by the Home Secretary in April 2018, these are Cambridgeshire, Staffordshire and West Mercia. All three hope to implement the changes in June 2018. Completed business cases for North Yorkshire, Hertfordshire and Northamptonshire are with the Home Secretary for consideration and Norfolk is yet to be submitted but is being progressed.
- 4.2.4. In the case of London and Greater Manchester the Government have supported the creation of Elected Mayors who have responsibility for both Fire and Policing. The Elected Mayor for the West Midlands may also take on responsibilities for Policing in 2020.

4.3. Drivers for Local Change

- 4.3.1. Lancashire Constabulary

- 4.3.2. Since 2010/11 Lancashire Constabulary will have delivered over £76m in savings by the end of 2017/18. This has been required to meet the pressures that have arisen due to reducing budgets from Government grants, increased costs of delivering the service due to inflation and also growing and increasingly complex demand. Delivering these savings has led to the loss of 800 officers and around 350 staff and the Constabulary has had to look at new ways of working to deliver efficiencies. To minimise the impact on front line including the increased use of mobile technology to increase the time officers are able to operate in the community. Further, there has been preventative activity through the Early Action programme to target high intensive users of policing services and a targeted workforce modernisation programme.
- 4.3.3. Looking at financial plans to 2022, the current estimate suggests that the PCC and Police will need to deliver further savings in the region of £26m per year by 2021/22.
- 4.3.4. Reported crime in Lancashire has experienced a 15 per cent increase for the 12 month period ending December 2017, which is in line with the national increase for the same period.
- 4.3.5. It is the case that more people are coming forward to report crimes that had traditionally remained hidden, such as sexual assaults, modern slavery and CSE (Child Sexual Exploitation). In addition, police recording of crimes is improving to ensure that the picture of crime being recorded by forces is a closer reflection of the real picture of crime in England and Wales.
- 4.3.6. An increase in recorded crime naturally means a greater demand on the police service. During the period of March – September 2017, the Constabulary received an average of 20,600 '999' calls a month, and when 101 calls are added this rises to over 96,000 a month. This is around 6,500 a month more than the same period for the previous year.
- 4.3.7. The table below shows the top five forces in the country experiencing the greatest number of calls to its 999 and 101 services, relative to population. Only the Metropolitan Police in London received more calls per 1,000 population:

Police force	Calls per 1,000 population (2017)
Met Police (London)	416
Lancashire	376
South Yorkshire	353
South Wales	343
Gwent	338

- 4.3.8. Inspectors from HMICFRS have noted that, with cuts to other services such as support for those suffering with their mental health, the police are increasingly being called first when previously they were considered a last resort. This is being seen on 999 and 101 calls, which are gradually increasing in duration as they deal with more complex cases. The average call length is now over two minutes longer than

it was five years ago. Longer and more complex cases being brought to the police's attention inevitably has an effect on the number of calls which can be dealt with. In addition, an increasing number of police officers and vehicles are being tied up with hospital admissions where ambulances are unavailable.

4.3.9. Lancashire Fire and Rescue Services

4.3.10. Since 2011/12, LFRS have delivered savings of £18 million due to reducing budgets from Government Grants and increased costs of delivering the service.

4.3.11. In 2018/19 the government provided £24.3m Grant funding to LFRS compared with £32.6m in the 2010/11 Local Government Finance Settlement.

4.3.12. Looking at financial plans to 2022 the current estimate suggest the LFRS will need to deliver savings of around £6.5m a year by the end of the period. While the government have extended the precept referendum cap to 3% to reflect growing pressures of inflation there has been limited public consultation about council tax rises through the fire and rescue precept

4.3.13. The 2018/19 Fire and Rescue Precept is £67.46 a head for Band D properties in Lancashire. Data from the police precept suggests that a move from Government grant towards increased precept disadvantages Lancashire when compared with other parts of the country which can raise more cash via the same level of precept increase.

4.3.14. According to Home Office Fire and Rescue service workforce statistics, nationally there were 6,778 fewer Full Time Equivalent 'whole-time' firefighters at March 31st 2017 compared to March 31st 2010. For the same period the number of people working as on-call firefighters also decreased by 1,806 and overall staff numbers have fallen by 10,687, a reduction of 21%.

4.3.15. In 2012 the current Fire Service HQ was declared as not fit for purpose with the Chief Fire Officer saying the building "could not be adapted to serve our needs at any price" and "a constant drain on resources". However, budget constraints led to these plans being shelved in 2014 to prioritise frontline services. The 2018/19 budget report confirms that no allowance has been built into the capital programme for the potential relocation of the Service Headquarters. However, the report notes that were this to be included in the five year capital programme, all capital reserves and receipts would be utilised to fund this, as well as potentially requiring additional borrowing.

4.3.16. Since 2010/11 the number of fire related deaths has generally fallen in Lancashire from 14 to 5 in 2016/17. The average annual fire related fatalities over that time period was 8.5. Over the same period the number of non-fatal casualties has fallen from 484 to 339, with an annual average of 361 non-fatal casualties over this period.

4.3.17. In 2018, LFRS reported having 39 Fire stations, 58 fire engines and 1,170 staff.

5. Consultation Feedback

5.1. An essential aspect of this review was to assess the position of key stakeholders at this point.

5.2. In order to gain initial views for the purpose of this review, all three leaders of the upper tier local authorities were contacted along with the Police Federation, Unison and the Fire Brigades Union.

5.3. In order to gain as much understanding and insight as possible, the PCC, the Chair of the CFRA, Chief Constable, Chief Fire Officer, PCC Chief Executive, PCC Chief Finance Officer, were also interviewed along with a number of officers and staff in each service.

5.4. Interviews took place with all those mentioned in 5.2 and 5.3, with the exception of the Leader of Blackpool Council (who responded by email) and the Leader of Lancashire County Council. Both declined the invitation to take part in the review.

5.5. The consultation responses can be summarised as follows.

- All three top tier authorities will object to the proposal for a change of governance if a business case is developed. This was relayed via email from the **Leader of Blackpool Council** and the **Leader of Lancashire County Council**, both declined the invitation to take part further in the feasibility.
- **The Leader of Blackburn with Darwen Council** stated that the Combined Fire Authority (CFRA) was performing well and there are a number of existing examples of effective collaboration. The level of efficiency savings already delivered was also cited as evidence of good performance. The leader believes that the CFRA represents a more democratic model than the Police and Crime Commissioner model and provides better political balance. The leader expressed concern that the proposals represent a 'take-over' of fire services by the constabulary and questioned whether the budget for delivery of fire and rescue services would be protected. The leader believes that as a service with a single role – dealing with fire – the CFRA does not need to have the public profile that a PCC has. The leader of the council felt that he had a better connection with the old Police Authority as there were members of Blackburn with Darwen council on that authority. The leader fully accepts that the fire and rescue service must make further savings in the same way that local authorities must.
- **Unison** appreciate the need to evaluate the options and will engage in constructive dialogue, however the national Unison position is being determined currently and the local Unison branch may be directed nationally. Unison have seen benefits from the PCC model and a positive and proactive approach to staffing issues by the Commissioner. The introduction of the Living Wage was cited as an example.
- **The Police Federation** is supportive of a change. They have seen many benefits of the PCC model, in particular the opportunity to have more sophisticated and nuanced discussions with a single decision maker. They have also seen benefits in the speed of decision making under the PCC model. They feel that collaboration should go further and that a change of governance would increase the speed and depth of collaboration.
- **The FBU** has a national position of opposing new governance arrangements, however the regional FBU has seen benefits of the new model being adopted

in Greater Manchester. They cited the opportunity to be able to talk directly with senior decision makers and this aided the speed at which agreement could be reached. The public position of the FBU is that they have no final view. The regional representative suggested that they would listen to both the FRA and the PCC to understand the impact of changes but did see benefits to a change of governance. At this stage the FBU would be seeking to ensure that the single employer model is not progressed, that grey book conditions remain and that there would be engagement with them throughout the process. There is a concern that the fire service will be seen as the “soft underbelly” when it comes to seeking efficiencies.

- The view of the **Combined Fire and Rescue Authority (CFRA)** was sought through the Chair. The over-arching view of the Chair of Lancashire CFRA is that there is no need for change as substantial efficiencies have been made to date and governance changes would not affect the speed or depth of future collaboration.
- The view expressed by **Lancashire Constabulary** was very positive about the opportunities offered by the potential changes to governance for LFRS. The constabulary were clear that the current approach to collaboration could be far more ambitious in its scope and could be progressed at a much greater pace. It was also asserted that a change in governance could offer greater clarity on accountability and management of risk of collaborative programmes through defined allocation of responsibility. It was also stated that space could be made available within the Police Headquarters site to accommodate all staff currently within the LFRS Headquarters.
- **Lancashire Fire and Rescue Service (LFRS)** are very positive regarding collaborative working with the constabulary and all partners. Their view is that this can be delivered under the current governance arrangements and any of the alternative models identified in this review. LFRS identified that there are no more savings that can be made in 'back office' functions as they are already 'very lean'.

5.6. All consultees spoken to agreed that it was fair to compare the transition from a police authority to the PCC model with the possible transition from Combined Fire Authority to a Police Fire and Crime Commissioner Model. Based on this it can be assumed that any benefits or disadvantages experienced through the transition to the PCC model can be applied to a future change in fire governance.

6. Option Appraisal

6.1. As part of this option appraisal review Key Success Factors (KSFs) have been identified as drivers for changing governance in Lancashire. The following KSFs were agreed with the PCC to assess each of the potential future governance options for Police and LFRS to enable the PCC to determine which is the most appropriate for services in Lancashire in line with the requirements set out in the 2017 Act.

6.2. Each KSF is related to the statutory tests as set out in the Act and the tests applied for each KSF against each governance option are set out in the table below. The strength for the case for change is provided through a Red/Amber/Green rating where Red is low strength, Amber is medium strength and Green is high strength.

KSF Delivers:			Key Success Factor (KSF)	Test	How the test is met
Efficiency/ Economy	Effectiveness	Public Safety			
	✓		Greater scrutiny, accountability and visibility of the governance of the service	How well the option provides the benefits of transparency and accountability and is visible and recognisable to the public and stakeholders	The option improves the scrutiny, accountability, transparency and visibility for the public, stakeholders and the Police and LFRS
	✓		Provide a strategic vision for the delivery of services	How the option provides a strategic vision for the services that reflects the public's requirements through a democratically delivered political mandate	The option provides a clear strategic vision agreed with the public and service stakeholders, to be delivered by the Police and LFRS
✓	✓	✓	Provides for effective decision making	How the option delivers timely, high quality decision making to ensure services are managed as efficiently and effectively as possible	The option enables decision making to be as efficient as possible to enable services to be delivered as effectively as possible whilst ensuring scrutiny and support for services are provided for the decisions being made

✓	✓	✓	Accelerates pace and effectiveness of collaboration	How well the option: <ul style="list-style-type: none"> Improves public safety and service resilience through collaborative activity Delivers efficiencies for Police, Fire and other public services Provides value for money 	The option can accelerate and enable more effective collaboration for the Police and LFRS The option ensures such collaboration delivers improved public safety, greater service resilience improved effectiveness and efficiency and increase value for money
✓	✓		Delivery of savings from shared estate and support functions	How the option delivers value for money from optimising the use of resources	The option enables the delivery of financial savings for reinvestment in the delivery of services through optimising the use of resources for example estate and support functions

6.3. Option 1 – No governance change

6.3.1. The current governance arrangements remain in place consisting of a Combined Fire Authority for Lancashire responsible for LFRS and the PCC with responsibility for the governance of the Police.

Key Success Factor (KSF)	High level option appraisal	High level option appraisal		
		Efficiency/ Economy	Effectiveness	Public Safety
Greater scrutiny, accountability and visibility of the governance of the service	The formal mechanisms of transparency and accountability of the FRA function would remain the same as today, which are in line with internal and external audit requirements but could be improved in some areas.			
Provide a strategic vision for the delivery of services	From the consultation undertaken it was evident that there is no political manifesto established for the FRA or any of its members. Whilst the FRA has an active role in establishing the strategy for the fire service the strategy is originally developed by the Fire Service and not by the members of the FRA. There is no public mandate on which the Fire Strategy is based.			

Provides for effective decision making	The current mechanisms requires some decisions for the LFRS to go through a committee and then to the FRA which can take a significant amount of time. It is accepted that the Chief Fire Officer has significant delegated powers to make decisions in a timely manner, but this does dilute the political impact and oversight in the making of such decisions.			
Accelerates pace and effectiveness of collaboration	<p>A continuation of collaboration at the existing rate and scale of change and opportunities for collaboration will continue to be sought on a tactical basis.</p> <p>More ambitious opportunities that move closer to shared strategies and functions are likely to be more difficult to achieve in this model because of the complexities of separate decision-making structures. However, these could be overcome if there is political will, as has been seen in other areas.</p>			
Delivery of savings from shared estate and support functions	<p>A continuation of collaboration at the existing rate and scale of change is likely unless there is a change in the level of collaboration ambition.</p> <p>Given the limited achievement of such activity to date this suggests there would only be limited outcomes for the residents of Lancashire from such activity under the current arrangements.</p>			

6.4. Option 2 – Representation model

- 6.4.1. Under this model the PCC may request to be appointed to the FRA. A business case is not required, the request is a local one. The FRA would have to consider this request and provide a justifiable decision and publish it, if the request is refused. If agreed the PCC would become a full member of the FRA or any of its committees, with voting rights equal to other members. The FRA would then need to make a request to Secretary of State to make an Order, varying the existing combination scheme constituting the FRA.
- 6.4.2. The Home Office is currently undertaking work to change the Combination Schemes of combined fire authorities such as Lancashire, at a national level which will allow a representation model to be implemented locally without the need to apply to Government for a change. This is likely to be completed by October 2018 and the Home Office will not accept requests from Combined FRA's outside this process. In practice this means that following October 2018 the PCC can request to join the FRA as a voting member and if agreed locally, then this can take place immediately.

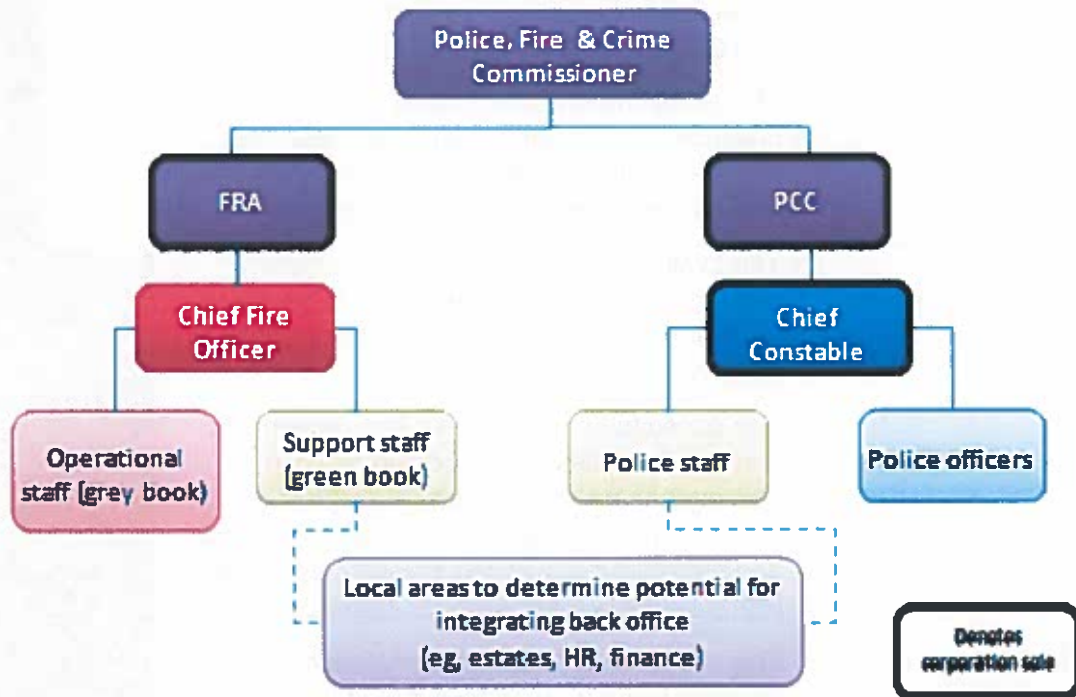
Key Success Factor (KSF)	High level option appraisal	Economy Efficiency/ Effectiveness	Effectiveness	Public Safety
Greater scrutiny, accountability and visibility of the governance of the service	The formal mechanisms of transparency and accountability of the FRA function would remain the same as today, which is in line with internal and external audit requirements but could be improved in some areas. This option would therefore provide little change to the existing arrangements in respect of visibility and accountability to the public.			
Provide a strategic vision for the delivery of services	Development and delivery of a strategic vision for police and fire collaboration is unlikely to be achieved as a fragmented governance model will still exist unless there is a stronger political consensus.			
Provides for effective decision making	<p>The PCC would be able to contribute formally on fire matters, bringing additional outside scrutiny, but this is not expected to represent a material difference versus the status quo.</p> <p>The ability to influence LFRS activity is limited by the small number of opportunities provided to discuss these issues at the FRA by this model.</p>			
Accelerates pace and effectiveness of collaboration	<p>This option would provide the PCC with a formal opportunity to influence the shaping and improvement of future fire services, as well as fire and police collaboration. This could bring additional external scrutiny or additional weight to collaboration discussions dependent upon political consensus on the FRA.</p> <p>The PCC would also have a formal (albeit limited) role in approving future strategies and budgets for Lancashire FRA, which might help to reduce the risk of inappropriately aligned strategies, however this again is dependent upon achieving political consensus across the FRA. However the Commissioner would be the 26th voice within the FRA and therefore a very limited role.</p>			
Delivery of savings from shared estate and support functions	<p>A continuation of collaboration at the existing rate and scale of change is likely unless there is a change in the level of strategic ambition.</p> <p>Given the limited achievement of such activity to date this suggests there would only be limited outcomes for the residents of Lancashire from such activity under the current arrangements.</p>			

6.5. Option 3 – Governance model

Under this option:

- 6.5.1. The PCC would become the Police Fire and Crime Commissioner (PFCC) and the employer of all fire and rescue staff. All assets and contracts would transfer to the PFCC.
- 6.5.2. The Chief Fire Officer would have operational responsibility and day-to-day responsibility for the leadership of LFRS.
- 6.5.3. The Chief Constable would also continue to employ staff in line with current arrangements.
- 6.5.4. The distinction between operational policing and fire-fighting would be maintained.
- 6.5.5. The PCC would continue to be a corporation sole for policing and crime with a separate corporation sole for the FRA functions. The FRA governance would reflect the current PCC arrangements.
- 6.5.6. A Police, Fire and Crime Panel would be constituted to scrutinise both functions and the FRA members would step down.
- 6.5.7. The Office of the PFCC would need to be expanded and restructured to take on the role of governance of LFRS. The Office would also require resource to oversee and drive forward collaboration.
- 6.5.8. All assets and liabilities of the FRA transfer to the Police and Crime Commissioner and he would become the Police Fire and Crime Commissioner (PFCC).
- 6.5.9. In order for fire and rescue functions to be transferred to the PCC, the PCC must first prepare a draft local business case and undertake a public consultation. Thereafter, he must then respond to the consultation and then submit the final local business case to the Secretary of State on the grounds of economy, efficiency and effectiveness or on the grounds of public safety alone. The local business case is then subject to scrutiny. If there is opposition to the proposal, an independent assessment will be undertaken on behalf of government. Secondary legislation would be required to approve the change.

Governance Model



Key Success Factor (KSF)	High level option appraisal	Economy	Efficiency/ Effectiveness	Public Safety
Greater scrutiny, accountability and visibility of the governance of the service	<p>It is expected that this option will raise the public profile of fire governance, as the PCC role has been shown to raise the profile of police governance. There would be a single, democratically accountable person responsible for fire governance, accessible to the public providing a visible public presence.</p> <p>It would also be possible for independent technical resources within the Commissioner's office to provide additional capacity and capability to provide effective independent scrutiny and challenge to decision-making, although this would incur additional costs. This is not the case under the current arrangements where all advice is provided to the FRA by the fire service itself.</p>			

<p>Provide a strategic vision for the delivery of services</p>	<p>This option provides a clear strategic vision agreed with the public and service stakeholders, to be delivered by the Police and LFRS developed through extensive public consultation in the same way that the Police and Crime Plan is developed for policing.</p> <p>This model means that a clear political manifesto is presented prior to election, this provides a strong political mandate to drive through transformation at a strategic level.</p>			
<p>Provides for effective decision making</p>	<p>The availability of a single decision making body increases the opportunity to make timely and informed decisions that enhance service delivery.</p> <p>The consultation undertaken has recognised that the Commissioner model in place in policing has been welcomed in respect of decision making quality as it enables nuanced and sensitive discussions to take place once with a single point of decision making.</p>			
<p>Accelerates pace and effectiveness of collaboration</p>	<p>This option would make collaboration of a different scale more achievable than has been possible previously, with the ability to align priorities and budgets and share resources more easily.</p> <p>With a single decision-maker it is more likely that opportunities to create shared functions and roles, where there is a good business or cost reason to do so, can be taken.</p> <p>The provision of a clear, aligned strategic vision for Police and LFRS delivered by this model will ensure that collaborative opportunities are taken that might not be possible under current arrangements if political consensus cannot be achieved.</p>			
<p>Delivery of savings from shared estate and support functions</p> <p>* Further information is shown in section 7</p>	<p>A single strategic vision aligned with more streamlined governance arrangements will make it more likely that specific opportunities in estates and support function collaboration can be realised to deliver financial savings.</p> <p>It is also more likely that, specifically, a joined-up strategic vision for estates will be possible.</p> <p>The consultation undertaken for this review has identified that savings could be achieved through collaborative activity as follows:</p>			

	<ul style="list-style-type: none"> •£327,000 annual savings and a capital receipt of £1.5m to £2.0m could be achieved through collaboration on estate activity. •£80,000 annual savings from a combined finance function for the OPCC and LFRS •£52,000 savings from FRA members allowances 	
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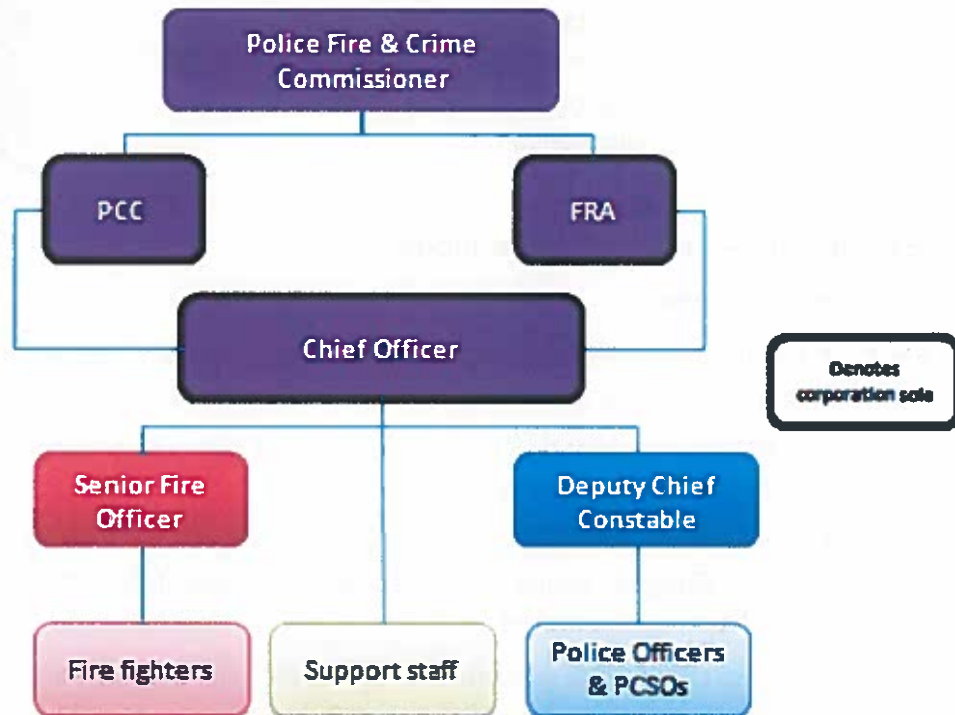
6.6. Option 4 – Single employer model

Under this model:

- 6.6.1. A Chief Officer would be appointed as head of both Lancashire FRS as well as Lancashire Police, employing both fire and police personnel.
- 6.6.2. The PCC would continue to be a corporation sole and a separate corporation sole would exist for the FRA functions.
- 6.6.3. There would continue to be two separate precepts and funding streams for fire and policing. Budgets would be accounted for separately, however funds could be allocated for collaboration.
- 6.6.4. As in the case of the governance model, the Office of the PFCC would need to be expanded and restructured to take on the role of scrutiny of the LFRS, however the resource for overseeing and driving enhanced collaboration is likely to sit with the Chief Officer rather than the PFCC.
- 6.6.5. All assets and liabilities of the FRA transfer to the Police and Crime Commissioner and he would become the Police Fire and Crime Commissioner (PFCC).
- 6.6.6. In order for fire and rescue functions to be transferred to the PCC, the PCC must first prepare a draft local business case and undertake a public consultation. Thereafter, he must then respond to the consultation and then submit the final local business case to the Secretary of State on the grounds of economy, efficiency and effectiveness or on the grounds of public safety alone. The local business case is then subject to scrutiny. If there is opposition to the proposal, an independent assessment will be undertaken on behalf of government. Secondary legislation would be required to approve the change.

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Single Employer Model



Critical Success Factor (CSF)	High level option appraisal	Economy	Efficiency/ Effectiveness	Public Safety
		Greater scrutiny, accountability and visibility of the governance of the service	It is expected that this option will raise the public profile of fire governance, as the PCC role has been shown to raise the profile of police governance. There would be a single, democratically accountable person responsible for fire governance, accessible to the public providing a visible public presence. It would also be possible for independent technical resources within an OPFCC to provide additional capacity and capability to provide effective independent scrutiny and challenge to decision-making, although this would incur additional costs. This is not the case under the current arrangements where all advice is provided to the FRA by LFRS itself.	
Provide a strategic vision for the delivery of services	This option provides a clear strategic vision agreed with the public and service stakeholders, to be delivered by the Police and LFRS developed through extensive public			

	<p>consultation in the same way that the Police and Crime Plan is developed for policing.</p> <p>This model means that a clear political manifesto is presented prior to election, this provides a strong political mandate to drive through transformation at a strategic level.</p>			
Provides for effective decision making	<p>The availability of a single decision making body increases the opportunity to make timely and informed decisions that enhance service delivery.</p> <p>The consultation undertaken has recognised that the Commissioner model in place in policing has been welcomed in respect of decision making quality as it enables nuanced and sensitive discussions to take place once with a single point of decision making.</p>			
Accelerates pace and effectiveness of collaboration	<p>This option would enable collaboration of a different scale than has been possible previously, with the ability to align priorities and budgets and share resources more easily. It drives the single point of accountability and decision-making down a further level, to the Chief Officer, which is likely to increase the scope for increased sharing of fire and police roles, and also simplify decision-making even further.</p>			
<p>Delivery of savings from shared estate and support functions</p> <p>* Further information is shown in section 7</p>	<p>A single strategic vision aligned with more streamlined governance arrangements will make it more likely that specific opportunities in estates and support function collaboration can be realised to deliver financial savings.</p> <p>It is also more likely that, specifically, a joined-up strategic vision for estates will be possible.</p> <p>The consultation undertaken for this review has identified that savings could be achieved through collaborative activity as follows:</p> <ul style="list-style-type: none"> • £327,000 annual savings and a capital receipt of £1.5m to £2.0m could be achieved through collaboration on estate activity. • £80,000 annual savings from a combined finance function for the OPCC and LFRS • £52,000 savings from FRA members allowances 			

7. Financial Appraisal

7.1. Immediate savings

7.1.1. As part of the high level option appraisal exercise, the ability to generate additional financial savings through collaborative activity has been examined for each alternative governance model.

7.1.2. It has been identified that the following savings can be made with immediate effect by some of the governance options:

Year	1	2	3	4	5	6	7	8	9	10	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Members Allowances (FRA)	107	107	107	107	107	107	107	107	107	107	1,070
Relocate LFRS HQ	0	327	327	327	327	327	327	327	327	327	2,943
Combine PCC and LFRS finance functions	80	80	80	80	80	80	80	80	80	80	800
Annual Savings	187	514	514	514	514	514	514	514	514	514	4,813
LESS Additional support in respect of Fire Services	55	55	55	55	55	55	55	55	55	55	550
Net annual savings	132	459	459	459	459	459	459	459	459	459	4,263

7.1.3. The savings identified above are delivered by:

- **Members Allowances**
The ceasing of payments of members allowances when the Combined Fire Authority ceases to exist upon the adoption of an alternative form of governance.
- **Relocate LFRS HQ**
The saving delivered when occupation of the current Fire HQ building ends and assumes that all staff are relocated to existing accommodation on the Constabulary HQ site thus avoiding any increase in cost at an alternative site.
- **Combine PCC and LFRS finance functions**
Both organisations have a finance function, consultation with the Chief Finance Officers for both organisations concluded that a reduced resource could deliver the service that both organisations would need

7.1.4. An additional cost has also been identified for support to the PCC to provide specialist support and advice in respect of fire and rescue services enabling the new governance structure to scrutinise and support the service effectively.

7.1.5. From the consultation responses received and the high level review undertaken of existing budget plans for the Police and LFRS it was determined that these savings could only be delivered in this timescale by the governance model and the single employer model.

7.1.6. It was considered unlikely that the necessary political consensus needed to deliver the actions required to deliver these savings could be obtained from the current governance arrangements or from the representation model.

7.2. Future savings

- 7.2.1. As part of the review the potential to generate further savings in future years has also been examined looking at collaborative activity that would take a longer period to deliver. The business cases submitted by other PCC's were examined alongside detailed discussions with Senior Officers in both the Constabulary and the LFRS with responsibility for identifying collaborative opportunities.
- 7.2.2. This analysis has found that significant savings are possible in the medium to long term when functions and operational activities are delivered in a collaborative model. The nature of such activity requires a level of political consensus that cannot be delivered by the current governance arrangements or by the representation model as they would involve changes to staff responsibilities that require detailed negotiation. The consultation found that this type of negotiation was only deliverable by the single point of contact for decisions provided by the governance model and the single employer model.
- 7.2.3. The high level appraisal undertaken in this review has not identified specific areas of activity and therefore saving that could be delivered, this will be considered in a business case for the respective option selected. However, the amount of total savings identified in the business cases submitted to the Home Secretary can offer a broad guide to the range of savings that might be achieved in Lancashire.
- 7.2.4. The savings identified in the seven business cases submitted to the Home Secretary to date are shown in the table below. These are expressed as a percentage of the combined budget for each case. The average saving across all business cases is also expressed as a percentage which is then applied to the combined budget for Police and Fire in Lancashire for 2017/18.
- 7.2.5. This exercise indicates that total savings in the range £17.5m to £26.5m are possible in Lancashire.

	Combined Budget	Minimum saving	Maximum saving	Minimum saving	Maximum saving	Status of Business Case
	£m	£m	£m	%	%	
Essex	334.7	15.0	23.0	4.5%	6.9%	Approved
North Yorkshire	169.4	6.6	7.5	3.9%	4.4%	Approved
West Mercia	264.9	25.1	38.1	9.5%	14.4%	Approved
Staffordshire	210.9	20.0	22.9	9.5%	10.9%	Approved
Northamptonshire	139.0	3.3	3.3	2.4%	2.4%	With minister for decision
Cambridgeshire	154.0	4.7	4.7	3.0%	3.0%	With minister for decision
Hertfordshire	238.0	10.2	28.7	4.3%	12.1%	With minister for decision
	1,510.9	84.9	128.2	5.6%	8.5%	
				↓	↓	
Lancashire	312.0	17.5	26.5	5.6%	8.5%	

8. Conclusions and Recommendations

8.1. Conclusions

- 8.1.1. It can be concluded that significant financial efficiencies have been achieved in both the Constabulary and LFRS over many years. It is also evident that the programme of collaboration being established is wide ranging. There is a universal consensus that collaboration should be welcomed, where it can reduce costs and allow reinvestment in frontline services.
- 8.1.2. During consultations it was suggested that a change of governance would result in cuts to services. This is not the case, any change in governance would not reduce the overall spend on either policing or fire but it would allow greater flexibility to reduce spend where it is not needed in order to increase spend on front line delivery.
- 8.1.3. It is also evident that pressure remains in both the Police and LFRS to find efficiencies with a current revenue shortfall in both services that are being subsidised through capital or reserves. There is a clear need to find further efficiencies to avoid frontline services being reduced in later years.
- 8.1.4. The key aim of this review is to assess whether there is suitable evidence to suggest that a change of governance would increase the speed and depth of collaboration and as a consequence should a full local business case be developed for public and stakeholder consultation.
- 8.1.5. The option appraisal shown in section 6 of this review clearly identifies that the key success factors identified to deliver improved collaboration are met by both the governance and the single employer models.
- 8.1.6. The option appraisal also clearly identifies that the status quo and the representation model do not deliver the improved collaboration required under the Policing and Crime Act 2017 or the desire for increased transparency and accountability identified as a key success factor for the review.

8.2. Recommendations

- 8.2.1. That the Commissioner move to the preparation of a full business case in respect of both the governance model and the single employer model.

Timeline

Action	Month
Decision to proceed	4 th May 18
Engage Partner	End of May 2018 to start on site 4 th of June 2018
Complete Business Plan	June to July 18
Consultation Preparation	August 2018
Public Consultation	To start 15 th August 2018 to September 2018
PCC Response to Consultation	October 2018
Submit to Home Office	November 2018
Independent Review	December 2018 to January 2019
Approval by Home Office	March 19
Act Drafted by Home Office	April 19
Parliamentary Process	May to June 19
Implementation	1st July 2019



BY EMAIL ONLY

Telephone: 01772 533587
Email: commissioner@lancashire-pcc.gov.uk
Date: 23rd May 2018

Dear Panel Member,

RE: Fire Service Governance Update

I am writing to you to explain the steps I am taking in relation to police and fire governance in Lancashire.

To clarify my current position, I commissioned a consultant to undertake an independent review of the options for the future of police and fire governance in Lancashire. I have accepted the recommendation in the report that there is a case for a change of governance and I am going to proceed with the formulation of a draft business case. This work will start in early June and will explore in detail all the options available, including keeping the status quo.

I fully appreciate that there may be many views in respect of this matter and I want to reassure you that there will be a formal opportunity to set out your views in due course.

Collaboration between the Fire Service and the Constabulary does take place and both bodies have worked together for some time. However, through fragmented governance, collaboration is currently slow, unambitious and without a single strategic vision. Further, the current fire governance arrangements provides little by way of direct visibility and accountability to the people of Lancashire through the committee of 25 local Councillors appointed by the County Council and Unitary Authorities, with no mandate for how the public want their fire service to be run.

There is therefore an opportunity to make a difference and to make a change to these governance arrangements for the benefit of people of Lancashire. This could maximise the efficiency and effectiveness of both services and reinvest resources into frontline services to protect the people of Lancashire.

I believe this opportunity must be taken seriously, especially at a time when funding nationally is likely to be reducing not increasing. There are challenging times ahead for both services and more savings still to find. This is due to reductions in budgets from national government, growing demand and increasing costs of delivering both services.

It is therefore critical that all avenues are pursued to enhance collaboration and to secure the wide ranging benefits that it can bring. For those who would wish for the status quo to be retained I would ask you to think about how the current arrangements can effectively rise to the challenges ahead.

I am asking all stakeholders to keep an open mind at this time. I would ask you to look at other areas of the country where this has been taken forward already or is about to be and ask yourself how could this make a difference in Lancashire?

cont'd...



Once the detailed draft business case has been set out the facts will be publically available on my website along with all my decisions and other relevant information.

There will also be a comprehensive public consultation exercise, where Lancashire residents and all key stakeholders will be able to review the draft business case and share their views with me. As I have already stated above, I would welcome your views on the draft business case through that consultation when it begins, which is likely to be towards the end of summer.

I am planning to consult on both a governance model and single employer model. The governance model would be where the Police and Crime Commissioner becomes the fire authority but both services are run separately, reporting to different Chief Officers. The second option to be explored will be the single employer model, where the Police and Crime Commissioner becomes the fire authority and both services operate under one Chief Officer while maintaining the independence of functions between fire fighters and police officers.

As always if you would like to discuss any aspect of this and the future consultation, please contact me or my office and I will continue to keep you up to date as this work progresses.

Yours sincerely,

Clive Grunshaw
Police & Crime Commissioner for Lancashire

APPENDIX D

BIOGRAPHY FOR GREYMALKIN CONSULTANTS

Mark Cooper

Mark has led and delivered a number of relevant complex and high-profile projects and programmes:

- As Chief Executive of Bedfordshire's Office of the Police and Crime Commissioner, Mark developed a strategic framework to set direction for the police force over the next three years. Mark also worked closely with colleagues across the Bedfordshire, Cambridgeshire and Hertfordshire Strategic Alliance to develop recommendations for PCCs and Chief Constables on all collaborated services. The proposals, which aimed to reduce bureaucracy and empower chief officers whilst retaining effective mechanisms for PCCs to hold forces to account, were agreed and will shape how the Strategic Alliance works together across a wide range of issues.

L

As a Board Member and Programme Director at HM Inspectorate of Constabulary, Mark developed and led inspections relating to the protection and support of vulnerable adults and children. He also developed the first PEEL Legitimacy inspection programme, which considered a wide range of issues including the efforts made to engage effectively with communities, diversity in policing, police culture, stop and search and Taser use. For all inspections, Mark ensured the successful publication of high-quality and informative reports.

- As a senior civil servant at the Home Office, Mark led on all policy and legislative aspects of the modern slavery agenda, the Home Secretary's top priority for 2014/15. This included, preparation of the Modern Slavery Bill; development of the Modern Slavery action plan; working with the various law enforcement agencies to improve how slavery and trafficking is tackled; and quickly building a team with the capability and capacity to take this ambitious programme forward.

16

L Prior to leading the Modern Slavery Unit, Mark led the Violent Crime Unit at the Home Office. His team were responsible for the cross-Government policy programmes on tackling violence against women and girls, and ending gang and youth violence. The programmes contained over 100 specific projects or actions and Mark put in place robust programme management processes (regular programme boards, updates to colleagues and ministers, risk registers, project and programme plans etc.) to ensure these ambitious programmes were successfully delivered.

Claire Cooper

Claire has considerable experience of working with Fire and Rescue Services across England and Wales:

- As a senior civil servant at Communities and Local Government and at the Home Office, Claire was responsible for all aspects of Government policy on the fire and rescue service, including collaboration with the police and ambulance services, and the legislation enabling PCCs to take on responsibility for fire.

L Whilst at DCLG, Claire was responsible for liaising with Dorset and Wiltshire fire and rescue authorities, and with Home Office colleagues then leading on PCC governance of fire, on the preparation of the authorities' business case for merger. This was only the second such merger ever to take place, and the process provided the template for the process to approve changes to fire governance.

- Claire led the development of the former Home Secretary's radical programme for fire service reform, covering governance, transparency, efficiency and workforce reform.

L Claire also led the transfer of fire policy from DCLG to the Home Office, developing the business case and overseeing all elements of the transfer including governance, communications, funding, arrangements for corporate support functions and staff terms and conditions.

07 JUN 2018



BLACKBURN
with
DARWEN
BOROUGH COUNCIL

Private & Confidential

For the attention of Clive Grunshaw
Police & Crime Commissioner for
Lancashire

PO Box 653
PRESTON
Lancashire
PR2 2WB

Date: 4th June 2018
Your Ref:
My Ref: DHRL&CR/DF/SR
Please ask for: David Fairclough
Direct Dial: 01254 585107
Email address: david.fairclough@blackburn.gov.uk

Dear Clive,

Fire Service Governance

I refer to your letters of 27th April 2018 and 23rd May 2018 in respect of the above.

At the outset I must advise you of the level of concern raised with me by Police & Crime Panel Members in respect of the timing and pace at which you have initiated your current actions in respect of this matter.

The Panel met in March and is due to meet again in June 2018. Yet in March you did not bring your intentions to the attention of the Panel, nor did you allow time from your communication in April for the provision of further information or provide for discussion at our AGM on 2nd July before confirming in your letter of 23rd May 2018 that you *"have accepted the recommendation in the report that there is a case for a change of governance and that I (you) are going to proceed with the formulation of a draft business case. This work to start in early June....."*

Acknowledging your confirmation that *".....there will be many views in respect of this matter and.....there will be a formal opportunity to set out your views in due course"*, I can advise you that Panel Members are most concerned about the lack of consultation to date and opportunity to debate and discuss the issue in advance of the drafting of the business case.

Your actions have without doubt caused a series of negative perceptions about your intentions and a feeling you have not had regard to the views and opinions of the Panel who are elected representatives from across Lancashire whose role is to provide an effective scrutiny function holding you to account. The Panel's role as you are aware is to assure ourselves of the fair, effective and efficient deployment of police resources and that you remain committed to delivering the priorities laid out in your Police and Crime Plan. You suggest the objective in your letters that your intention in reviewing governance arrangements is that this *"could maximise the efficiency and effectiveness of both services and reinvest resources into frontline services.."* Yet you have chosen to embark on engaging your office's resources on the formulation of a Business Plan *"exploring the*

options available" without first discussing this matter formally with the Lancashire Police & Crime Panel.

It is my view based on all the negative feedback I have received back from Panel members that your actions in proceeding to engage further work on this proposal in June without first formally consulting the Panel is disrespectful. I would add also that it is clearly counterproductive to what I envisage your intentions are, acknowledging that you will formally be required to consult on any formal proposals at a later date.

From the numerous messages I have seen, many Panel members are angry that they have not had any opportunity to discuss this in a pre-decision scrutiny environment (Panel meeting March or July or a specially convened meeting) and are now openly sceptical about your stated intentions.

I must also express my personal disappointment and that of a number of Panel Members about how this matter has been approached and what appears to me and other Panel Members as a complete disregard for the Panel's role and interest in Policing Governance in Lancashire.

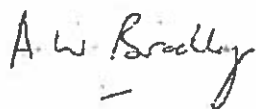
I would ask that you consider carefully the points set out in this letter and I advise you that for the Police and Crime Panel meeting on 2nd July 2018, I have instructed the Secretary to place a discussion item on the Agenda and you are advised the Panel will be asking you to explain why you chose to proceed with this major proposal and investment in resources in the development of a business case, without first outlining your plans and discussing at the March meeting with your Scrutiny Panel, or requesting a special meeting or awaiting the July meeting.

The Panel members, also in accordance with their scrutiny role will be requesting more information as to the background to your intentions and justification for the comments made in your correspondence as regards potential financial savings and service efficiencies. The Panel also request details of the payments made to the consultant, their background & experience and other related costs, which may assure the reasonableness current expenditure to date and evaluation of further investment in the development of a business case. The Panel also will require a statement of the likely costs/expenditure to bring the project to the formal consultation stage along with proposed transition costs.

Primarily of course the Panel will wish to have explained to them how you would expect a single governance/employer arrangement to be an improvement on the current arrangements, which justified at the outset your consideration of the commissioning of this activity.

The Panel look forward to you providing more information and the explanations as set out above at our meeting on 2nd July 2018.

Yours sincerely



Councillor Alistair Bradley
Chair
Lancashire Police & Crime Panel

POLICE AND CRIME PANEL

Meeting to be held on ** July 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 'fourth quarter' from the 1 January 2018 to 31 March 2018

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 5 June 2018 and published on the Police and Crime Commissioner's website. The majority of the data spans the 12 months to end of March 2018.
7. Attached at **Appendix B** is the note of the Strategic Scrutiny Meeting held on the 5 June 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. Members are aware that 2017 has 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.
12. The staffing levels for the Force Control Room has increased through this recruitment and is currently at 329 to meet demand. It is worthy of note that the new staff from the February 2018 intake are influencing Call-Handling performance. Set out at Appendix D is a brief snap shot of some of the performance for the Force Control Room which demonstrates the effects of the most recent uplift of new staff in the room from the 9 April 2018.
13. Work continues to develop a costed business case to replicate the South Pod trial across all three policing divisions. The business case is due to be published towards the end of June 2018 and the Commissioner will advise the Panel of any decisions at the meeting.
14. Since the last meeting of the Panel the Police and Crime Commissioner has written to the Chair of the Police and Crime Panel and advised him that he has commissioned a consultant to undertake an independent review of the options for the future of police and fire governance in Lancashire.

15. The Commissioner has accepted that there is a case for a change of governance and has agreed to proceed with the formulation of a draft business case. A substantive paper in relation to the future governance arrangements is set out elsewhere in the Agenda.
16. Since the last meeting HMICFRS have published their PEEL Effectiveness Inspection report. The Constabulary was inspected on Vulnerability (Mental Health and Domestic Abuse) and Strategic Capabilities and received an overall grade of 'GOOD'.
17. Members will recall that they raised a number of concerns with the Commissioner at their meeting in March 2018, in relation to the HMICFRS Child Protection (CP) Inspection. Since the last meeting there has been considerable progress made in delivering the Child Protection action plan to address the recommendations from the HMICFRS thematic inspection.
18. On 19th April 2018 the Lead HMICFRS Child Protection Inspector has attended Lancashire and reviewed progress. Subsequently the Constabulary has received very positive feedback from Her Majesty's Inspector (HMI) Wendy Williams. Of particular note, HMICFRS commented on how seriously the force is taking the findings of the CP Inspection and informed HMI Matt Parr of this positive response from Lancashire, which has had a significant impact in conveying the message that Lancashire are committed to improvement.
19. Since the last meeting of the Panel in March, 2018, 6 sessions of Modern Slavery Training have been held in local venues across Lancashire training police, local authorities and other agencies on Modern Slavery.
20. Further, the Police and Crime Commissioner and the Chief Constable have agreed a joint statement regarding their commitment to eradicate modern slavery and human trafficking in the supply chain, and to encourage their suppliers to achieve high ethical standards and practices including fair and appropriate working conditions across the supply chain.
21. In keeping with the Commissioner's national Cyber portfolio, a cybercrime summit was held at the Dunkenhall Hotel for businesses in conjunction with LANPAC (Lancashire Partnership against Crime).
22. Further to a public advertisement, the Police and Crime Commissioner has appointed Mr Jerry Graham as the Independent Chair of the local Reducing Reoffending Boards. Mr Graham was the Chief Constable of Cumbria, prior to his retirement in March 2018.
23. The Police and Crime Commissioner has recently approved the publication and implementation of his Social Value Toolkit, which is in essence a supplier's guide to Social Value. All potential suppliers are now being encouraged to give serious consideration as to how their bid will provide Social Value under the areas of economic, social and environmental

categories. The Social Value Policy (including the Social Value Toolkit) has now been published in full on the Commissioner's website.

24. All staff working across the Lancashire Constabulary will now be paid the real Living Wage. The Constabulary joins the OPCC, which is already a Living Wage employer, making Lancashire Constabulary one of the first police forces in the country to gain the accreditation from the Living Wage Foundation. As a result, 119 police staff members have now received a pay rise, with the lowest paid roles now set to earn £8.75 per hour, compared to the current National Living Wage at £7.83 and the National Minimum Wage at £7.38.
25. As the Panel are aware, to support vulnerable people and victims of crime, the Commissioner has commissioned a Lancashire Victim Service.
26. 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.
27. 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.
28. A review meeting to consider Q4 was held on the 18 April 2018 and a summary report is attached at appendix E.

Recommendation

29. 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 5 June 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: ANALYST K STONE / INSPECTOR A 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 March 2018.

2. Recommendation

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

3. Background

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

4. Protecting Local Policing

a. Proportion of Force Budget Spent on Front Line Policing

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

	Spend 31/3/18	%
	£m	
Visible	105.9	43.0
Non Visible	74.9	30.4
Operational Frontline	180.8	73.4
Frontline Support	20.1	8.2
Business Support	45.4	18.4
Other *	16.8	
Total	263.1	

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

- (ii) The above represents the breakdown for the year 2017-8. There is no significant change in the allocation of budget since last quarter.

b. Update re Fracking Operation

- (i) The Police and Crime Commissioner is separately briefed on the ongoing operation by the operational commander. Below is a summary of expected activity through the summer.

(ii) Expected Site Activity by Cuadrilla

It is expected that site activity will be as follows:

May-July/August

- continued drilling
- routine deliveries.

July/August

- process of fracking likely to take place
- routine deliveries

October/November

- removal of waste water from the site

(iii) Resourcing

There is no change to resourcing at this time.

c. Citizens in Policing

Special Constabulary

- (i) There are currently 379 Special Constabulary Officers within Lancashire Constabulary. There was an intake of 38 in April 2018 with future intakes planned for September 2018 and January 2019.
- (ii) 39 Special Constabulary Officers were successful at the National Assessment Centre and are currently ready to be interviewed to join the regular constabulary.
- (iii) UCLan (University of Central Lancashire) Specials – 17 Special Constable Officers were attested on 25th April and started in their divisions on April 30th 2018.

Volunteers

- (iv) Lancashire Constabulary has 390 volunteers and 8 volunteer researchers. The Constabulary recently recruited cyber/digital community support volunteers. As part of this initiative over 2,000 school children have had cyber safety

presentations delivered to them between 1st Jan-31st March 2018. 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.

The Constabulary is currently recruiting for Cadet Leaders Force wide to assist Volunteer Police Cadet Units which are held term time for 13-18 year olds.

Cadets

- (v) Lancashire Constabulary has 500 Police Cadets and an additional 22 Junior Cadets aged 10-13.

The recruitment window will be open Constabulary-wide during June 2018 for a September start, to fill the vacancies of those turning 18 and leaving. The plans are to maintain unit numbers and improve the social action they complete.

A Cadet to Specials application has been implemented and 9 cadets have just started their training to be Special Constables on the April 2018 intake.

Neighbourhood Watch (NHW)

- (vi) In the past 12 months the existing NHW Co-ordinators were contacted and invited to register with Lancashire Volunteer Partnership. To date 250 have re-registered. Several committee members and co-ordinators have been trained in the use of the Volunteer Management System (Better Impact). This will now enable them to deal with enquiries, new applicants and have direct contact with their members. There is currently an ongoing campaign to recruit new NHW co-ordinators across the county.

Lancashire Volunteer Partnership

- (vii) Subject of a separate agenda item.

d. Contact Management

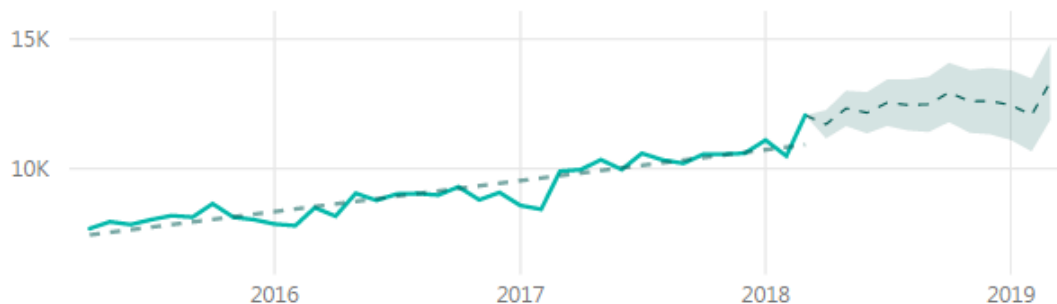
- (i) Subject to a separate agenda item.

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 19,610 crimes (18.3%) with a final total of 126,808 crimes. This is forecast to continue increasing over 2018/19. The estimated crime total for 2018/19 based on linear regression is 149,682. This would amount to an increase of 18% on 2017/18.

Recorded Crime Trend



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
15/16	7,686	7,951	7,844	8,030	8,188	8,130	8,646	8,124	8,036	7,865	7,800	8,495
16/17	8,168	9,049	8,777	9,020	9,041	8,981	9,298	8,797	9,081	8,579	8,433	9,901
17/18	9,960	10,344	9,966	10,590	10,333	10,204	10,564	10,562	10,592	11,100	10,487	12,059

All Crime – The Constabulary

- (ii) The figures in the table below are taken from national data in the ForceSight file to allow comparison with other forces:

	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 12.8% (546,480 Crimes)	Up 23.0% (132,314 Crimes)	Up 17.3% (170,212 Crimes)	Up 18.0% (19,418 Crimes)

The All Crime category has continued on an upward trend, with Lancashire above the national, and following the North West and MSG averages.

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

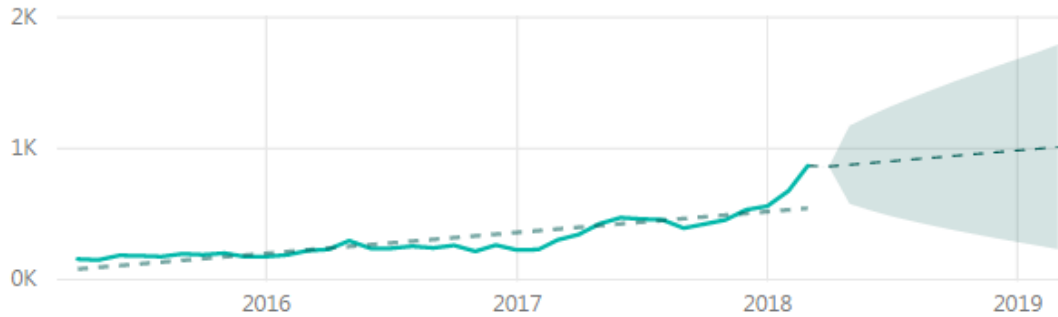
- (iii) As the Commissioner will recall from the February scrutiny meeting the Constabulary predicted the All Crime figure for year-end would be 126,454 crimes. This was based upon the increase in crime reporting following the Crime Data Integrity (CDI) inspection carried out by HMICFRS. The end of year result is in line with this prediction. This context has not changed and it can be expected that Lancashire will see a continued increase in crime reporting over the next year. At the same meeting it was suggested that all forces would see a similar accelerated increase but this has not yet happened. However Lancashire and Greater Manchester Police have been early adopters hence the increase both locally and at regional level compared to the national position.

- (iv) As the Commissioner will recall public order offences and lower level violence offences contribute significantly to the increase in recorded crime. This context has not changed as can be seen from the figures below

- Non-Injury Assault – Up 3,905 (38.7%)
- Assault – Less Serious Injury – Up 2,010 crimes (14.2%)
- Harassment – Up 782 crimes (16.7%)
- Public Order Offences – Up 3,073 (102.7%)

- (v) The Public Order 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 3,073 crimes (102.7%) to a total of 6065 offences. Public Order offences recorded have grown exponentially. The estimated crime total for 2018/19 based on linear regression is 9,056. This would amount to an increase of 49% on 2017/18.

Recorded Crime Trend



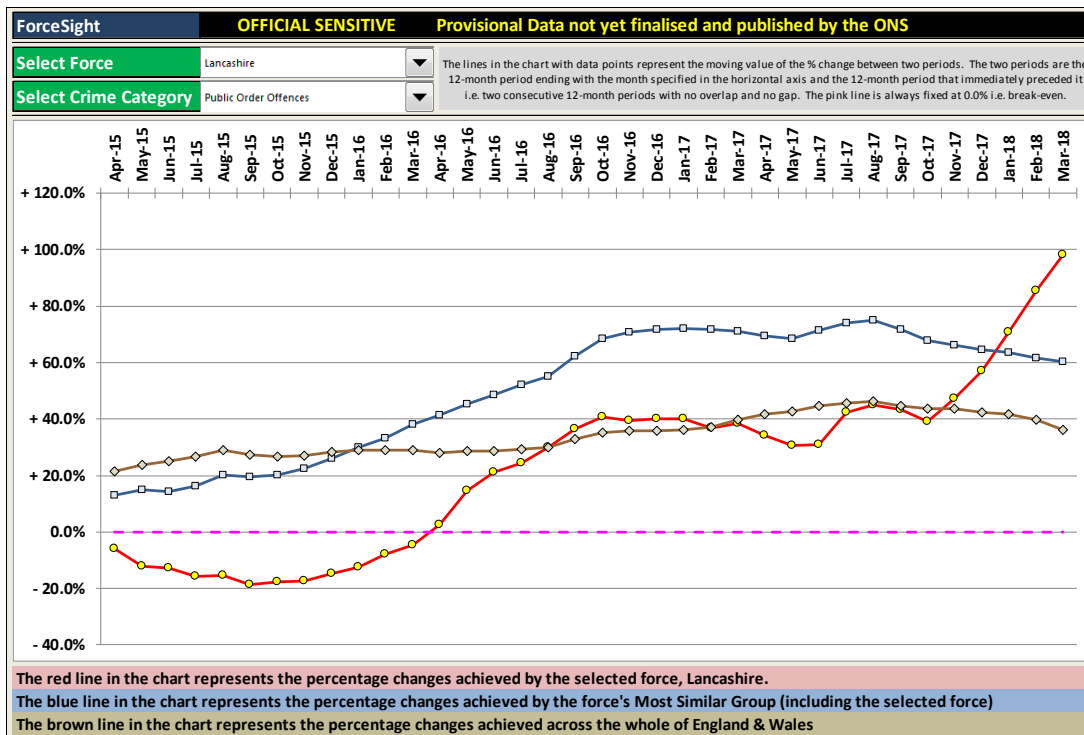
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
15/16	156	149	184	181	175	196	189	201	174	175	188	220
16/17	230	296	238	238	254	241	261	215	263	225	229	302
17/18	344	425	472	462	456	392	423	455	532	560	677	868

Public Order – The Constabulary

- (vi) The figures in the table below are taken from national data in the ForceSight file to allow comparison with other forces:

	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 36.1% (99,498 Crimes)	Up 87.2% (39,507 Crimes)	Up 60.5% (36,954 Crimes)	Up 98.2% (3,014 Crimes)

- 42 forces nationally have an increase in Public Order Offences.
 - Again the NW region has seen a larger increase than nationally due to the work of GMP and Lancashire.
- (vii) As can be seen from the chart below Lancashire's increases were previously broadly in line with England & Wales. Now we can see that as well as a sharp increase leading to our departure from those increases across England & Wales, we have also experienced sharper increases in each of the last three months than our MSG forces as a whole. In terms of year on year increases, in our MSG we have the highest increase.



- (v) At the previous scrutiny meeting the Constabulary predicted acceleration in the level of recorded public order offences of 5847 (83.4%) but the end of year figure is somewhat higher. This is however, as was previously stated, a reflection of recording activity than public safety. The context has not changed and reflects the CDI action plan that is reported upon separately.
- (vi) It is noteworthy that the number of anti-social behaviour incidents logged 2017-8 has reduced by 5402 incidents (7.1%). Whilst a direct correlation has not been established, the period of noticeably reduced recording of ASB in the latter part the year directly matches the period of increased crime recording activity following the post CDI changes in procedure.

Dealing with Serious and Organised Crime Threats:

- (i) The high level threats have not significantly altered since the last Strategic Scrutiny Meeting. Cross border acquisitive crime and County Lines drugs offences remain priorities.

Tactical Operations

- (ii) At the last strategic Scrutiny meeting it was noted that the Tactical Operations officers were used to carry out enforcement and disruptive activity against identified threats. The Commissioner will recall that the last meeting the he requested an update on how this was being carried out
- (iii) 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 weekly basis a force tactical operations tasking meeting takes place to review activity and results and further prioritise resources against the high level objectives. These are also considered against any emerging threats. Each division has a tactical operations coordinator to ensure the tasking is carried out and assessed.

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

(iv) **Automatic Number Plate Recognition (ANPR) Technology**

At the last Strategic Scrutiny mention was made of the use of ANPR as a tool to target Organised Crime Groups and that damage had been caused to cameras by such offenders. The commissioner will recall that he asked for some additional information to be provided.

(v) 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.

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 is 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.

The investment has meant that once complete, there would be 104 strategic routes (253 cameras) with ANPR equipment and 68 ANPR equipped vehicles, monitored 24 hours a day by staff in the force control room.

ANPR is 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 has recorded that ANPR had been involved in 615 arrests and 534 vehicle seizures.

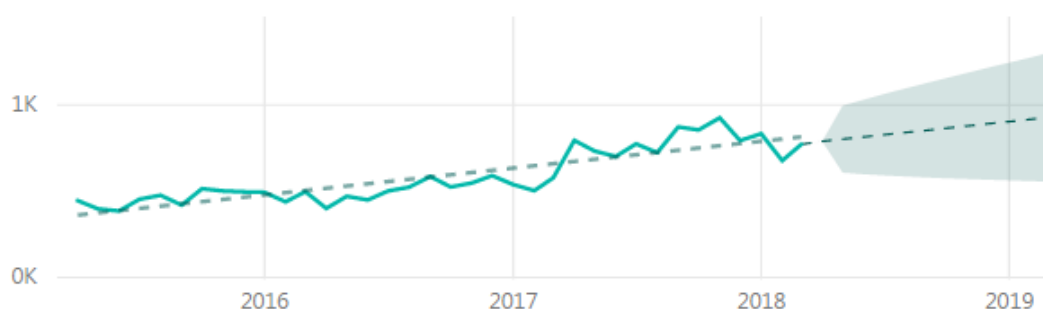
The Sadie Hartley murder investigation in Helmshore (ITV documentary), showed how ANPR data could be beneficial to major investigations.

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.

g) High Impact Acquisitive Crime

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 3,243 crimes (52.2%) to 9450 offences. The estimated crime total for 2018/19 based on linear regression is 10,306. This amounts to an increase of 9% on 2017/18.
- (ii) The crime categories which fall under the High Impact Acquisitive Crime classification are the following:
 - Burglary Dwelling & Residential - Up 3,117 crimes (56.5%)
 - Robbery (Personal) – Up 126 crimes (18.2%)

Recorded Crime Trend



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
15/16	445	397	385	453	476	419	514	501	496	493	438	497
16/17	400	470	449	501	523	585	524	547	590	538	503	577
17/18	794	732	701	774	723	872	855	925	793	833	677	771

High Impact Acquisitive Crime – The Constabulary

- (iii) 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.
- (iv) The above changes in definition took place on 1st April 2017. The performance in April and May 2018 is comparable with that in the same period last year. Whilst this is too short a period to draw conclusions initially it does suggest that Burglary (residential) has levelled off. This will be monitored over the next quarter and further commented upon at the next Strategic Scrutiny meeting.
- (v) The figures in the tables below are taken from national data in the ForceSight file to allow comparison with other forces:

All Burglary

	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 6.0% (24,773 Crimes)	Up 6.7% (4,067 Crimes)	Up 4.2% (4,123 Crimes)	Up 6.3% (783 Crimes)

- 34 forces nationally have an increase in Burglary (All)

- Lancashire increases are in line with the rest of the country as could be expected given the changed reporting.

Robbery (Personal)

	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 29.9% (15,861 Crimes)	Up 40.8% (2,462 Crimes)	Up 21.7% (1,626 Crimes)	Up 18.5% (128 Crimes)

- 38 forces nationally have an increase in Robbery (Personal)
- Lancashire's increase is noticeably lower than, national, regional and similar forces.

h) Road Safety – KSIs

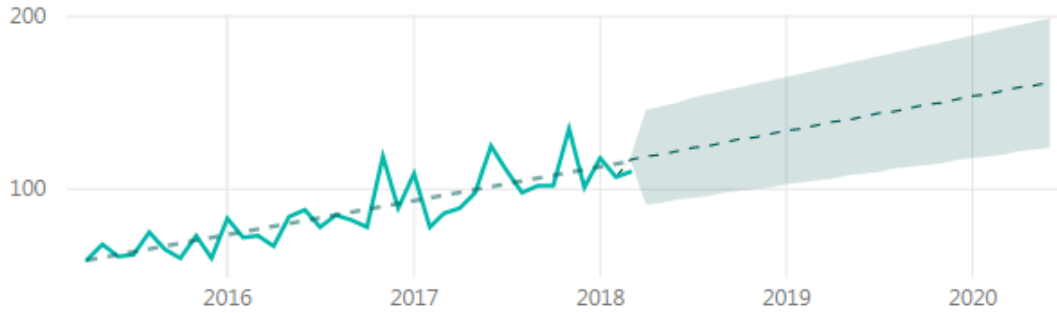
- (i) These figures relate to Road Traffic Collisions where the persons involved are either Killed or Seriously Injured.
- (ii) The 'In Year Performance' compared to the 'Previous 12 Month Period' shows a reduction of 17.0% (137 KSI's) at The Constabulary level. East Division has a reduction of 4.2% (11 KSI's), South Division has a reduction of 29.7% (79 KSI's) and West Division has a reduction of 16.9% (47 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 18.3% (130 KSI's) at The Constabulary level. East Division have a reduction of 5.8% (13 KSI's), South Division have a reduction of 28.3% (66 KSI's) and West Division have a reduction of 20.0% (51 KSI's),
 - **Child Casualty:** A reduction of 7.5% (7 KSI's) at The Constabulary level. East Division has an increase of 5.4% (2 KSI's), South Division has a reduction of 39.4% (13 KSI's) and West Division has an increase of 17.4% (4 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

a. Rape and Sexual Offences

- (i) The Rape offence 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 251 crimes (24.1%). Rape continues on an upward trend and if current trends are maintained we are projecting an increase of 19.0% for 2018/19.

Recorded Crime Trend



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
15/16	59	68	61	62	75	65	60	73	60	83	72	73
16/17	67	84	88	78	85	82	78	119	89	109	78	86
17/18	89	98	125	111	98	102	102	135	101	118	107	110

Rape – The Constabulary

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.

- (ii) The figures in the table below are taken from national data in the ForceSight file to allow comparison with other forces:

	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 30.8% (12,726 Crimes)	Up 51.1% (2,537 Crimes)	Up 38.1% (3,609 Crimes)	Up 23.0% (242 Crimes)

- 43 forces nationally have an increase in Rape.
- (iii) The increase in reported rape offences has been a consistent picture since 2014/2015 where there have been increases of approximately 200 crimes, year on year. These increases feature both a rise in recent and non- recent offences.
- (iv) The Constabulary's response to rape and sexual offences has continued to develop and combined with rigorous scrutiny being applied as part of Crime Data Integrity arrangements, there has been a strong push towards crimes being recorded earlier leading to an inevitable increase in recorded crimes. As with other sexual offences, there is in addition an increase in reporting which is consistent with the national trend.
- (v) Work is ongoing to improve the Constabulary's referral processes to Victim Services and governance through the multi-agency Rape Strategic Board that is attended by multi-agencies provides the necessary scrutiny to enhance our service to victims. Further work is also being progressed to understand in more detail evidential difficulties in order to maximise appropriate outcomes.

b. Sexual Offences (exc rape) & Under 16s

- (i) When comparing the 'In Year Performance' period against the 'Previous 12 Month Period' the category of Sexual Offences (Excluding Rape) is up 31.9% (689 crimes).

- (ii) The figures in the table below are taken from national data in the ForceSight file to allow comparison with other forces:

	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 20.7% (16,246 Crimes)	Up 28.9% (3,040 Crimes)	Up 29.7% (5,392 Crimes)	Up 30.1% (667 Crimes)

- 39 forces nationally have an increase in Sexual Offences (excluding rape)
- (iii) When comparing the 'In Year Performance' period against the 'Previous 12 Month Period', Sexual Offences against Children under 16 is up 19.1% (339 crimes). This figure should be linked with the CSE performance. There is no national data available for Sexual Offences on Children under 16.
- (iv) Recorded levels of all sexual offences (exc rape) have increased by 31.9 % (689 crimes) and 19.1% (339 Crimes) for offences against under 16s. There are believed to be two main contributory factors to this; firstly, there has been the response to the CDI inspection and other on-going crime recording issues. As such, increased numbers of reports are now being classified as crimes. Secondly, there has been a consistent national rise in reporting of such sexual offences that is being experienced by all forces. This continues to follow the increased media reporting and the likely result of victims being more willing to report both recent and non-recent offences. This may indicate an increase in both our understanding of demand and public confidence in reporting.

c) Child Sexual Exploitation (CSE) Crime

- (i) A crime is deemed to be CSE related if the appropriate marker has been applied to the crime within the Crime2 system.
- (ii) The 'In Year Performance' versus the 'Previous 12 Month Period' shows a reduction of 94 crimes (9%).
- (iii) As CSE is not a defined crime per se data collection relies on manual flagging of CSE related crimes. Whilst current data indicates a year on year reduction of 19.1% (339 crimes), a recent CSE assessment has identified issues with data quality and the inconsistent identification of CSE related crimes.
- (iv) In response to these issues, CSE awareness training for front line staff is planned in addition to improved oversight by the Crime Data Integrity team. Safeguarding and Vulnerability coordinators posts due to be introduced later this year will be aimed at improving our identification of exploitation and correct future flagging of CSE incidents.

d) 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 62 crimes (151%).

The figures in the table below are taken from national data from Iqanta to allow comparison with other forces:

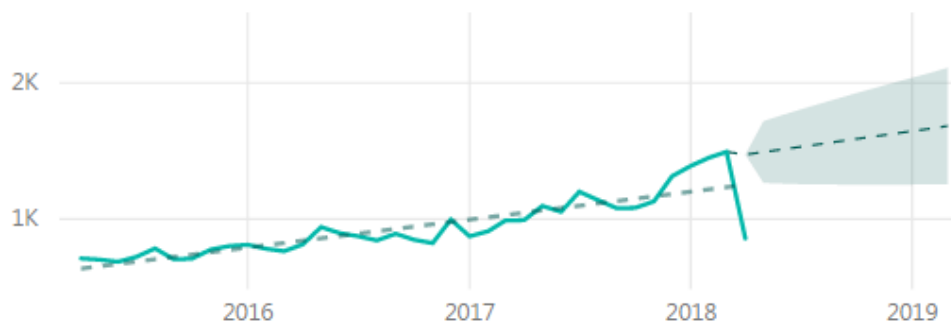
	England & Wales	NW Region	MSG	Lancashire
12M Mar-18 -v- 12M Mar-17	Up 47.8% (1,072 Crimes)	Up 88.9% (217 Crimes)	Up 53.7% (283 Crimes)	Up 162.0% (63 Crimes)

- (iii) Note that 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.
- (vi) Recording of Modern Slavery Offences continues to rise in accordance with the national picture. The Force Management Statement process has identified that this is likely to continue to be the case for the coming years. Additional resources in this area are starting to yield an improved understanding of these crime types resulting in the identification of additional crimes. It is believed that this crime type is significantly underreported.
- (vii) The Constabulary has been recognised nationally for its response to Human trafficking and Modern Slavery crimes and continues to invest in an improving intelligence picture and the safeguarding of vulnerable people at risk of such offending. Work has been undertaken to improve officer awareness and use by partners and the Police of the DTN and NRM processes through additional funding from both the OPCC and the Constabulary.

e) Domestic Abuse Crime

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 3,675 crimes (34.5%) to 14332 offences.

Recorded Crime Trend



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
15/16	711	702	686	722	784	704	709	776	801	811	781	764
16/17	814	941	896	874	843	892	848	823	996	873	911	989
17/18	992	1,096	1,053	1,200	1,139	1,079	1,082	1,129	1,314	1,390	1,452	1,493

Domestic Abuse Crime – Lancashire Constabulary

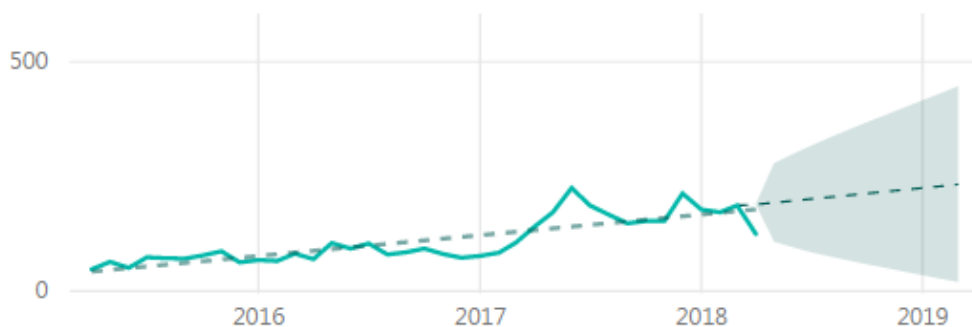
- (ii) The number of Domestic Abuse (DA) crimes recorded has been on a general upward trend that accelerated from December 2017 reaching a new peak of 1,493 recorded in March 2018.

- (iii) Domestic abuse crimes have increased by 34.5% (3675 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 has resulted in a number of interventions and changes to processes and procedures to ensure that all crimes are recorded accurately and correctly.
- (iv) Analysis shows a **stable rate of reported incidents** which strongly indicates that the crime recording interventions are having a significant impact upon DA Crime as opposed to DA itself increasing.
- (v) Irrespective of the impact of crime recording interventions there is a significant upward trend in DA cases. The DA Satisfaction Survey data evidences that at least 82% of people are at least fairly satisfied with the service they have received.

f) Hate Crime

- (i) The 'In Year Performance' versus the 'Previous 12 Month Period' shows an increase of 1,044 crimes (99.2%) to a total of 2096 recorded offences.

Recorded Crime Trend



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
15/16	48	64	51	74	72	71	78	87	63	68	66	82
16/17	70	105	93	104	80	85	93	81	73	77	84	106
17/18	141	172	225	187	167	148	153	153	213	178	172	187

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 Mar-18 -v- 12M Mar-17	Up 13.5% (6,335 Crimes)	Up 28.6% (1,943 Crimes)	Up 22.7% (2,042 Crimes)	Up 121.9% (589 Crimes)

- 34 forces nationally have an increase in Racially/Religiously Aggravated Offences.
- (iii) National data in the ONS ForceSight file shows that Lancashire was back in line with MSG and England & Wales for reporting of Hate Crime following increased

reporting this year; however it is now increasing at a significantly higher rate than other forces.

- (iv) This reflects the work to encourage increased reporting and the effects of the work done to improve crime data integrity. The Commissioner will recall that this context was explained at the last meeting.
- (v) A further breakdown of Hate Crime was requested at the last Strategic Scrutiny meeting and is to be found at Appendix B.

(vi) **Conviction Rates**

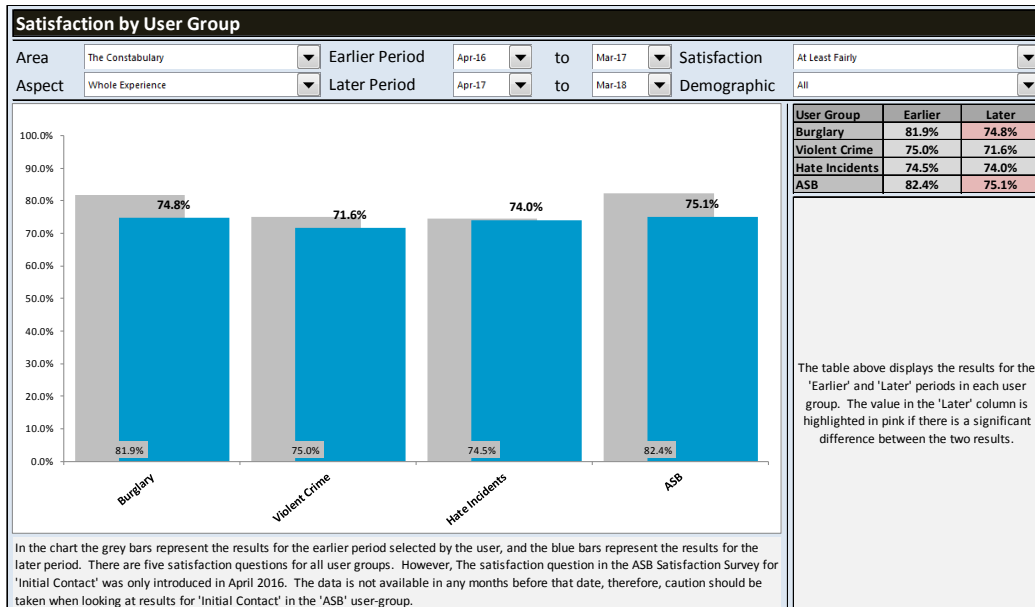
		Lancashire Police Force				National			
		17/18-Q1	17/18-Q2	17/18-Q3	17/18-Q4*	17/18-Q1	17/18-Q2	17/18-Q3	17/18-Q4*
Levels of Ambition	Finalised MC Prosecutions	3,221	3,452	3,462	3,279	114,519	113,903	107,998	109,546
	MC Convictions	2777	2979	2969	2856	97,646	96,012	91,565	92,968
	% MC Convictions	86.2%	86.3%	85.8%	87.1%	85.3%	84.3%	84.8%	84.9%
	Finalised CC Prosecutions	576	644	542	550	19,982	19,816	19,324	18,523
	CC Convictions	477	532	448	467	15,972	15,863	15,451	14,780
	% CC Convictions	82.8%	82.6%	82.7%	84.9%	79.9%	80.1%	80.0%	79.8%
	Finalised Rape Prosecutions	41	27	25	22	1,117	1,149	1,154	1,077
	Rape Convictions	22	18	21	16	665	670	673	610
	% Rape Convictions	53.7%	66.7%	84.0%	72.7%	59.5%	58.3%	58.3%	56.6%
	Finalised Domestic Abuse Pros	652	696	686	763	22,130	23,063	21,680	21,849
	Domestic Abuse Convictions	518	537	538	615	16,959	17,528	16,523	16,807
	% Domestic Abuse Convictions	79.4%	77.2%	78.4%	80.6%	76.6%	76.0%	76.2%	76.9%
	Finalised Hate Crime Pros	52	81	73	59	3654	3712	3518	3199
	Hate Crime Convictions	42	70	61	54	3096	3173	2965	2694
	% Hate Crime Convictions	80.8%	86.4%	83.6%	91.5%	84.7%	85.5%	84.3%	84.2%

- (vii) The above information was presented to the Lancashire Criminal Justice Board by NW Chief Crown Prosecutor Martin Goldman to demonstrate Lancashire conviction rates exceed the national average. The conviction rate for Lancashire in key offences has not only been higher than the national position all year but has improved quarter on quarter to achieve national targets.

7. Developing Confident Communities

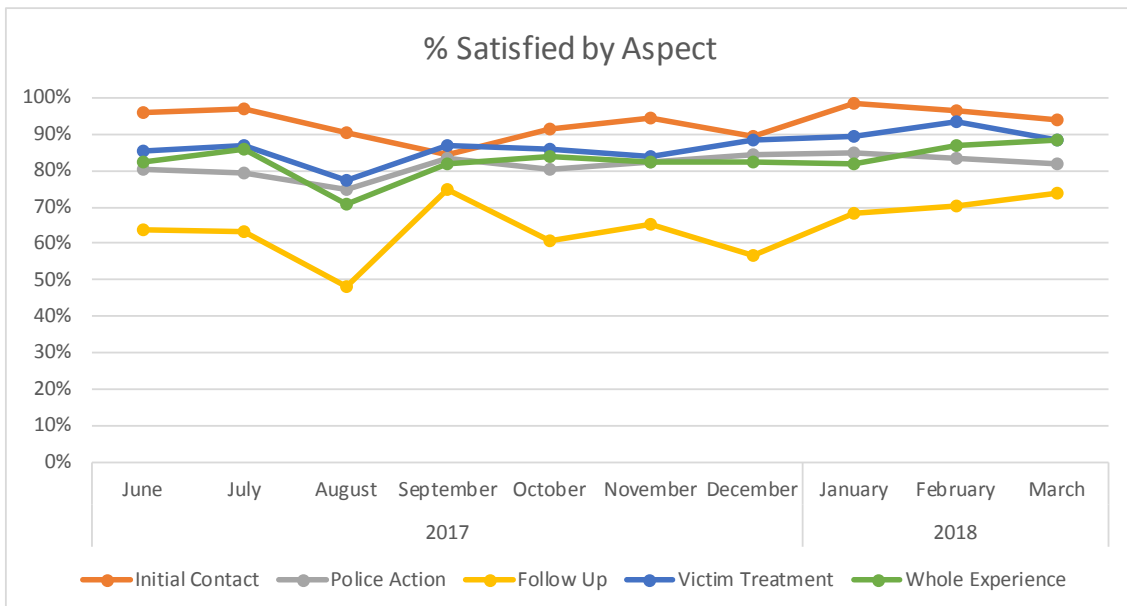
a) User Satisfaction

- (i) As of 1st April 2017 we ceased to survey victims of vehicle crime, made amendments to the burglary and violent crime surveys and also reduced the number of questions asked within the surveys. As the five core questions remain the same however valid comparisons can be made.



User Satisfaction – The Constabulary - Whole Experience By User Group

- (ii) It is worth noting that the figures provided at point (iii) and 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) It is evident that satisfaction levels are lowest in the aspects of 'Police Actions' and 'Follow-Up'. Although Hate Incident victims levels of satisfaction for Follow Up are significantly increasing.
- (iv) The Domestic Abuse survey went live in June 2017, results below.



- (vi) At the last meeting the Commissioner requested a report be prepared concerning satisfaction levels. This is found elsewhere on the Agenda.

c) Confidence – Crime Survey for England & Wales

- (i) Lancashire Constabulary utilises the Crime Survey in England and Wales confidence data.
- (ii) Comparing the 'In Year Performance' versus the 'Previous 12 Month Period', Overall Public Confidence is down by 1.1% from 80.4% to 79.3%.
- (iii) When compared to our MSG, Lancashire is 2nd and when compared to the North West Region, Lancashire is 3rd.
- (iv) There are other questions within the 'Perceptions' section of the Crime Survey for England & Wales and the results are as follows based on the percentage saying they 'strongly agree' or 'tend to agree':

Question	Estimate	National Position	MSG	North West Region
Police can be relied on when needed	60.8%	24 th ↓13	4 th ↓2	5 th ↓3
Police would treat you with respect	89.0%	16 th ↑11	2 nd ↑2	2 nd ↔
Police would treat you fairly	71.0%	19 th ↓2	2 nd ↓1	3 rd ↔
Police understand local concerns	74.9%	9 th ↑6	1 st ↑1	2 nd ↑1
Police deal with local concerns	62.6%	16 th ↓5	1 st ↔	4 th ↓2

8. Implications

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

9. List of attachments / appendices

- Appendix A – Performance Data
- Appendix B – Breakdown of Hate Crime

STRATEGIC SCRUTINY MEETING

TUESDAY 6TH 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 31st 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 25th April 2018 and started in their divisions on 30th 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 1st 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 1st 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 2nd and when compared to North West Region, Lancashire is 3rd.

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 9th April 2018, when they started their shifts to when they moved on to their teams on 14th 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:

- 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 22nd 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 28th 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

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 - March 18)
Proportion of Force Budget Spent on Front Line Policing	73.0%	Up 0.4%	73.4%
Measure	Previous 12 Month Period (April 16 - March 17)	In Year Performance Versus Previous 12 Month Period	In Year Performance (April 17 - March 18)
Grade 1 - Emergency Response Average Time to Arrive	10.8 Minutes	Up 0.7 Minutes	11.5 Minutes
Grade 2 - Priority Response Average Time to Arrive	53.4 Minutes	Up 18 Minutes	71.4 Minutes
Grade 3 - Planned Response Average Time to Arrive	18.3 Minutes	Up 7.3 Minutes	25.6 Minutes
999 Calls - Service Level	75.1%	Down 7.2%	67.9%
999 Calls - Average Time To Answer	8.3 Seconds	Up 2.6 Seconds	10.9 Seconds
101 Calls - Service Level	55.3%	Down 15.9%	39.4%
101 Calls - Average Time To Answer	77.7 Seconds	Up 90.2 Seconds	167.9 Seconds
TACKLING CRIME & RE-OFFENDING			
Measure	Previous 12 Month Period (April 16 - March 17)	In Year Performance Versus Previous 12 Month Period	In Year Performance (April 17 - March 18)
All Crime	107,198	Up 18.3% (19,610 Crimes)	126,808
Serious Assault	865	Down 1.8% (16 Crimes)	849
High Impact Acquisitive Crime	6,207	Up 52.2% (3,243 Crimes)	9,450
Burglary (Dwelling) and Burglary Residential (post April 17)	5,511	56.6% (3,121 Crimes)	8,632
Robbery (Personal)	692	Up 18.2% (126 Crimes)	818
Public Order	2,992	Up 102.7% (3,073 Crimes)	6,065
Business Crime	10,449	Up 12.7% (1,330 Crimes)	11,779
Road Safety - KSI	804	Down 17% (137 KSIs)	667
Number of Anti-Social Behaviour Incidents	75,941	Down 7.1% (5,402 Incidents)	70,539
ASB Repeats Proportion	11.0%	Down 0.5%	10.5%
SUPPORTING VULNERABLE PEOPLE & VICTIMS			
Measure	Previous 12 Month Period (April 16 - March 17)	In Year Performance Versus Previous 12 Month Period	In Year Performance (April 17 - March 18)
Victims Code of Practice	<i>New measure - data not available</i>		
Rape	1,042	Up 24.1% (251 Crimes)	1,293
Sexual Offences (excl Rape)	2,162	Up 31.9% (689 Crimes)	2,851
Sexual Offences Against Under 16's	1,772	Up 19.1% (339 Crimes)	2,111
CSE Crime	1,004	Down 9% (94 Crimes)	910
Modern Slavery Crimes (Only introduced 1st April 2015)	41	Up 151% (62 Crimes)	103
Domestic Abuse Crime	10,657	Up 34.5% (3,675 Crimes)	14,332
Hate Crime	1,052	Up 99.2% (1,044 Crimes)	2,096
Missing Person Incidents	9,044	Up 0.2% (20 Crimes)	9,064
DEVELOPING CONFIDENT COMMUNITIES			
Measure	Previous 12 Month Period (April 16 - March 17)	In Year Performance Versus Previous 12 Month Period	In Year Performance (April 17 - March 18)
Local Policing Visibility	<i>New measure - data not available</i>		
User Satisfaction - Burglary	81.9%	Down 7%	74.8%
User Satisfaction - Violent	75.0%	Down 3.3%	71.6%
User Satisfaction - Hate	74.5%	Down 0.5%	74.0%
User Satisfaction - Anti-Social Behaviour	82.4%	Down 7.3%	75.1%
Confidence - CSEW (Overall Confidence)	Previous 12 Month Period (January 16 - December 16)	In Year Performance Versus Previous 12 Month Period	In Year Performance (January 17 - December 17)
	80.4%	Down 1.1%	79.3%



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

Summary

This report sets out the update on Contact Management Department of the Constabulary for the reporting period January to March 2018.

Decision Required

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

1. Background

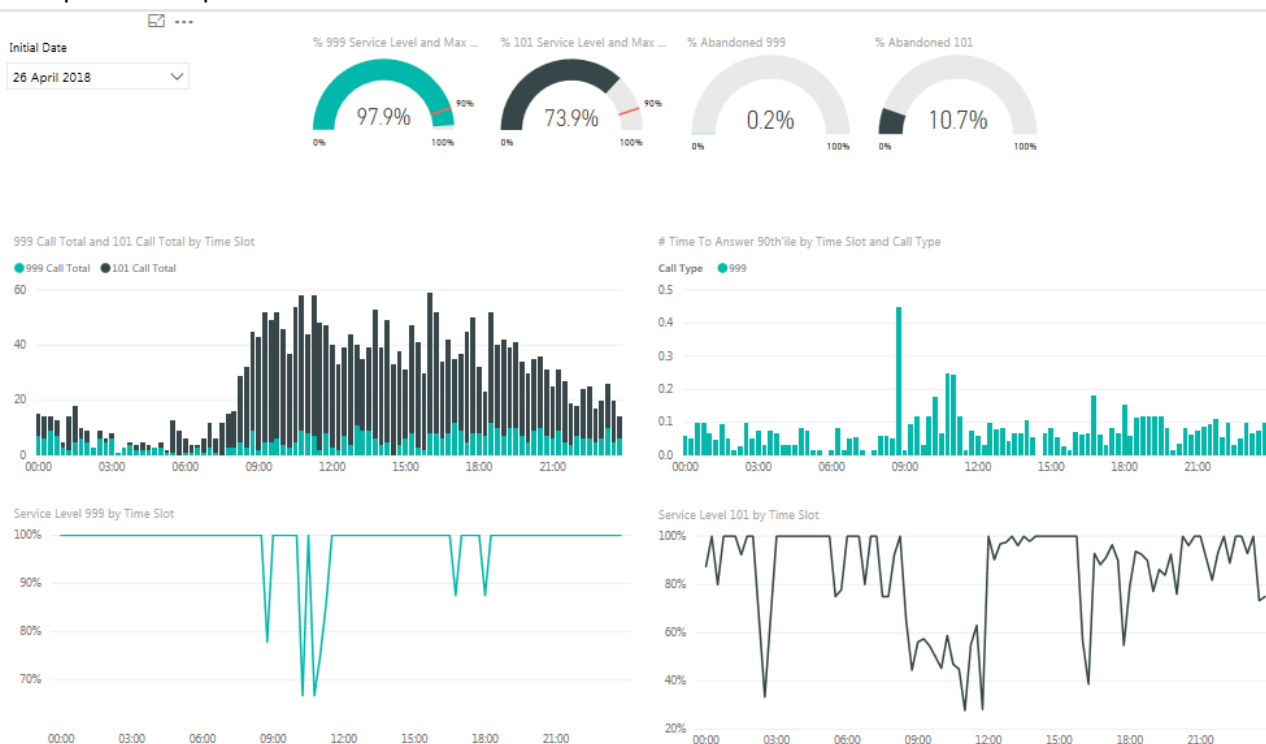
1.1. Since the last scrutiny report, work continues to provide a business case to replicate the South Pod trial across all three BCU's in a way that maximises the benefits and opportunities identified by the recent systems thinking review of Contact Management. This business case will be ready for consideration by COT early June 2018, a briefing will also be provided for the PCC.

1.2. In order to sufficiently meet demand a staffing uplift has been agreed for Contact Management, the requirement is to uplift from 295 FTE to 345 FTE. The rate of recruitment has doubled and with new staff joining the Force Control Room, although the new staff did not join for this reporting period since starting in Apr 2018 they are having a positive effect on call-handling performance. Significant work continues with recruitment and training plans to increase PCRO numbers, the detail of which is outlined further in this report.

1.3. The business case for POD working will be present to COT early June with a briefing also being provided for the PCC. As outlined in previous Scrutiny reports the benefits of this will be realized through PCRO's gaining more local knowledge, increased knowledge of resolution options at first contact and more efficiencies with a reduction of changes roles.

1.4. Contact Management is developing measures using Power BI, which is a Microsoft product that the force is now working with. The dashboards we create with it will help us better understand and present our performance and the different measures which govern that performance. It will also allow us to intelligently combine different data sources. These should result in dashboards and products, which will produce efficiency improvements and are part of the plan to allow us to deliver a better service to the public.

A couple of examples of the dashboards:



1.5. The Public Engagement phase 1 software went live in Mar '18 this will enable members of the public, agencies and organisations to dynamically report incidents on line to the Force Control Room. Phase 2 of PE will enable victims and witness to these reports to engage with officers and the FCR direct, reducing existing demands on maintaining contact via telephone, email or physical visits to individuals.

2. Call Performance - Emergency Calls Summary

2.1. 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 and average wrap up time. This constitutes the handle time, which is how long the call taker needs to assess and action calls taken. This increase alongside an increase in demand has a significant impact of staffing required (bearing in mind we have the same issue with 101 calls).

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

- An increase of 3868 emergency calls, which equates to a 7.6% rise
- Staff allocated to 999 call taking has also risen by 267 hours, which equates to a 4.6% rise

999 : 2018								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
JAN	17607	14695	83.46%	6.0	0.7%	11:26	04:21	07:05
FEB	17280	13213	76.46%	7.9	1.8%	11:15	04:15	07:00
MAR	20019	14048	70.17%	10.0	1.4%	11:14	04:12	07:02

999 : 2017								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
JAN	16396	13770	83.98%	5.5	0.8%	09:36	03:44	05:52
FEB	15872	12397	78.11%	6.6	0.6%	09:07	03:36	05:31
MAR	18770	13573	72.31%	8.2	0.5%	09:09	03:44	05:25

3. Call Performance - Non Emergency Calls

3.1. 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. This is demonstrated in respect of an increase in the quality and level of detail, which is documented on incident logs. For example, there is an increase from 70 lines per log to around 95 lines per log for Concern for Safety incidents over the same period. There has also been

an increase in the type and volume of complex incidents. For example, there was an increase of at least 50% in incidents related to Mental Health over the same period.

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

- An increase of 6931 calls being offered, which equates to a 4.5% rise
- Staff allocated to 101 call taking has also risen by 5636 hours, which equates to a 17.3% rise (however many of these are new or inexperienced staff)

Non-Emergency : 2018								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
JAN	61528	35099	57.05%	80.6	24.3%	11:01	04:39	06:22
FEB	59154	26833	45.36%	126.4	31.8%	10:49	04:35	06:14
MAR	68752	25486	37.07%	196.3	40.9%	11:06	04:42	06:24

Non-Emergency : 2017								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
JAN	58949	39517	67.04%	47.2	12.0%	09:47	04:19	05:28
FEB	57649	29588	51.32%	84.1	21.4%	09:42	04:19	05:23
MAR	69744	30296	43.44%	119.2	27.6%	09:43	04:24	05:19

4. Summary of Overall Call Performance

4.1. Call Volumes and Handle times have increased, both of which will increase the Control Room workloads significantly. Staffing levels have also risen, but the full benefits of this increase will not be felt in this period. Staffing was not at a sufficient level yet to assess and action calls as efficiently as more experienced staff. Also as the rate of recruitment increases, a greater proportion of the call handling staff are new or inexperienced. These staff are naturally slower and require increased levels of mentoring and supervisory support in comparison to experienced staff.

4.2. Although this report is for Jan – March 2018 it is worthy of note that the new staff from February intake are influencing Call-Handling performance. Presented below is a brief snap shot of some of the key performance indicators for the Force Control Room. For simplicity, call volumes, hourly distributions and other influencing factors have not been displayed here. However, this should demonstrate the effects of the most recent uplift of new staff in the room. They started their first shifts in the centre on the 9th April. They then left the Hub and moved onto the teams on the 14th May.

	Performance		Average Speed to Answer (mm:ss)		Longest Wait (mm:ss)		Abandonment Rate	
	999	101	999	101	999	101	999	101
19/3/18	62.17%	25.39%	00:13	05:43	01:54	36:28	0.75%	55.97%
20/3/18	69.30%	25.37%	00:11	04:12	01:55	32:11	1.09%	48.04%

21/3/18	69.12%	33.19%	00:09	03:47	02:13	29:27	0.92%	40.82%
22/3/18	75.57%	40.36%	00:08	02:15	01:24	23:25	0.52%	31.14%
23/3/18	71.72%	29.32%	00:09	04:56	01:10	36:16	0.46%	49.75%
24/3/18	67.78%	38.29%	00:11	02:44	02:44	40:31	0.90%	35.57%
25/3/18	73.56%	65.31%	00:10	01:04	01:41	46:18	0.67%	18.01%
26/3/18	61.80%	22.34%	00:11	05:12	02:45	39:45	0.93%	52.06%
27/3/18	57.37%	26.10%	00:15	04:52	01:59	26:03	3.08%	48.33%
28/3/18	48.56%	22.25%	00:19	09:12	02:51	56:19	3.46%	64.75%
29/3/18	55.92%	19.17%	00:16	09:06	02:00	58:26	3.24%	65.84%
30/3/18	81.68%	79.03%	00:08	00:33	03:02	35:25	0.76%	13.31%
31/3/18	82.15%	56.16%	00:07	01:29	02:04	14:47	0.34%	22.46%
1/4/18	71.86%	56.48%	00:09	01:25	01:36	14:08	0.61%	26.65%
2/4/18	80.13%	70.06%	00:07	00:45	01:49	11:27	1.60%	13.89%
3/4/18	61.17%	22.80%	00:12	06:48	01:43	42:35	1.27%	58.06%
4/4/18	59.96%	21.10%	00:12	08:00	01:46	34:31	0.91%	61.64%
5/4/18	56.17%	24.81%	00:16	05:00	01:53	24:59	2.47%	51.50%
6/4/18	70.13%	52.76%	00:09	01:42	02:04	25:01	0.47%	25.62%
7/4/18	59.89%	42.70%	00:13	02:45	01:49	24:49	2.42%	36.60%
8/4/18	50.51%	25.26%	00:17	05:28	02:05	32:51	2.82%	51.97%
9/4/18	67.54%	38.01%	00:12	03:20	01:54	33:04	1.85%	39.98%
10/4/18	68.04%	32.96%	00:12	03:30	01:53	20:02	0.89%	41.53%
11/4/18	80.21%	49.94%	00:07	01:37	01:37	16:15	0.88%	23.15%
12/4/18	87.48%	51.35%	00:04	01:37	00:33	15:07	0.00%	20.88%
13/4/18	76.72%	38.16%	00:07	02:49	01:34	16:24	0.57%	34.39%
14/4/18	74.42%	56.56%	00:07	01:14	01:03	09:55	0.61%	18.21%
15/4/18	82.64%	67.47%	00:06	00:55	01:11	10:41	0.14%	14.84%
16/4/18	80.50%	54.69%	00:07	01:29	01:31	16:23	0.54%	24.02%
17/4/18	83.76%	41.59%	00:06	02:26	01:32	24:25	0.59%	33.97%
18/4/18	79.97%	45.94%	00:07	01:49	01:15	13:27	1.34%	25.68%
19/4/18	71.12%	43.32%	00:10	02:06	02:00	17:32	0.44%	30.08%
20/4/18	74.10%	50.13%	00:09	01:29	01:38	10:40	0.72%	24.85%
21/4/18	71.76%	61.03%	00:10	01:14	01:57	16:48	0.51%	19.56%
22/4/18	73.06%	54.69%	00:09	01:26	02:01	11:56	0.56%	22.74%
23/4/18	88.48%	41.76%	00:05	02:08	00:40	16:03	0.19%	29.50%
24/4/18	84.84%	57.15%	00:06	01:24	01:08	14:50	0.37%	20.78%
25/4/18	92.64%	63.97%	00:04	01:00	01:17	08:24	1.75%	17.14%
26/4/18	97.86%	73.88%	00:03	00:39	00:38	07:01	0.39%	11.07%
27/4/18	87.63%	44.67%	00:05	02:01	01:13	14:54	0.17%	27.49%
28/4/18	87.59%	53.18%	00:05	01:37	00:49	22:00	0.25%	26.77%
29/4/18	85.83%	66.31%	00:05	00:54	00:59	08:47	0.13%	17.76%
30/4/18	88.03%	52.62%	00:05	01:28	01:08	12:06	0.37%	22.21%
1/5/18	93.05%	66.84%	00:04	00:50	01:30	12:33	0.38%	13.01%
2/5/18	86.36%	58.40%	00:05	01:07	00:56	12:28	0.52%	19.51%
3/5/18	85.24%	61.26%	00:05	01:13	00:58	14:23	0.31%	18.79%
4/5/18	82.14%	53.86%	00:06	01:28	01:13	15:45	0.00%	24.57%
5/5/18	91.72%	69.88%	00:04	00:49	00:42	20:44	0.34%	14.68%
6/5/18	79.26%	58.13%	00:07	01:29	01:48	40:18	0.55%	25.29%
7/5/18	89.64%	69.52%	00:04	00:44	01:17	10:28	0.81%	15.26%
8/5/18	85.37%	34.63%	00:05	03:34	01:17	35:37	0.87%	44.87%
9/5/18	79.28%	36.01%	00:07	02:54	01:49	24:09	0.54%	36.88%
10/5/18	84.34%	31.62%	00:05	03:05	01:14	18:17	0.34%	38.97%
11/5/18	91.84%	55.89%	00:03	01:11	00:40	14:05	1.88%	19.62%
12/5/18	83.50%	50.83%	00:05	01:37	00:58	14:50	0.89%	27.55%
13/5/18	78.01%	57.23%	00:06	01:23	02:00	21:57	3.40%	20.87%
14/5/18	88.63%	47.45%	00:04	01:29	01:51	19:06	0.33%	23.05%
15/5/18	86.82%	57.63%	00:05	01:12	01:11	15:39	0.91%	21.05%

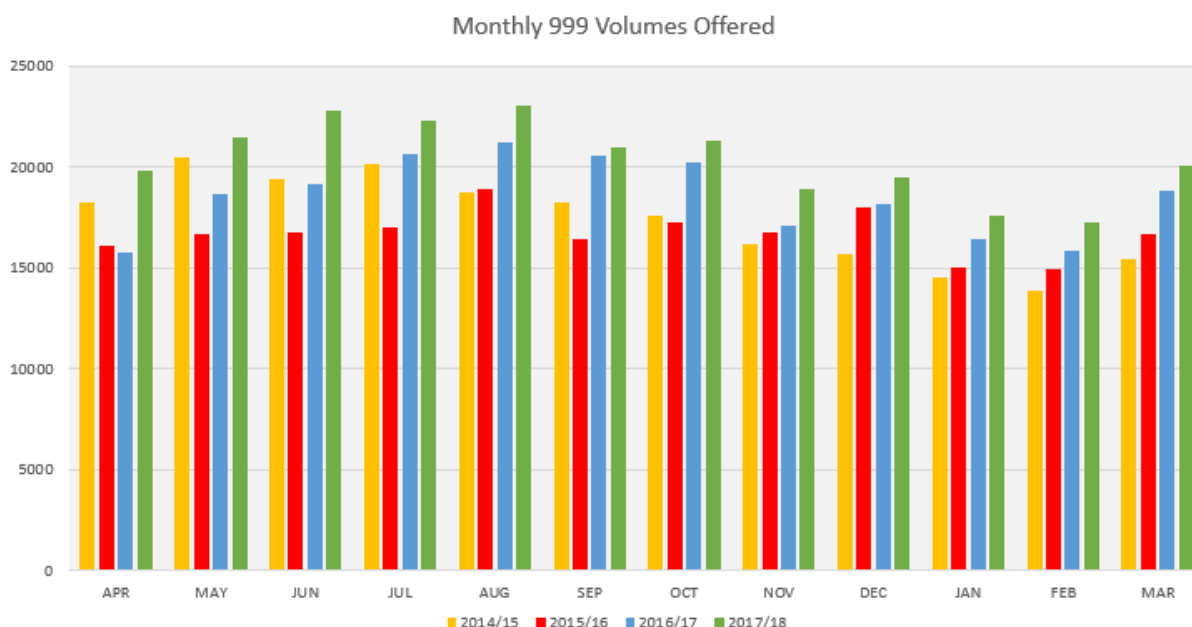
5. National Context

5.1. During 2017/2018, Police forces throughout England and Wales have reported significant, and in some cases unprecedented demand on their Control Rooms. 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 February and March (usually lower demand times) the force received well over 700 emergency calls per day – levels exceeding even that experienced at Peak demand times.

5.2. BT have reported during the period from the 1st January to circa 20th March 2018 999 demand has increased by 5% when compared to the same period in 2017, BT predicts this demand increase will continue.

5.3. At a national level the number of long delays (999 calls), i.e. over 120 seconds – continues to increase – so for example the number of delays across the country had reached the total for January 2018 by mid-month. In respect of Lancashire with the staffing uplift we have seen a reduction recently in long delays for 999 calls from 100+ in both Feb and Mar to 40 in Apr and 26 currently far in May. Nationally the average daily number of 999 calls for all Emergency Services was 80,000 calls, however this has increased to 90,000 calls and for the Police this equates to 47% of this demand, 49% to the Ambulance with the rest split between the Fire and Coastguard. BT has seen days where the number has exceeded 100,000 over a 24 hr period, and this appears to becoming more common.

5.4. Lancashire has seen an increase in 999 demand, which mirrors this increase nationally.

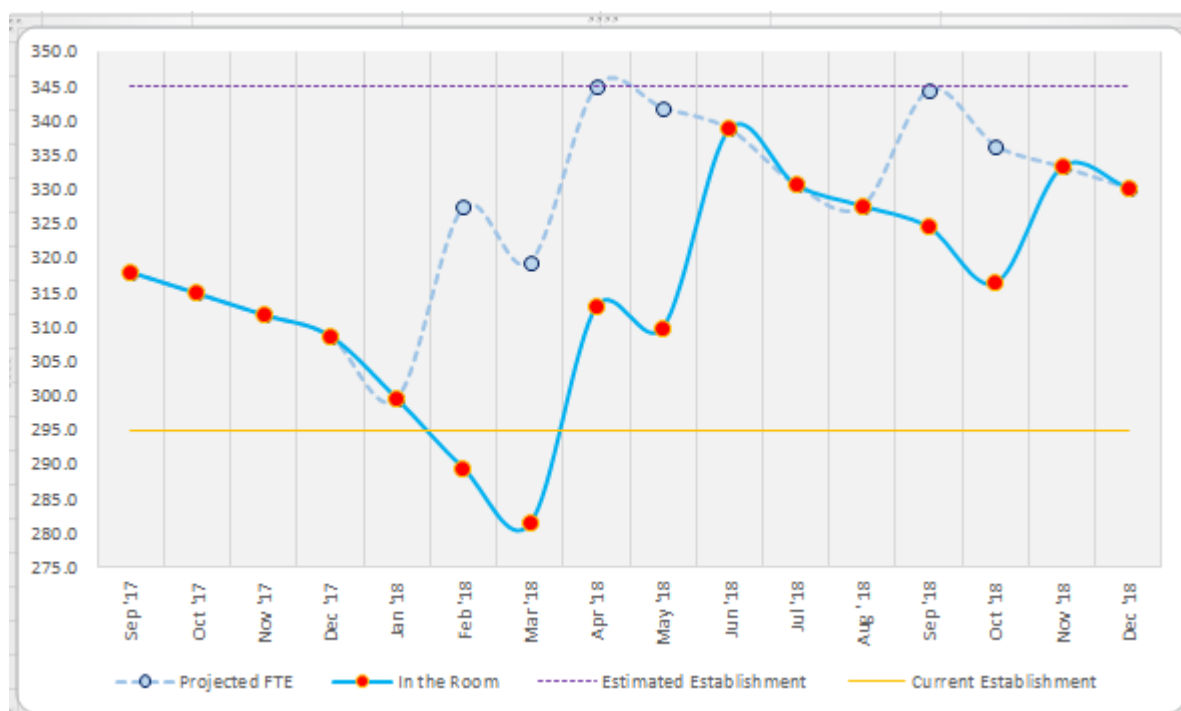


5.5. BT has raised the concerns at the 999 National Liaison Meeting, as such a separate Strategic group with the three key ministers from Home Secretary, Policing and Culture & Media Ministers representatives at these meetings. Forces are reporting they are recruiting extra staff and diverting staff from other areas of business.

5.6. Due to the pressures of answering 999 many Police Forces nationally are struggling to answer 101 calls, 999 lines have to be prioritised which does impact on their ability to answer 101's. Issues around 101 have appeared in various regions media, North Yorkshire and Norfolk being the latest – the response from the North Yorkshire Police is to fund a further 15 call handlers. Whilst Norfolk state that the 101 waiting time of average 2 mins 45 secs is a result of staff taking more time to complete THRIVE (risk and threat) assessments and resolve more at first contact. All Forces are suffering the same issues in terms of recruiting i.e. the challenges of the role and shift working, and even when fully trained these staff need time to develop and settle into the role.

6. Recruitment

- 6.1. Recruitment campaigns are continuing for the department, with a requirement to uplift from 295 FTE to 345 FTE to meet current demand.
- 6.2. There is currently an intake of 36 being trained and will join the control room in July, with another intake planned Sept/October. As the vacancies are permanent contracts, we are seeing a wide range of skills and experience including mental health and social services backgrounds. The current recruitment campaign has received 292 applications; this is very impressive as other forces are reporting a decrease in applicants for Police Control Room Operators.
- 6.3. Below chart is the step-down showing leavers and recruitment, this will carry into next year's recruitment plan.



- 6.4. There has been some work done in the department to assess why staff leave the department and look at retention. The turnover rate for Contact Management is 14.5%, which is significantly lower than some regional forces that report theirs at 20-25%.
- 6.5. 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, whilst there has been concern that we have lost staff to Regional Police recruitment the numbers are actually minimal (two have left in the last 2yrs to join GMP).
- 6.6. 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.

6.7. 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:

6.8. This

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

Misc refers to recruits from outside the county area.

6.9. 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).

7. Other Impacts

7.1. 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.

7.2. There are further details on the Consolidated Action Plan 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.

8. Implications

Financial:	No financial consideration at this time. Any future financial considerations will be set out in the Business Plan to be presented in early June 2018.
Legal:	No legal consideration at this time
Equality Impact Assessment:	N/A at this time
Risks and Impact:	See paper for explanation of risks and issues (a project risk register is maintained and reviewed by the governance board)
Link to Police and Crime Plan:	Implementation of an effective programme for the handling of 999 and 101 calls is central to delivery of the Police and Crime Plan.

9. List of attachments / appendices

9.1.

CONSOLIDATED ACTION PLAN

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> <p>Update Mar18: Work still on-going and ESN readiness and further due diligence required therefore ICCS Upgrade planned for early 2019</p>

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

On-going

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.

Mar 18: Statement of requirement completed and awaiting for suppliers to commence workshops

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 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.

Mar 18 – Go live and completed.

2017/1 Pod Rollout

End 2018

On-going

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 early June 2018.

Mar 18: Business case ready for presentation to COT early June.

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	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.
2016 / 3	A further intake of PCROS is planned during the Spring to ensure the FCR remains at or above	30-Apr-17	Complete	<p>As action 1 above</p> <p>Complete – Current Establishment is 305 (11 over strength - includes abstractions for sickness, maternity etc.)</p>
2016 / 4	To undertake a Peer Review of the FCR	01-May-17	Complete	The terms of reference and parameters, will be agreed with the Police and Crime Commissioner before the review commences and the findings will be reported to the Police and Crime Panel in due course. Complete as described in the report by Jane Larkin North Yorkshire Police.
2016/5	Reconfiguring the Initial Investigation Unit (IIU)	01-Apr-17	Pended	Shift pattern being reviewed. This will improve customer experience by dealing with more calls at the first point of contact.

				<p>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.</p>
2016/6	Streamline Question Sets used by PCROs	01-Apr-17	Complete	<p>The following question sets were removed:</p> <ul style="list-style-type: none"> Arson ASB Burglary Criminal Damage Vehicle Damage Personal or Environment Nuisance <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	Complete	<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	Superseded by the ICCS Upgrade	<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>

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

Mar 18: on-going configuration.

Victim Support
Q4 Performance Meeting

18/04/18

Meeting summary

1. Q2 Actions

- It has been agreed that there would be a dip sample of self referrals through the independent evaluation to ascertain how victims had heard about LVS. In addition Victim Support (VS) have added an additional question on their referral form
- Work on the "Victim Friendly" model is ongoing including options around a pilot and subsequent launch.
- Sexual abuse referrals - there are ongoing discussions about how referrals to Victim Support sometimes miss the automatic data transfer.
- Discussions are still continuing about the level of information transferred to Victim Support.

2. Domestic Abuse Service

- There has been a noticeable increase in referrals and VS are reviewing their systems to improve efficiency (e.g. ensuring they have the right staffing levels)
- VS have developed a new group programme called 'I matter' which is aimed at medium and standard risk victims of domestic abuse i.e. build confidence etc. over a 12 week period. This programme will be promoted for male victims.
- VS have indicated they intend to pursue accreditation in respect of the new Standards introduced for male victims.
- VS have developed dashboards to review individual and team performance. This helps address wellbeing issues and also identifies when more assistance is required to individuals for example on recording activity.

ACTION : Agreed VS and OPCC meet to review online self-help tools available.

- It was reported that MASH are now running 'real-time' which may affect engagement rates.
- In order to get a picture of the accurate contact periods for high risk victims it was agreed that the possibility of Monday to Friday audits and be looked at to get a true picture. At present 90% were being contacted within 48 hours.
- Case Studies – a number of anonymised case studies were shared. It was agreed that subject to consent they may be capable of wider distribution.

3. Hate Crime

- It was confirmed that VS had terminated the contracts with their three subcontractors on the 18th June. This is still a priority area for VS and they will update at the next quarter on progress in this area.

4. NEST

- Referrals to the NEST services have levelled out but, capacity is an issue to VS in this area which they are addressing.
- NEST are still picking up referrals from the Manchester arena attacks. The one year anniversary is on the 22nd May 2018. NEST is organising an activity day for affected victims.

5. AOB

- In this quarter, the partnership and training coordinator has continued to raise awareness of LVS through attendance at colleges and through local media.
- GDPR – There are ongoing discussions between VS and PCC/Constabulary about the impact of GDPR.
- One year anniversary of LVS – PCC will be visiting the LVS Preston hub to thank them for their hard work over the last year. Lancaster, Accrington and Blackpool will also receive a visit from other colleagues.

POLICE AND CRIME PANEL

Meeting to be held on 2nd July 2018

POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 2017/18

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

EXECUTIVE SUMMARY

The report is being presented to the Lancashire Police and Crime Panel (the "Panel") to enable it to review the Annual Report for 2017/18 issued by the Lancashire Police and Crime Commissioner (the "Commissioner") under section 12 of the Police Reform and Social Responsibility Act 2011 (the "Act")

RECOMMENDATION

The Panel is asked to review the Annual Report attached as Appendix A and make comment or ask questions as appropriate.

1. Background

1.1 This report is presented to enable the Panel to carry out its functions. The Panel is therefore required to review the Annual Report.

1.2 Under section 12 of the Act, The Commissioner must produce and Annual Report on the exercise of the organisation's functions in the financial year and the progress that has been made in the meeting of the police and crime objectives in the Police and Crime Plan.

1.3 As soon as practicable after producing the annual Report the Commissioner must send the report to the Panel. The Commissioner must attend before the panel at a public meeting, present the report to the Panel and answer the Panel's questions on the report.

1.4 The Commissioner must arrange for the Annual Report to be published.

2. Key Issues

2.1 The Annual Report covers the period from 1 April 2017 to 31 March 2018.

2.2 This Annual Report provides an opportunity to review the work carried out over the last year to deliver the priorities set out in the Police and Crime Plan.

3. Next Steps

3.1 The Commissioner will respond to the Panel's report and any recommendations they may have on the Annual Report and then publish the Annual Report.

4. Background Documents

4.1 Lancashire Police and Crime Commissioner's Police and Crime Plan 2016-2021.

7. Appendix

7.1 Appendix A – Annual Report.



Annual Report 2017/18

Draft

COMMISSIONER'S FOREWORD

2017/18 has been a momentous year beginning with the launch of my social value policy which was a catalyst for change across the way both my office and the Constabulary operates and as you will read in this report has changed people's lives in Lancashire and across the North West.

As always, this year has not been without its challenges not least increasingly complex demand and funding freezes but these have not detracted from the huge successes and progress made over this period which are celebrated in this report.

I am incredibly proud of Lancashire Victims Services, the support service for victims and witnesses of crime across Lancashire and in April 2017 I launched the new hub model which was praised by Baroness Newlove, the national Victims' Commissioner, during her visit to Lancashire.

Appointing the Chief Constable for our police service is the single most important decision I can make as Commissioner. Great organisations need great leaders and in 2017/18 we paid tribute to a great public servant as Steve Finnigan retired. Through my rigorous recruitment process I believe that in new Chief Constable Andy Rhodes we have an excellent figure to take Lancashire Constabulary into the future. I know the Chief Constable is committed to my vision for Lancashire to be an outstanding force and I am looking forward to working with him to achieve this in the coming years.

In May 2017, following my appointment of Andy Rhodes to Chief Constable, Deputy Chief Constable Sunita Gamblin joined the Chief Officer team from Derbyshire Constabulary bringing a fresh perspective together with a wealth of experience. She was closely followed by the appointment of ACC Terry Woods and I am confident that the constabulary continues to have the quality of leadership necessary to deliver my police and crime plan and to maintain its place as one of the best performing forces in the country.

For me, this photo is my proudest moment of the year and encapsulates so much about the work my office does and the change we are trying to create.



Captured at our launch event in October 2017, this picture celebrates all the partners that worked together to make Lancashire the first White Ribbon County in the UK, a landmark occasion marking our commitment to tackle violence against women and girls.

22 November 2017 marked five years for me as Police and Crime Commissioner for Lancashire. This gave me an opportunity to look back on what's changed, the challenges we have faced and look ahead to the future.

Put simply, my role as Commissioner is to be the public voice in policing. When elected to this role, I wanted to ensure that the police service were accessible and transparent, but also accountable to the people of Lancashire. However, my role is also increasingly to be an advocate for Lancashire in ensuring the police have the resources to be able to keep people safe.

As everyone involved in policing knows, the service has faced severe financial pressures across the country since 2010 – and Lancashire has been no different. In 2017/18 we have again had to accommodate budget reductions and work more efficiently but as Commissioner I have consistently and passionately made the case for Lancashire to be properly resourced.

Over the past 12 months I have continued to work with the Chief Constable to deliver my Police and Crime Plan. The plan covers four key areas; protecting local policing; tackling crime and reoffending; supporting vulnerable people and victims; and developing safe and confident communities. These four themes run through everything I do, from campaigning for proper resources to supporting projects to reduce re-offending and delivering service to those affected by crime. These cut through everything the Constabulary does as a service, from first contact to

investigations and prosecutions, from early action to supporting vulnerable families and community policing.

As I write this report it is notable that much of the work delivered over the past year through my police and crime plan is now mainstreamed into business as usual. But this has offered many new opportunities for new initiatives to tackle emerging crime threats such as cybercrime and modern slavery.

Looking to the future, we are all striving for Lancashire to maintain its excellent reputation and pushing further to be recognised as an outstanding force. This will take a lot of work but by working together we can ensure the people of Lancashire are receiving the high standard of service they have come to expect from the police.

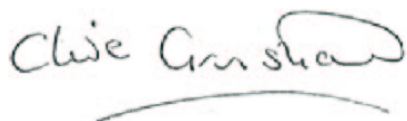
Throughout this report you will find not just information about the work that has taken place through my team over the last year, but read stories about the impact this work has made to real people living in Lancashire.

These collection of stories showcase the remarkable people we work with, and the actions they are taking in their own lives to support their communities.

The enthusiasm, determination and skills of the public of Lancashire and our volunteers are vital to the success of our work. From cyber volunteers; to neighbourhood watch their efforts have been remarkable.

It is vital that those who give their time to make their communities a better place have the support to ensure their work has a real impact. I am delighted that the Lancashire Volunteer Partnership (LVP) has gone from strength to strength this year. Established in 2016 it now has over 4,000 volunteers from policing, to local councils and community organisations. The LVP team provide key support and I look forward to expanding on these efforts to really build on the fantastic community spirit we have across our county.

I continue to be proud to represent Lancashire, its great history and our diverse communities. I hope you enjoy reading this report on our activities over 2017/18 and I am grateful to my staff and volunteers, officers and staff at the Constabulary for their support and remain dedicated to continuing our work with partners, volunteers and the public to keep people across Lancashire safe.

A handwritten signature in black ink that reads "Clive Grunshaw". The signature is written in a cursive style and is underlined with a simple horizontal line.

Clive Grunshaw

Lancashire Police and Crime Commissioner

HEADLINES 2017/18

Over the past 12 months I have:

Ensured that the Constabulary have delivered £3.9m saving through greater efficiencies, working towards a further £18m of savings needed by 2022

Protected police funding by raising an extra £1.182m through raising council tax

Appointed a new Chief Constable who has assembled a new Chief Officer team to take Lancashire Constabulary into the future

Supported 7,143 victims – around 140 victims every week

Became the 1st White Ribbon County in the UK

Supported over 4,000 volunteers across Lancashire through the Lancashire Volunteer Partnership

Awarded £70,000 in grants through the Community Action Fund to small organisations working to keep their communities safe

Increased the amount of money spent by Lancashire Constabulary with Lancashire firms through social value

Launched a dedicated toolkit for schools in Lancashire to support education around grooming and sexual exploitation

ROLES AND RESPONSIBILITIES

1. Appoint and hold to account the Chief Constable for policing whilst ensuring there is an efficient and effective force

This year I fulfilled this duty and appointed Andy Rhodes as our new Chief Constable. Following his appointment I supported his efforts to recruit to the senior officer team to ensure Lancashire Constabulary has strong leadership into the future.

In 2017-18 I have held four Strategic Scrutiny meetings with the Chief Constable and held four Joint Management Boards as well as eight Strategic Board Meetings. The notes and papers for these meetings can be found on my website at: <http://lancashire-pcc.gov.uk/meetings-and-decisions/> In addition, I have regular meetings and briefing with Constabulary staff and my team sit on strategic working groups to ensure the Police and Crime Plan priorities are reflected in the delivery of policing.

2. Set the budget and local precept for Lancashire constabulary

In 2017/18 Lancashire Constabulary had a budget funding (including specific grants) of £261.6m compared with £261.5m in 2016/17.

Having consulted with the public of Lancashire through my precept consultation, I took the decision to increase the precept by 1.99%, raising an extra £1.182m of income. In total, council tax receipts in 2017/18 were £71.623m, which provides 27% of our overall funding.

3. Commission services and award grants

The contract to provide Lancashire Victim Services was recommissioned at the start of 2017/18 and I have held quarterly performance reviews with Victim Support to maintain the quality of the provision.

Awarded £70,000 in grants through the Community Action Fund to small organisations working to keep their communities safe.

4. Engage with the public on their Policing Priorities

In my role as Commissioner I continue to strive to be the public's voice in policing. I continue to seek their views and in 2017/18 I consulted with the public on the costs of policing, their policing priorities, the provision of front counter services and the impact of TV coverage on public opinion of Lancashire Constabulary

THE YEAR IN HIGHLIGHTS 2017/18

April 2017

I agreed a budget of £253.1m to Lancashire Constabulary for policing services across the county and £305,000 to community safety partnerships to deliver grass roots projects. I also launched the enhanced support services available through Lancashire Victim Services, which for the first time brought together services for victims of hate crime, young victims, victims of sexual abuse and domestic abuse, alongside victims of other crimes.

May 2017

I joined the Constabulary in supporting the first ever Lancaster Pride, to 'Say No To Hate' and celebrate diversity. Also, following the terrible attack at Manchester Arena, expert support was made available through Lancashire Victim Services to those affected in Lancashire.

June 2017

I welcomed Chief Constable Andy Rhodes into his new role following the retirement of Chief Constable Steve Finnigan.

July 2017

The topping out ceremony marked a key milestone in the development of the new West Division HQ in Blackpool. The building will replace Bonny Street Station when it is completed later in 2018.

August 2017

I continued to pressure the Government to contribute towards the costs of policing the fracking protests in Lancashire, with a cross party letter from Lancashire MPs submitted to the Policing Minister.

September 2017

I launched a cybercrime awareness scheme, with volunteers delivering training for community groups, businesses and other stakeholders – focussing on the need for prevention to tackle cybercrime and fraud.

October 2017

I led celebrations as Lancashire was named as the first White Ribbon County in the UK, with public sector organisations across the region being accredited by the White Ribbon Campaign. This accreditation marks their commitment to ending violence against women and girls

November 2017

Working with Nest Lancashire, Lancashire Constabulary, teachers and professionals from across the county, I launched a toolkit to help tackle child sexual exploitation, providing materials to explore different CSE (Child Sexual Exploitation) topics as part of the curriculum.

December 2017

A campaign cracking down on drink and drug driving was successfully launched, which over the festive period saw a total of 3,347 breath tests administered across the county and 126 failing the test or refusing to provide a specimen. 56 people were stopped for a drug driving test, 30 of which were found to be under the influence of drugs.

January 2018

After the Government announced that they would not be giving Lancashire any new money for policing in the county, I consulted with the public on the council tax precept, with 78% of those who responded supporting increasing the precept by at least 23p per week on an average Band D property.

February 2018

I held several training sessions across Lancashire, aimed at tackling modern slavery and helping frontline staff across a range of organisations identify whether someone is a victim and how best they can help.

March 2018

Lancashire Constabulary's effectiveness was praised by inspectors, finding that Lancashire Constabulary is "good at effectively keeping people safe and reducing crime. This came as it was announced that the county was receiving the second highest volume of calls for its population, after London

DELIVERING SOCIAL VALUE

A crucial part of ensuring our communities are healthy, safe and confident places to live is looking after our communities and ensuring the maximum social and economic benefits for them. Lancashire Constabulary is a vital part of the county and needs a wide variety of goods and services to support its work. To ensure that the money that we spend delivers the best outcomes for Lancashire, while still representing value for money, the Chief Constable and I have put social value at the heart of everything we do – launching my Social Value Policy in April 2017.

The overarching intent of the Policy is to ensure procurement and commissioning activity maximises social, economic and environmental benefit for the people of Lancashire whilst delivering value for money for my Office and Lancashire Constabulary.

The new West Division Headquarters provide a perfect example of how the social value policy is working to provide opportunities for local people and to invest money back into the local economy.

In September I had the opportunity to speak to people and businesses who are part of the build project and to hear how they have benefitted through being able to bid for work or through the local jobs or training opportunities that had been created.

Almost half of the money invested through this project so far has been spent within 20 miles of the site with 85% of the project spend taking place within 40 miles. This means a lot of money has gone back into Lancashire and the Blackpool economy.

Year on year since my election in 2012 we have embedded a focus on local spend where possible. Independent analysis of our spend data has shown that from 2012/13 to 2016/17, the proportion of spend with Lancashire based organisations has increased from 19% to 51.5%. In monetary terms, this is an increased spend of £11.4 million in the Lancashire economy.

Since 2012 I have been working with local Anchor Institutions and the independent Centre for Local Economic Studies (CLES) in order to improve the ways in which Local Spend can be enhanced through a more focused approach to procurement activity.

Following a baseline analysis which CLES completed in 2012/13, my office and Lancashire Constabulary have again engaged with CLES in 2017/18 in order to provide a further analysis of the Constabulary's local spend.

The Lancashire Constabulary supplied CLES with a list of their top 300 suppliers (by value), which then formed the basis of an analysis of spend during the period 1st August 2016 to 31st July 2017.

The analysis of our spending data during this period showed we spent £22.78m with organisations based in the Lancashire boundary, equivalent to 51.5% of procurement spend with the top 300 suppliers.

In numerical terms, 103 of Lancashire Constabulary's top 300 suppliers are based in, or have a branch in Lancashire

Between 2012/13 and 2016/17, the proportion of spend with Lancashire based organisations has increased from 19% to 51.5%. In monetary terms, this is an increased spend of £11.4m in the Lancashire economy.

It is clear that the direction I have set even before the new Social Value Policy came in is already having considerable impact within the Lancashire economy. I am looking to build on this to ensure the way we spend public money delivers an effective and efficient service while also being a key driver in supporting positive economic impact within the Lancashire area.

CRIME STATISTICS AND PERFORMANCE DATA

This section will be updated once official crime statistics have been published in July.

The latest Office of National Statistics (ONS) data is provided for the 12 months to December 2017 showed a total of 120,212 recorded crimes, an increase of 15% when compared with the 12 months to December 2016. This reflected a 15% increase in recorded crime across England and Wales while across police forces in the North West region an increase of 27% was seen.

There were above average increases in violence against the person (+26%) and sexual offences (+27%) compared with the national picture (+21% and +25% respectively). While these trends are concerning they reflect a national move towards the police recording more accurately the reality of crime in their areas. Other measures of crime, including the Crime Survey of England and Wales, have suggested that crime levels experienced by victims remain stable.

Better recording practices by the police and increased public confidence to report previously hidden crimes, such as modern slavery and sexual offences, have contributed to the increases seen in recorded crime.

Official Inspections

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carry out regular inspections of all police forces and rate them against four main categories. These are known as PEEL Inspections and the categories are

Effectiveness, Efficiency and Legitimacy. Forces are rated either as '*Outstanding*', '*Good*', '*Requires Improvement*' or '*Inadequate*'.

The latest reports on Lancashire Constabulary are:

PEEL Category	Description	Date of Report	Rating
Effectiveness	How effective is the Constabulary at keeping people safe and reducing crime.	22 nd March 2018	<i>Good</i>
Leadership	How well does the force understand, develop and display leadership	8th February 2018	<i>Good</i>
Legitimacy	How legitimate is the Constabulary at keeping people safe and reducing crime.	12 th December 2017	<i>Good</i>
Efficiency	How efficient is the Constabulary at keeping people safe and reducing crime.	9 th November 2017	<i>Good</i>

I am pleased that the Constabulary has successfully demonstrated its ability to provide a consistently good service to the public, keeping people safe and reducing crime, through efficient working practices and a clear understanding of demand across the range of policing requirements. Financial and workforce planning, combined with an openness to partnership working and an increasing digital capability, contribute to a positive picture for managing future challenges.

The organisation also displays fairness and respect to the people it serves. The Code of Ethics is well embedded in working practices, and there is a clear commitment to achieving the highest standards of behaviour.

I am especially pleased that HMICFRS has recognised that in the last year, Lancashire Constabulary has improved its understanding of more complex demand for its services, building upon its existing management of demand by working with partner organisations and identifying inefficiencies and duplicate of effort. The force is good at matching its resources to its priorities, resulting in co-ordinated support to communities and individuals most in need.

Full reports can be found at the HMIC website:

<https://www.justiceinspectores.gov.uk/hmicfrs/peel-assessments/peel-2017/lancashire>

In 2017/18 HMICFRS also carried out a Crime Data Integrity (CDI) Inspection on 28th November 2017 and a National Child Protection Inspection (CP) on 8th March 2018.

The CDI inspection reviewed approximately 2500 incident logs to ensure crimes reported had been properly recorded. The report graded Lancashire as 'inadequate' with a number of recommendations made which the force is working to implement immediately.

The grading was disappointing and I accept inspectors' findings and the recommendations in relation to the crime recording process. I have asked the Chief Constable to address these and have been kept up to date with progress to implement the key recommendations.

However, I do not consider it accurately reflects the quality of the service provided to victims. In fact, the Inspection report itself acknowledges that Lancashire Constabulary provide support and safeguarding in serious cases, including referrals to partner organisations when appropriate.

The Child Protection report raised a number of serious concerns and highlighted areas that Lancashire Constabulary are urgently addressing to ensure the voice of the child is always heard. The Chief Constable has assured me and the public that the police will work to deliver the high quality service that children across the county need and deserve. I am working closely with the senior leadership team at Lancashire Constabulary to ensure the recommendations in the report are fully implemented and the necessary changes, which are already underway, are embedded within the force at every level.

POLICE AND CRIME PRIORITIES 2017/18

The priorities contained within my Police and Crime Plan for Lancashire are based on extensive engagement with stakeholders, residents and Constabulary that took place in the first few months after my re-election in 2016. They have been constantly examined since then through regular engagement by myself, my office and through specialist research to ensure they remain relevant and appropriate.

The four priorities are:

- Protecting local policing
- Tackling crime and re-offending
- Supporting vulnerable people and victims
- Developing safe and confident communities

• PROTECTING FRONTLINE POLICING

Continued budget pressures were still a major challenge to protecting frontline policing in 2017/18. While £76m in savings had been found by the start of the year from the budget in 2010/11, the constabulary still had £13.4m in savings to find by 2020.

In addition, over the course of the year the Constabulary faced two major challenges. Firstly, demand continued to rise which can be seen in the recorded crime figures but also increased pressure on the Constabulary's contact management centre. Secondly, protests at Preston New Road began in January 2017 setting a precedent for the rest of the year, into 2017/18.

Demand

We are seeing more and more people contact Lancashire Police.

Figures released by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services show that Lancashire Constabulary received 376 calls for assistance per 1,000 people in the 12 months to 30 June 2017, well over the national average of 282. Only the Metropolitan Police in London received more calls at 416 per 1,000.

The demand on police services is changing with a reduction in traditional high volume crimes. Budget pressures on other public services, such as local authorities and health bodies are also having an impact on the nature and volume of demand.

However, as recognised by the National Audit Office (NAO) crime levels are a limited measure of demand and do not show the full range of work carried out by the police.

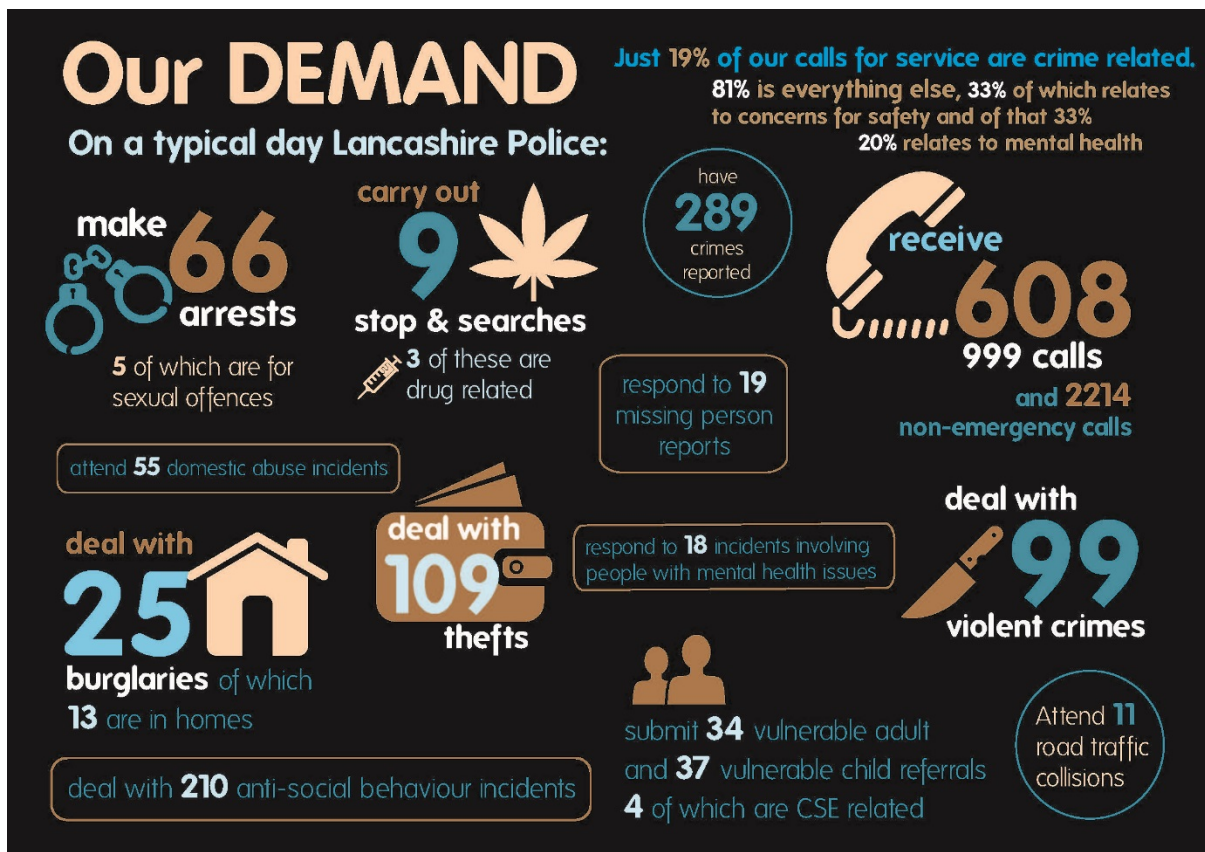
This situation is echoed in Lancashire, where recorded crime does not take account of the complexity of issues people face or call the police to deal with. Nor does it take into consideration those emerging crime types such as cybercrime and child sexual exploitation, which have historically been under-reported.

The way people seek to access the police service is also changing and we have to react to this to ensure that the limited resources we have are available where people need them to be. Over 2017/18 we continued to see ever increasing demand on our contact management centre which deals with telephone and online contact with the police. At the same time, a review by the Constabulary into the use of front counters showed some were used by fewer than three people a day.

It was not an easy decision to make and understandably some of the public expressed their concerns about the impact of front counter closures. However, we need to ensure all aspects of the service provide the best value for money. At as much as £44.23 per interaction to provide core services to the public, some of these counters did not provide this and following a public consultation I approved the proposals to close ten of the least utilised sites.

This will help deliver savings of £1.4m every year from the budget and I am investing in the contact management centre to ensure it is fit for purpose and that when people need to get through to the police, they can.

Below is a snapshot of some of the demands faced by Lancashire Police on a typical day during 2017/2018. This work goes on 24/7 alongside all the proactive work being carried out.



Fracking

Operation Manilla is the Constabulary's response to the fracking related protest which is concentrated around Preston New Road near Blackpool.

The Constabulary have an obligation to facilitate peaceful protests while also upholding the law and allowing people and companies to go about their lawful business. To do that they employ a Police Liaison Team led approach to managing the protests while deploying the necessary resources to keep the road passable and protect all of those at the site.

Protracted protests started in January 2017 with protests on a daily basis supported by local and national campaign groups. Officers from right across Lancashire spend shifts policing the site and, in doing so, are diverted from investigating crime, keeping people safe, and acting on public concerns across our county.

A police presence is clearly still needed at the site as people have shown they are determined to break the law, go beyond lawful and agreed protests and put people's safety at risk. The police have to be there and are duty bound to intervene.

Over 2017, 332 arrests were made at the fracking site. Many have resulted in successful prosecutions which show some, not all, protesters are prepared to go beyond lawful protests. By the end of March 2018, Lancashire Constabulary has spent almost £6.9m policing the protests, this covers officers who have worked overtime at the site, mutual aid drafted in from other forces, officers abstracted from other duties across Lancashire and the support costs to the policing operation.

An application for Special Grant funding was made to the Home Office to help Lancashire Police cover these costs and reduce the impact on our policing operations. HMICFRS attended Lancashire in November 2017 to review the claim and in terms of value for money found the operation to be well planned, with a clear governance structure.

I have also wrote 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 also submitted a cross party letter in support of my request. The Home secretary approved the minimum amount possible under the special grant rules and awarded £1.47m.

• **TACKLING CRIME AND REOFFENDING**

Lancashire Reducing Reoffending Boards

I supports Lancashire's Reducing Reoffending Strategy which aims to bring agencies together to work in partnership to reduce reoffending and protect communities in the county. The approach recognises that reducing re-offending is not the responsibility of a single agency; it is essential that all agencies work together in partnership to successfully manage individual offenders, challenging their behaviour and encouraging them to move away from committing further crime and anti-social behaviour.

To support the delivery of this strategy, I made the decision to appoint an Independent Chairperson to drive the strategy through local Reducing Reoffending Boards.

These local Boards will feed into the county-wide Strategic Reducing Reoffending Board which will provide the overall direction for the partnership in helping to reduce levels of reoffending and keeping Lancashire safe.

The role of the Chair will be to ensure the running of each local board, and bring this information and insight to the county-wide Strategic Board. One of the key responsibilities will be ensuring the different Boards link in with my priorities, as set out in Lancashire's Police and Crime Plan. The Chair will also identify the key

priorities emerging from the local and strategic boards and make recommendations for allocating the newly created Reducing Reoffending Fund in 2018/19

Community Action Fund

Throughout 2017/18 I have awarded almost £70,000 to local groups and organisations through my Community Action Fund (CAF).

CAF funding has been distributed to projects across Lancashire, helping groups tackle local concerns and create safe and confident communities.

CAF received 53 applications with 30 grass root organisations being successful.

I visited three of the projects including a visit to the Ridge Community Centre to learn how running diversionary activities help reduce crime and anti-social behaviour and help young people gain key skills, and the Artz Centre's 'In a Flash' project, where photography was used to educate young people about the dangers of online grooming, and Blackpool Music School's work with young people.

Since launching CAF in 2013, grants that have been awarded have helped local groups make a real difference in communities across the county.

As a result of increasing interest from community groups and organisations I have increased the Community Action Fund to £100,000 to maximise the impact of the Fund whilst ensuring that it is at a level that can be fully allocated.

Impact

The projects funded worked directly with over 4,100 individuals over the course of the year. However, many more people across Lancashire will have been positively impacted both directly and indirectly. Projects also delivered over 284 weeks of activities across the county. These ranged from sporting and recreational activities to divert people from crime or anti-social behaviour to training, education and awareness raising sessions.

In addition, the Community Action Fund was used to secure and improve five community facilities. Sports clubs, community centres and public spaces utilised grants to improve security, prevent criminal damage or upgrade facilities that are used by local residents.

Helping residents and volunteers deliver projects that keep their area safe and reduce crime is what CAF is all about, helping me achieve my key priorities in my police and crime plan.

Local people across Lancashire have great ideas that can help in their areas, and I'm looking forward to continuing to support projects through the action fund that make a positive impact in our communities.

“Being able to utilise the Commissioner’s Community Action Fund played a key part in allowing us to deliver our project, which has made such a difference for young people in the area.

“The whole community can see the difference that projects such as this have made, and to see so many young people go on to become young leaders and ambassadors within our community has been a real testament to how positive these sessions have been.

“I would recommend the Commissioner’s Action Fund to organisations and community groups who works to improve their neighbourhoods, with our project evidence that the funding can really make a difference.”

Lisa Richardson, Director at EMUES UK CIC, who were one of the 30 successful applications.

• **SUPPORTING VULNERABLE PEOPLE AND VICTIMS**

In April 2017 I launched our new Integrated Victim Service with Victim Support as the chosen provider. Lancashire Victim Services provide support for victims of all crimes types and is available to victims regardless of whether they report to the police or not. There is also specialist support available for victims of Domestic Abuse, Sexual Abuse, Hate Crime and children and young people.

There were a number of key principles that have informed my approach to commissioning the integrated service model for Lancashire Victim Services:

1. Lancashire-wide model

To ensure there is a consistency of quality of service and approach across Lancashire I took the decision to use a Prime Provider led model with responsibility for consistency of service delivery sitting with the Prime or Lead provider. This means I can also focus on service provision, developing and improving outcomes for victims.

2. Value for Money

By working with one main provider we have avoided managing multiple contracts which can result in duplication of efforts and a considerable level of resources being allocated to service management and administration. My aim was to ensure that the majority of resources are directly allocated to service delivery and the benefit of victims.

3. Social Value

Whilst the commissioning of services of the scale of Lancashire Victim Services are subject to statutory commissioning regulations and fall within the current European commissioning requirement, I sought to ensure that the contract provides social value for Lancashire.

The numbers

Between April 2017 – March 2018 we have seen a 15% increase in referrals, above anticipated demand, into the service. If referrals continue at this level we are on target for around 83,000 referrals in 2018/19.

Below is a summary of the full year figures:

GROUP	ESTIMATE REFERRALS (Taken from the specification and our bid)	ACTUAL REFERRALS	DIFFERENCE	ACTUAL CASES (referrals less rejected cases)
GENERAL CRIME	35,000	48,380	+13,380	39,558
SEXUAL VIOLENCE	2,500	1,510	-990	980
DOMESTIC VIOLENCE	5,500 – 20,000**	14,226	-5,774	8,738 HIGH – 2,023 MED – 2,259 STANDARD – 4,456
NEST	2,500	6,641	+ 4,141	4,375
HATE CRIME	2,000	1,573	-427	1,477
TOTAL	62,000	72,330	+10,330	55,128

** The specification suggested up to 20,000 referrals per annum (4,000 High Risk, 6,000 medium risk and 10,000 standard risk)

NOTE: REFERRAL = number of cases that are referred into the service.

CASES = number of referrals that can be processed for contact (have consented, have correct/safe contact details etc.)

Victim Contact and Support

Despite the changes to the delivery model and a significant increase in demand, the team have worked fantastically well together to contact and support as many victims as possible:

- Attempted telephone contact with 57% of cases – 30,815 people. (Around 25% do not have a phone number so we are unable to contact, 8% are Nest cases that are texted and 11% are auto texted)
- Supported 7,143 victims – Around 140 victims every week

Top five areas of support offered to victims:

1. Support and reassurance either face to face or via telephone calls

2. Providing information regarding the Criminal Justice system and process
3. Safety planning for victims for both their immediate and longer term safety
4. Supporting victims to develop coping strategies
5. Providing information regarding the case and liaison with the Constabulary

Prior to developing and commissioning the integrated service model I was responsible for the delivery of services for a wide range of victims of crime for two years. Working with victims to get their views and supported by commissioned research, specific gaps in the provision of services for victims were identified and we piloted services to meet these specific victim and crime types.

During this period it had also become evident that there was a considerable amount of service overlap and duplication both within the services I funded and across those commissioned by other partners and agencies. On a number of occasions this was resulting in victims receiving duplicate services, causing confusion for victims and additional work for service providers.

Whilst development of the service model was underway I was approached by Lancashire County Council to discuss options for the future commissioning of domestic abuse services for high and medium risk victims and support services for children who were victims or witnesses of domestic abuse.

This provided an opportunity to consider further integration of support for victims of domestic abuse, some of whom were already receiving support from services funded by my office either as victims of domestic abuse or as victims of other crimes.

While the service specification drew on existing specifications both for general victim support and specialist support services, I took the decision that the specification would be an outcomes driven model with the responsibility on providers bidding for the service to describe their proposed service model. My aim was to drive innovation and encourage imaginative thinking in terms of the delivery model, providing an opportunity to consider non-traditional approaches to providing support for victims.

To support the "outcomes driven model" a substantial range of performance and outcome indicators were developed and included in the specification to ensure that sufficient information and evidence would be received to evaluate performance and outcomes for victims.

A detailed review into Lancashire Victim's Services will be completed in 2018.

These are some of the comments received from users of the service;

"I am so thankful for the support and all you have done for me – thank you to your service."

Mohammed – victim of threats/arson

"I feel so much better having been able to talk to someone about what happened and how I'm feeling."

Joanne – victim of an armed robbery

"Thank you so much for your support. I don't know how I would have got through this without it."

Grace – domestic abuse survivor

• **DEVELOPING SAFE AND CONFIDENT COMMUNITIES**

What the public say

People in Lancashire continue to raise the visibility of our police force with me. By the end of 2017/18 Lancashire Constabulary had made savings of over £76 million from the annual budget compared with 2010/11. With around 80% of the police budget dedicated to staff costs, any savings have to impact on staff numbers and we have lost around 800 officer roles and 350 police staff in that time.

As the public's voice in policing it is important to me that I keep a clear picture of what people expect from the police in Lancashire. In addition to public meetings and events, meetings with stakeholders and other elected representatives I also include policing priorities in my precept survey to get an annual picture of people's priorities.

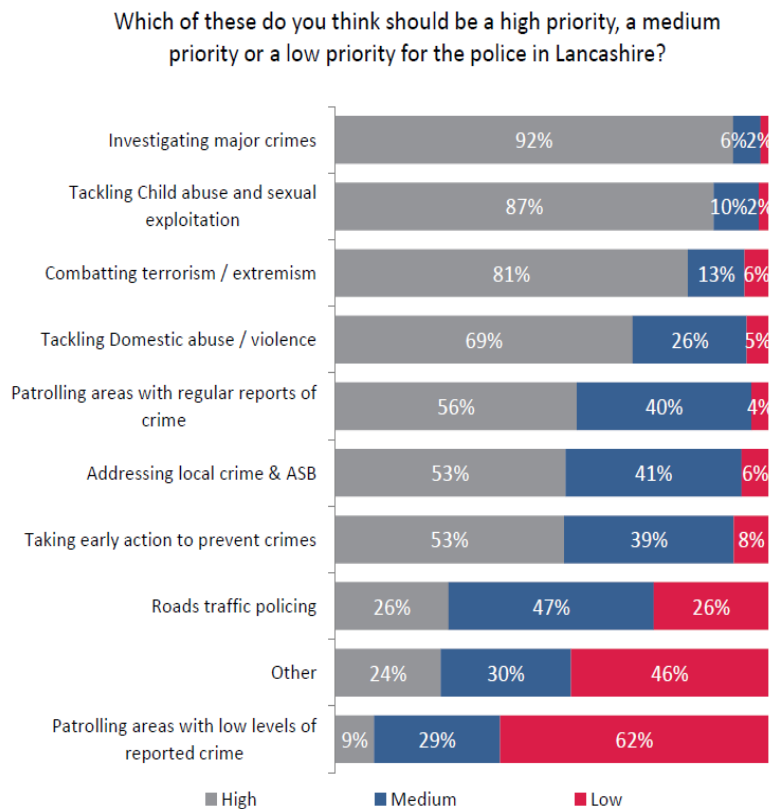
Asking people to think of local issues, crime in Lancashire and the national commitments the police have to make they are then given nine core areas of work for the police and asked to rate them as either a 'high', 'medium' or 'low' priority. In answering these questions:

92% of respondents thought that investigating major crimes was a high priority

87% agreed tackling child sexual exploitation was a priority

81% said combatting terrorism / extremism was also a high priority

Table 1: Responses to policing priorities survey questions



There was less concern for road traffic policing with a quarter of respondents (26%) acknowledging this as a high priority when policing the county. The lowest level of concern was attributed to the patrolling of areas with low levels of reported crimes (9%) suggesting that people believe police resources are better utilised elsewhere. When asked what 'other' priorities the police should have the responses mainly focussed on 'visibility' and 'drugs'.

Engaging Communities: Lancashire Volunteer Partnership

Over the past 12 months Lancashire Volunteer Partnership (LVP) has extended its coverage across the whole of Lancashire and is now fully embedded in integrated teams providing support to community volunteers. I recognise that those who give their time to make a difference in their communities need a supportive structure to help them help others.

As one of the founding members of the Lancashire Volunteer Partnership when it was set up in 2016, along with Lancashire Constabulary, Lancashire County Council and other Public Sector organisations, I am incredibly proud of the great strides that have been made over the past 12 months.

Since we were successful in bidding for transformational funding to deliver a joined up approach for Public Sector volunteering opportunities, the Partnership has gone from strength to strength.

The Partnership brings a wide range of different volunteering opportunities into one place and means people that give up their time to volunteer have access to support that helps both themselves and the organisations that they volunteer for get the maximum benefit.

The Partnership now has over 30 paid staff and supports over 4,000 volunteers across Lancashire including:

- Special Constables
- Community Support Befriending
- Volunteer Police Cadets
- Outdoors and Environmental Support
- CCTV and Cyber Crime Prevention
- Civil Emergency trained volunteers
- Fire Cadet Leaders
- Patient and Health Support
- Refugee integration
- Restorative Justice Facilitators

In Community Support Befriending alone, the Partnership has recruited over 300 volunteers across Lancashire that have worked with 100s of vulnerable people.

The Lancashire Volunteer Partnership will continue to support vulnerable people and seek out new opportunities to increase their capacity and effectiveness at bridging the gap from statutory services. They are also working to expand their young people volunteering offer which will see Police and Fire Cadet Schemes combine to form a new Emergency Services Cadet offer. Changes are also being made to the Special Constabulary ensure increased effectiveness and efficiency more Health centred partners will be welcomed to the Partnership to generate greater impact on Public Health and social care.

A formal evaluation of the Partnership will be undertaken in June 2018 and I hope that this will show the positive benefits for all the partners involved as well as the volunteers and the community

I am looking to build on the work of LVP in 2018 by creating a network of Lancashire's social action groups. 'Our Lancashire' will bring together small local groups, clubs and associations across the county in one place, showcasing the work they do to support people in their community and helping them to grow.

For the first time it will enable groups in the same neighbourhood to register their work, to see each other and create the opportunity to work together and access funding and support. It will also serve as a resource for public services to see what community groups exist within an area, allowing them to signpost people who could benefit from the network and to involve groups in meetings to improve where they live.

These are some of the comments received from our volunteers;

"I'm passionate about learning & development. Being part of the Specials enables me to also share my skills and knowledge. I'd definitely recommend volunteering, it's a great way to stay motivated."

Gill, a volunteer in our Special Constables training team.

"I love volunteering, you are doing something worthwhile for the community and learning new skills at the same time."

Alice, one of our cyber volunteers recruited to deliver presentations to raise awareness on how to prevent people being victims of cybercrime.

Independent Custody Visitor Scheme

The management of an effective Custody Visiting Scheme is one of my statutory responsibilities and serves to raise public awareness on the rights, entitlements, health and wellbeing of people held in police custody.

This Independent Custody Visitor (ICV) scheme plays an active role in promoting fair treatment for people in police custody, ensuring that issues relating to individuals or the custody environment are addressed appropriately.

As can be seen from the analysis provided on visits undertaken, the scheme is running effectively and is well placed to continue in its aim of reassuring the public in Lancashire that independent oversight of police detention centres is robust and effective – a full evaluation will be published summer 2018.

There are currently 37 Independent Custody Visitors, this includes seven new ICVs have been appointed during 2017/18 to our East, Northern, South and Western Panels.

We have 16 male visitors and 21 female, spanning a range of ages and backgrounds, although only one ICV is from an ethnic background, something I'm looking to increase in 2018.

Weekly visits take place at Lancashire's six custody centres: Greenbank (Blackburn), Burnley, Skelmersdale, Preston, Blackpool and Lancaster.

Volunteers are supported in their role through contact with my office and regular meetings and training. Over 100 ICVs from across the region attended a conference at Haydock October 2017 with presentations on Death in Custody, Children's Concordat and Arrest and Restraint Techniques.

In addition, training sessions were held covering equality & diversity, ethics and Lancashire Victim Services.

New performance indicators have been agreed by ICVs and scheme managers and a framework put forward to help HMICFRS by providing an evidence base that allows for comparisons and introduces a level of accountability for each scheme.

The numbers

238 visits to custody have taken place and 743 interviews have been held in the period 1 April 2017 to 31 March 2018.

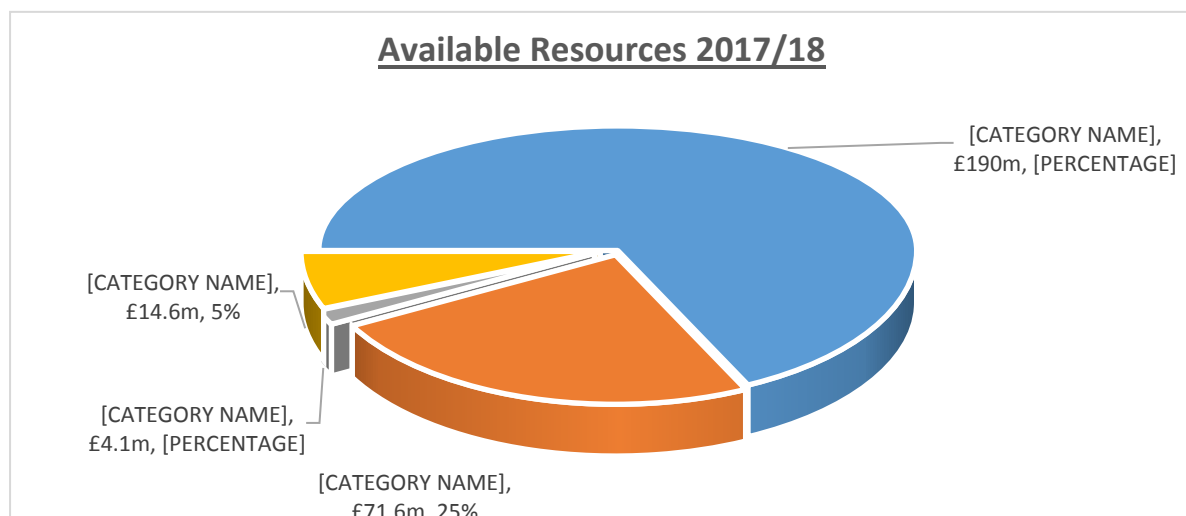
A percentage of detainees were unable to be interviewed for a variety of issues such as the detainee being asleep, in a police interview, at hospital or receiving medical treatment; in some cases a recommendation from the custody staff that an individual was not safe to interview led to visual observations being made.

BUDGET 2017/18

The funding available in 2017/18 reflected a reduction in central government support of £2.5m (1.3%) from that received in 2016/17. This brings the total reduction in core funding for Lancashire to £52.6m (23%) since 2010/11.

The total resource available to me in 2017/18 was £280.3m including £190m of funding from central government grants, £71.6m from council tax and specific grant income of £4.1m. This was supplemented further by £14.6m of income generated through charges for some of the services we provide.

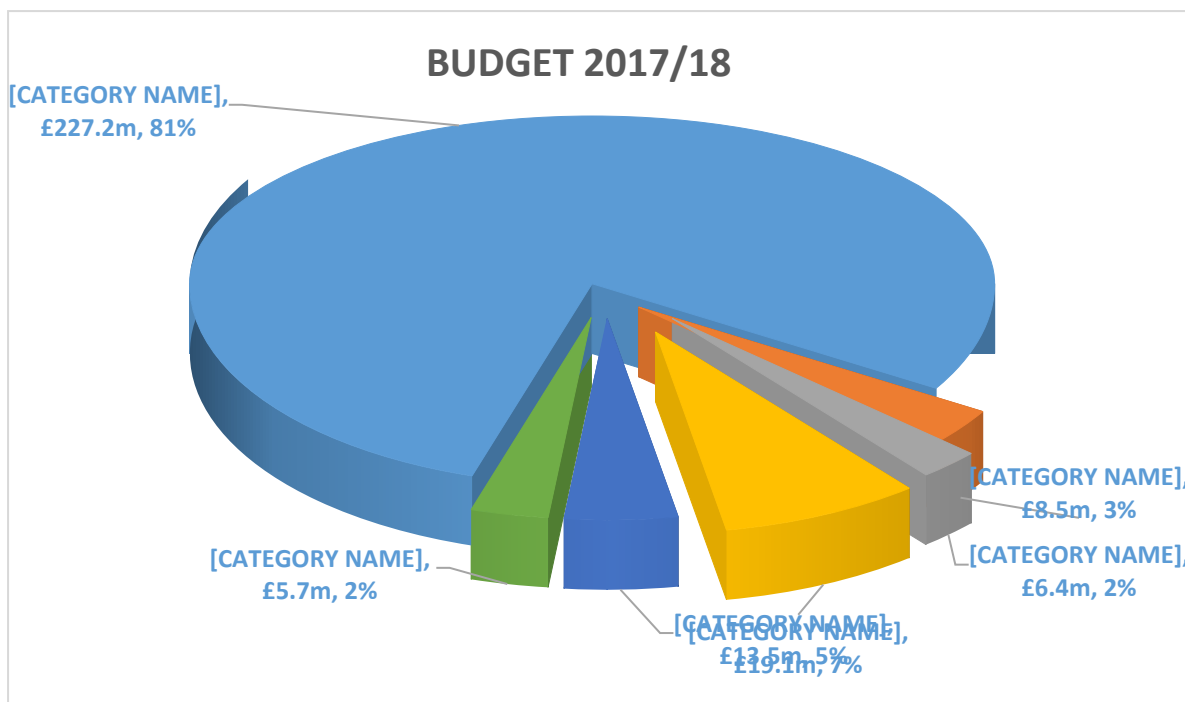
Table 2: Available Resources 2017/18



Having taken into account increasing cost pressures and the additional income generated through an increase in council tax I needed to make a total of **£3.9m of savings** in order to deliver a balanced budget in 2017/18.

I allocated the £280.3m of available resource in 2017/18 as follows:

Table 3: Overall Budget 2017/18



In 2017/18 a significant additional cost pressure was placed upon the revenue budget for operational policing as a result of the anti-fracking protests in Lancashire. We incurred total costs of £6.943m managing the anti-fracking protests, the Chief Constable was able to meet £3.253m of this cost from within his delegated budget for operational policing. We applied for special grant support from the Home Office and received the minimum possible award in the amount of £1.470m which meant that we had to use £2.220m of our reserves to meet the remaining cost of the operation.

Financial Outlook for 2018/19 and future years

The final police grant for 2018/19 was announced on 31st January 2018. Lancashire has been allocated £190.024m which is the same as that provided in 2016/17. It is assumed that government funding will remain at the same level in 2019/20 and then will reduce by 0.9% per annum in each subsequent year. This assumption is based on the minister's budget statement and a reversion to funding assumptions made in previous years.

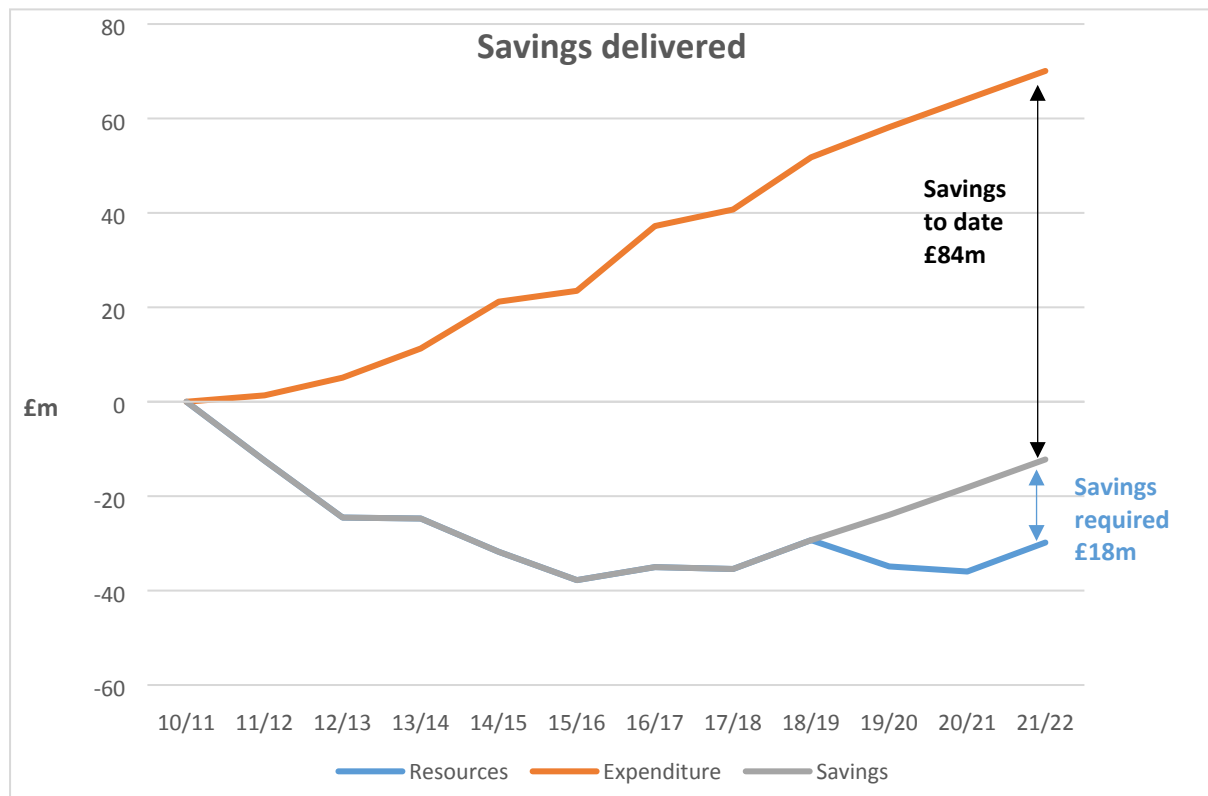
In addition cost pressures continue to increase in respect of:

- pay and general inflation
- additional burdens placed on the service by the government in respect of pension costs and the apprentices levy, and
- service demand increases.

I have forecast the impact on the budget of the anticipated level of funding from government and the additional costs we will face and identified that in the period **2018/19 to 2021/22 I will need to deliver a further £18m of savings** to deliver a balanced budget in each of those years.

This means that since 2010/11 we in Lancashire will have delivered a total of £102m of savings by 2021/22 which is the equivalent of more than 30% of the budget we had in 2010/11. The graph below sets out the challenge we face and how we have met it so far, but it clearly shows there is a lot more to do.

Table 4: Savings Gap



Capital Investment Programme 2018/19 and future years

My capital programme has been developed to meet the needs for investment in IT, Accommodation and vehicles that will provide the infrastructure to enable the delivery of effective frontline policing across the County in future years.

It has been developed using the principles of affordability, prudence/sustainability, value for money, stewardship, planning and practicality set out in the financial regulations and the Prudential Code within in which I am charged with carrying out the functions of my office.

I have recognised that in order to preserve the operational integrity and ability of the force in future years whilst delivering the savings required to meet the financial challenge identified above, I must consider a number of proposals that will change how the service operates. I also recognise that improving the efficiency in which assets are used such as buildings, infrastructure and IT networks and equipment, is crucial if the level of service being provided is to be maintained whilst the way it is delivered changes.

I have therefore developed a programme that will invest £57.9m in projects over the next 5 years as set out in the table below. This significant investment has been recognised in both my ICT and my Asset Management strategies.

Table 5: Capital Investment Programme

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m	£m	£m
IT Strategy	7.8	4.4	3.8	3.8	4.6	24.4
Accommodation Strategy	7.7	9.6	0.6	0.6	0.6	19.1
Vehicle Replacement Programme	2.9	3.2	2.7	2.2	2.3	13.3
Other Schemes	0.3	0.2	0.2	0.2	0.2	1.1
Total	18.7	17.4	7.3	6.8	7.7	57.9

The sources of funding for my capital programme as set out below:

Table 6: Financing of Capital Programme

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	9	0	1	2	3	al
	£m	£m	£m	£m	£m	£m
Capital Grant/Contributions	1.1	1.1	1.1	1.1	1.1	5.5
Capital Receipts	0.6	0.5	-	-	-	1.1
Contribution from the Revenue budget	2.5	2.5	2.5	2.5	2.5	12.5
Transition Reserves	8.1	4.2	3.1	2.6	3.6	21.6
Borrowing	6.4	9.1	0.6	0.6	0.5	17.2
Total	18.7	17.4	7.3	6.8	7.7	57.9

The financing of the capital programme reflects the forecast use of £21.6m from the Commissioner's ear-marked transition reserves. This source of funding is used for assets with a shorter life such as IT systems and equipment as it is considered a more prudent approach to use such funding in this way rather than unsupported borrowing. Borrowing will continue to be used for the financing of longer life assets such as property as this reflects an appropriate method of financing for such assets.

POLICE AND CRIME PANEL

Meeting to be held on 2nd July 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 12 March 2018.

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 12 March 2018. These are set out in the table below.

Decision Reference	Decision Title	PCC Priority	Date of Decision
2017/50	Treasury Management Policy and Strategy 2018/19	Governance	19 March 2018
2017/51	Reserve Strategy 2018/19	Governance	19 March 2018
2017/52	Community Action Fund Applications	All	13 March 2018
2017/53	North West Motorway Policing Group Collaboration Agreement	Protecting frontline policing Supporting vulnerable people and victims	15 March 2018
2017/54(restricted)	Streetlink	Tackling crime and re-offending Supporting vulnerable people and victims Developing safe and confident communities	19 March 2018
2017/55	Lancashire Victim Services and Victims Code Compliance: Independent Evaluation	Supporting vulnerable people and victims	21 March 2018
2018/01	Renewal of Insurance for the Office of the Police & Crime Commissioner	Governance	6 April 2018
2018/02	Section 22A Collaboration Agreement in relation to the Modern Slavery Police Transformation Fund	Tackling crime and re-offending Supporting vulnerable people and victims	17 April 2018
2018/03	Decision Making Arrangements	Governance	19 April 2018
2018/04	Collaboration Agreement – Delivery of 3 National Units	Protecting frontline policing	-

		Tackling crime and re-offending	
2018/05 (restricted)	Public Cyber Crime and Online Fraud Awareness Campaign – Contract Award	Tackling crime and re-offending Supporting vulnerable people and victims	30 April 2018
2018//06 (restricted)	Pension Forfeiture	Supporting vulnerable people and victims	15 June 2018
2018/07	Social Value Toolkit	Governance	26 April 2018
2018/08	Community Action Fund Criteria	All	27 April 2018
2018/09	Community Action Fund Applications	All	27 April 2018
2018/10	Forfeiture of Pensions: Procedures	Supporting vulnerable people and victims	17 May 2018
2018/11	Police & Fire Governance Options Report	Protecting frontline policing Supporting vulnerable people and victims	8 May 2018
2018/12 (restricted)	Recovery Days	Protecting frontline policing	11 May 2018
2018/13 (restricted)	Pension Forfeiture	Supporting vulnerable people and victims	22 June 2018
2018/14	Provision of Solar Panels at HQ	Governance	6 June 2018
2018/15	Sponsorship of Community Group Award – Asian Image Fusion Awards 2018	Supporting vulnerable people and victims	23 May 2018
2018/16	Appointment of a Data Protection Officer	Governance	23 May 2018
2018/17	Minimum Revenue Provision 2017/18	Governance	25 May 2018
2018/18			-
2018/19	Outturn Report	Governance	5 June 2018
	Delegated Decisions	Governance	13 June 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 13 June 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 2nd July 2018

LANCASHIRE POLICE & CRIME PANEL FORWARD PLAN 2016/17

Contact for further information:

David Fairclough (01254) 585642 HR, Legal & Corporate Services,
david.fairclough@blackburn.gov.uk

Executive Summary

This report sets out an outline forward plan for the Panel for the Municipal Year 2018/19. (Appendix ` ` refers)

Recommendation

That the Panel agree a Forward Plan for the Municipal Year 2018/19 and agree the title and membership of the Task Groups aligned to each area of the Plan (as appropriate).

Background and Advice

The report by the Standards in Public Life Report – Tone from the Top – identified the importance of Forward Plans.

Police and Crime Panels should focus attention on key area for scrutiny each year by reviewing the PCC's Police and Crime Plan. The Panel is asked therefore to identify and agree from the PCC's Reports to the Panel 2 (or more) areas of particular interest that the Panel will focus on as special interest areas this year at its meetings scheduled in, December 2018 and March 2019.

The Secretary will then liaise with the PCC on the production of more detailed information to be prepared and circulated in advance of the meetings to facilitate full and detailed scrutiny.

To facilitate work in advance of the scheduled meetings for each area the Panel is invited to also agree Task Groups to review information in advance of the meetings and engage directly with the PCC & the Office of the PCC as appropriate.

With reference to the discussions at the meeting in March 2018, the panel may also wish to consider how the meetings of the task and Finish Group are managed and recorded and nominate a lead member responsible for the successful completion of the scrutiny and to feedback to the wider Panel on the Task & Finish Groups findings and recommendations.

A proposed Forward Plan is set out in Appendix ` ` and this includes sections for the insertion of up to 3 Task & Finish Group reports.

The Panel is also advised that in addition to the areas directly lifted from the Police and Crime Plan the Forward Plan can include other areas for focus of scrutiny.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal Implications

Forward Plans are a requirement for local authorities, and a good programme of work, with a forward plan for any public reports, cuts down on 'surprises'; unexpected decisions or issues that a Panel may be required to respond to. It is considered that a Forward Plan helps the Panel in carrying out its scrutiny role in an effective manner.

Financial Implications

N/A

Risk management

The provision of effective scrutiny by the Police and Crime Panel is in accordance with the provisions of the Police Reform and Social Responsibility Act 2011.

Local Government (Access to Information) Act 1985

List of Background Papers

<u>Paper</u>	<u>Date</u>	<u>Contact/ Directorate/Tel</u>
Good Practice for Police and Crime Panels Guidance Document	May 2015	David Fairclough 01254 585642

LANCASHIRE POLICE & CRIME PANEL
FORWARD PLAN KEY DECISIONS
SEPTEMBER 2018 – JULY 2019

ANTICIPATED DATE	KEY DECISION / ITEM OF BUSINESS / CONTACT OFFICER / CONSULTATION DETAILS	CONTACT OFFICER
September 2018	<p>Police & Crime Plan Report of the Police & Crime Commissioner</p> <p>Police & Crime Plan Performance Report Report of the Police & Crime Commissioner</p> <p>Annual Report Report of the Police & Crime Commissioner</p> <p>Update on Consultation – Fire Service Governance Report of the Police & Crime Commissioner</p> <p>Decisions Report Report of the Police & Crime Commissioner</p> <p>Review of Complaints Procedures Report of the Secretary</p>	<p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>David Fairclough Secretary</p>
December 2018	<p>Plan Performance Report Report of the Police & Crime Commissioner</p> <p>Decisions Report Report of the Police & Crime Commissioner</p>	<p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p>

ANTICIPATED DATE	KEY DECISION / ITEM OF BUSINESS / CONTACT OFFICER / CONSULTATION DETAILS	CONTACT OFFICER
	Scrutiny Task & Finish Group 1 – Report TBC	Phil Llewellyn BWD – Democratic Services
January 2019	Initial consideration of the Commissioner’s 2015/16 – precept proposals Report of the Police & Crime Commissioner Consideration of the PCCs revenue and capital budget proposals Consideration of the PCCs proposed Community Safety Grants	Ian Dickinson OPCC Ian Dickinson OPCC Ian Dickinson OPCC
March 2019	Police & Crime Plan Report of the Police & Crime Commissioner Police & Crime Plan Performance Reports Report of the Police & Crime Commissioner Decisions Report Report of the Police & Crime Commissioner Scrutiny Task & Finish Group 2 – Report TBC	Ian Dickinson OPCC Ian Dickinson OPCC Ian Dickinson OPCC Phil Llewellyn BWD – Democratic Services

ANTICIPATED DATE	KEY DECISION / ITEM OF BUSINESS / CONTACT OFFICER / CONSULTATION DETAILS	CONTACT OFFICER
July 2019	<p>Forward Plan 2019/20 – Standard Item Report of the Secretary Lancashire Police & Crime Panel</p> <p>OPCC Annual Report 2018/19 Report of the Police & Crime Commissioner</p> <p>Police & Crime Plan – Update Report Report of the Police & Crime Commissioner</p> <p>Police & Crime Plan – Performance Report Report of the Police & Crime Commissioner</p> <p>Decisions Report Report of the Police & Crime Commissioner</p> <p>Scrutiny Task & Finish Group 3 – Report TBC</p> <p>Forward Plan 2019/20 Report of Secretary of Lancashire Police & Crime Panel</p>	<p>David Fairclough Secretary LPCP</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Phil Llewellyn BWD – Democratic Services</p> <p>David Fairclough Secretary LPCP</p>

Agenda item

Police and Crime Panel

Meeting to be held on 2nd July 2018

MEMBERS EXPENSES AND ALLOWANCES

Contact for further information:

David Fairclough (01254) 585642 HR, Legal & Corporate Services,
david.fairclough@blackburn.gov.uk

Executive Summary

To review and clarify to Members allowances and expenses that can be claimed.

Recommendation

That members note the report

Background and Advice

The LGA document: "Panel arrangements and the balanced appointment objective" dated May 2012 says:

9 Allowances and Expenses

9.1 Each Authority has the discretion to pay its representatives on the Panel Special Responsibility Allowances, and to reimburse reasonable expenses incurred. No allowance or expenses payments will be made by the Panel itself to elected members.

Any allowances or expenses which may be made to elected members arising out of Panel Membership shall be determined and borne by the appointing Authorities for each Panel Member individually.

9.2 The Host Authority, on behalf of the Panel will reimburse reasonable expenses to co-optees provided that this is agreed as part of the annual budget approved by the Panel."

The matter was last considered at the Panel meetings on 7th April 2014 and 25th January 2016. Expenses is referred to as being travel, subsistence, loss of earnings and conference / training costs". It was noted then that reference to "loss of earnings" had caused some confusion.

As the Panel membership has changed over the years the question of allowances and expenses regularly gets raised and this report sets out the position in this regard.

As members know in principle, Councillors are already compensated for loss of earnings by the Allowances system operated by each Constituent Council, so a claim cannot be made for "loss of earnings" as an expense item.

Special Responsibility Allowances (SRAs)

Panel Members

Each Constituent Council sets the allowances for its members who sit on the Panel. As members will know Guidance has highlighted the scrutiny role of the Panel and as a result the Panel regularly sets out its forward plan for the year ahead and identify areas it would wish to scrutinise in more detail. This may mean more meetings of the Panel and/or its sub-groups than originally envisaged. Members may wish to draw this to the attention of their Constituent Councils when allowances for Panel members are reviewed.

Special Responsibility Allowances (SRAs)

Chairman

In terms of SRAs for Chairs of Panels, it is down to the relevant authority to consider paying an SRA if their Member has been appointed as Chair of the Panel. A number of authorities do provide the Panel Chair with a SRA equivalent to their Chairs of Scrutiny Committees.

Survey of Allowances practice

Since the last consideration of this matter by the Police & Crime Panel, a survey was undertaken by Frontline Consulting Associates. The result of their survey completed in January 2018 is attached to this report as Appendix A.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal Implications

The Police Reform and Social Responsibility Act 2011 provides that the Secretary of State may provide financial and other resources to Members of the

Police and Crime Panels in connection with the exercise of their functions.
Paragraph 1 above sets out the extract from Guidance that relates to the matter.

Financial Implications

As previously reported on 7th April 2014 a letter circulated to all Leaders of Constituent Councils from the Home Office dated 23 January 2012 stated that there would be £53,000 for support and training costs. In addition, up to £920 will be made available per member of the panel (including additional co-optees) to fund the same expenses as the other members of the panel. There is no requirement to pay allowances to co-opted members and it is left to authorities to decide if they should be paid.

Risk management

The provision of effective scrutiny by the Police and Crime Panel is in accordance with the provisions of the Police Reform and Social Responsibility Act 2011. The scrutiny role is increasing and the impact upon Panel Members should be reflected in the allowances made to Panel members.

Local Government (Access to Information) Act 1985

List of Background Papers

The LGA document: "Panel arrangements and the balanced appointment objective" dated May 2012

Working with Police and Crime Panels to deliver the PCP project
Findings from the survey on allowances of November 2017

1. Summary

Requests had been made to Frontline Consulting to organise a survey of PCPs to help Panels to benchmark the payment of allowances. We circulated a survey to PCP support officers in November 2017. We advised that we would not publish individual returns, but only a summary of the payments that are made.

The response rate to the survey was a pleasing 80% (33 replies). It should be noted that not all seven questions were answered; some were not applicable to all Panels.

Thank you to all who responded to the survey.

2. The survey – questions and summary of responses

Question 1 - Is the Chair of your PCP paid a Special Responsibility Allowance?

This question received a 100% response. 18% of respondents (6) answered 'yes'.

Question 2 – If you answered 'Yes', how much is the allowance?

Four of the six respondents who pay an allowance to their Chair provided details.

The figures per annum ranged from £2,750 to £5,808 with the other payments being £4,749 and £5,050.

One of the four pays an SRA to the Chair who is the representative from their council. If a representative of any of the other member authorities was appointed as the Chair, then her/his authority would have to decide if an SRA was payable.

Question 3 – How much are elected members on your PCP paid per annum if at all?

This question received a 66% response rate. Of the 22 replies, 14 do not pay an allowance.

Of the remaining eight responses:

- 4 Panels pay expenses (with two of these being capped)
- 1 Panel pays a flat rate per meeting, rather than an SRA
- 1 Panel is due to pay members £1,000 from May 2018
- 1 Panel pays their Vice-Chair an SRA of £3,096.96
- 1 Panel pays their two Vice-Chairs an SRA of £1,583 each

Question 4 – How much are independent members on your PCP paid per annum?

This question received a 75% response rate. Of the 25 replies, 12 stated they pay nothing.

Of the remaining 13 replies, it was a varied picture:

- 4 Panels pay expenses
- 6 pay a flat rate: 2 at £1,000, 1 at £920, 1 at £750, 1 at £675 and 1 at £500
- 1 pays a flat rate of £184 per meeting with a cap of £920 (five meetings)
- 1 pays a flat rate of £99 per half day meeting, capped at seven meetings
- 1 was unclear

Question 5 – Are your PCP allowances paid out of the Home Office grant or by the constituent councils?

Of the 16 replies received to this question, only one constituent authority pays their allowances from their own budget. All others use the Home Office grant.

Question 6 – Do you pay travel and subsistence expenses separate from the allowance?

This question received a response rate of 73%. Of the 24 replies, only seven do not pay travel and subsistence separate from the allowances.

Question 7 – If so, for what are these payments made?

This was a follow up question to question 6. The response rate dipped to just over 57%. 18 replies variously reported:

- Travel eg rail fares, mileage to meetings, parking (16 Panels)
- Cost of external events eg conferences (4)
- Travel and subsistence claims only for independent Members (2 Panels)
- Reasonable expenses arising from participation in Panel activities (1)
- Training events as authorised by the Lead Officer (1)
- Travel and care allowances, as per council scheme (1)
- Subsistence at normal local authority rates (1)
- Members may claim back travel expenses from their own Authorities (1)
- Lunch if a meeting overruns (1)
- Each constituent authority pays their representatives travel, if claimed; the host authority covers the independent members (1)

POLICE AND CRIME PANEL

Meeting to be held on 2nd July 2018

PANEL BUDGET 2017/18

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

Executive Summary

This report outlines Panel expenditure to date in 2017/18.

Recommendation

The Panel is asked to note expenditure for 2017/18 which will be published on the PCP website.

Background and Advice

The Government committed to providing limited funding to cover the costs of maintaining Police and Crime Panels. The host authority for a Police and Crime Panel in a police force area will receive a maximum annually of up to £64,340 in total, which includes a maximum of £53,300 for costs of administering Panels and up to £920 for expenses per member to a maximum of £11,040 (maximum 20 Panel members). This has been confirmed again by the Home Office for 2017/18 but no commitment has been made to funding for future years at this stage.

Home Office funding is provided via a grant agreement which is paid in arrears to Blackburn with Darwen as the host authority.

As part of the agreement to fund Police and Crime Panels, the Home Office stipulated that for 2015/16 onwards a transparency requirement was attached as a condition of the single grant payment to allow public scrutiny of PCP spending. This now required PCPs to publish, as a minimum on their website, details of all their expenditure including all panel administration costs and individual panel member claims for expenses and allowances.

Attached at Appendix 1 is a breakdown of projected costs and expenditure as submitted to the Home Office in early March for the Grant Claim for 2017/18.

Consultations

N/A

Implications:

N/A

Legal Implications

From 2015/16 it is a condition of the funding from the Home Office that details of all expenditure are published as a minimum on the Panel's website.

Financial Implications

The Grant Agreement includes a maximum of £53,300 for costs of administering Panels and up to £920 for expenses per member to a maximum of £11,040 (maximum 20 Panel members). This has been confirmed again by the Home Office for 2017/18 but no commitment has been made to funding for future years at this stage.

Risk management

N/A

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

Grant documentation.

Contact/Directorate/Tel

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

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

Appendix 1

2017/18

Admin Costs £2,727.74

Staff Costs £22,896.44

Expenses £472.24

Total £26,096.42

Note

Admin costs = travel costs, hospitality, printing, postage, website and PR&Comms.

Police and Crime Panel for Lancashire

Meeting to be held on the 2nd July 2018

:

Timetable of Meetings 2018/2019

Contact for further information: Phil Llewellyn, Governance & Manager, Democratic Services, phil.llewellyn@blackburn.gov.uk

Executive Summary

This report sets out a proposed Timetable of Meetings for 2018/19 for consideration by the Panel.

Recommendation

The Police & Crime Panel are asked to agree the Timetable of Meetings for 2018/19.

Background and Advice

It is for the Police and Crime Panel to determine its own cycle of meetings and to appoint any sub committees or task groups as may be deemed necessary in order to carry out the functions of the Panel.

Based on feedback , it is proposed that Panel meetings continue to be held around three weeks after the Commissioner's scrutiny meetings in order that the most up to date performance information can be submitted to the Panel in a timely fashion.

The proposed dates for meetings have been selected to meet required statutory deadlines/processes and to ensure that Panel Members are presented with the most relevant information available. In accordance with previous decisions of the Panel it is suggested that future meetings rotate between Preston, Blackburn and Blackpool and also be held both during the day and in the evening.

Timetable of Meetings for the Panel

The proposed timetable of meetings for 2018/19 is outlined below with the next scheduled meeting after the AGM due to be held at County Hall on 19th September 2018. Officers are also looking a suitable date when an induction meeting will be held for new Members of the Panel (existing Panel Members will also be invited as it will give an opportunity to refresh existing knowledge).

DATE/TIME/VENUE

Wednesday 19th September 2018 10am in Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston
Monday 10th December 2018 6.30pm in Meeting Room 'A' at the Town Hall, King William Street, Blackburn
Monday 21st January 2019 (Precept only) 6.30 p.m. in Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston.
Tuesday 5th February 2019 (if required –dependant on Precept decision) 10am in Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston.
Monday 11th March 2019 6.30pm in Meeting Room 'A' at the Town Hall, King William Street, Blackburn.
Monday 1st July 2019 - AGM 10.00 a.m. in Conference Room 3A and 3B, Bickerstaffe House, Blackpool.

The Police and Crime Panel may be required to hold additional meetings in the following circumstances.

1. If the PCC chooses to appoint a new Chief Constable, Chief Executive, Chief Finance Officer or Deputy PCC
2. The PCC wishes to remove the current Chief Constable.
3. The PCC varies the Police and Crime Plan or proposes to issue a new Plan.
4. The Panel needs to consider any complaints against the PCC that are not of a criminal nature.
5. The Panel needs to appoint an acting PCC if the current PCC is incapacitated, suspended or resigns.

Consultations

The proposed dates have been shared with Officers at Lancashire County Council and Blackpool Council with regard to identifying available venues.

Implications

This item has the following implications, as indicated:

Risk Management

The provision of an Independent Police and Crime Panel for Lancashire is in accordance with the provisions of the Police Reform and Social Responsibility Act 2011.

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

Paper

Date

Contact

Phil Llewellyn 01254
585369

Agenda item

Police and Crime Panel

Meeting to be held on 2nd July 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 1st June 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 51 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 has been two (49 & 50) further communications of this nature recently.

Discussions remain ongoing regarding the handling of one complaint (44) with Home Office and external advice being sought on due process. The conclusion of which would be expected to be reported to the next meeting of the Panel.

A further complaint (51) was received on the date of this report (1st June 2018) which will be considered in accordance with the procedure, the outcome of which is also expected to be reported at the next meeting of the Panel.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Legal Implications

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

Financial Implications

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

Risk management

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

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

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