

# Public Document Pack

## Police & Crime Panel for Lancashire

Wednesday, 16th September, 2020

10.00 am

Virtual Meeting

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### AGENDA

1. **Welcome and Apologies**
2. **Minutes of the AGM Meeting held on 6th July 2020**  
**Police and Crime Panel for Lancashire AGM Minutes July 2020** **3 - 10**
3. **Declarations of Interest**
4. **Public Questions**
5. **Membership of Panel 2020/21 - Verbal Update**
6. **Appointment of Independent Co-opted Members - Verbal Update**
7. **Recruitment of Chief Constable**  
**CC Recruitment Report** **11 - 13**
8. **Performance Monitoring Report**  
**performance report** **14 - 22**
9. **PCC Decisions**  
**Decision Report** **23 - 25**
10. **National Review of Police and Crime Commissioners**  
**Police Crime Commissioner Review** **26 - 35**  
**PCC Review - Stakeholder Briefing**  
**PCC Review - ToR Part One**  
**Police Crime Commissioner Review - Comments from Panel Members August 2020**

11. **Forward Plan 2020/21**  
**Forward Plan Covering Report** 36 - 41  
**Forward Plan 2020 21**
12. **LGA Annual PCP Workshop 2020 - Verbal Update**
13. **9th Annual PCP Conference - November 2020 - Verbal Update**
14. **Monitoring of Complaints**  
**PCP Complaints Update** 42 - 43
15. **Urgent Business**  
An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the Item should be considered at the meeting as a matter of urgency. Wherever possible, the Secretary of the Panel should be given advance warning of any Members intention to raise a matter under this heading.
16. **Date of Next Meeting**  
The next scheduled meeting of the Panel will take place on **Monday 7th December 2020** at 6.30pm in Meeting Room A, Blackburn Town Hall (or via Remote Meeting).  
Also on 7<sup>th</sup> December, ahead of the meeting, there will be a Confirmation Hearing for the new Chief Constable.

Date Published: 8<sup>th</sup> September 2020

## **Police and Crime Panel for Lancashire**

**Minutes of the meeting held on Monday 6<sup>th</sup> July 2020**

**Present:**

### **Chair**

Councillor Alistair Bradley, Chorley Borough Council

### **Committee Members**

Councillor Geoff Driver, Lancashire County Council  
Councillor Mohammed Khan, Blackburn with Darwen BC  
Councillor Alistair Sinclair, Lancaster CC  
Councillor Jackie Oakes, Rossendale BC

### **Also in attendance**

- Clive Grunshaw, Police and Crime Commissioner
- Steve Freeman, Office of the PCC
- David Fairclough, Secretary
- Asad Laher, Head of Governance
- Phil Llewellyn, Governance and Democratic Manager
- Jill Readfern, HR Manager

## **1. Appointment of Chairman**

The Secretary of the Panel, David Fairclough, welcomed all to the remote meeting and explained the protocols for participation.

The Secretary then asked for nominations for Chair of the Panel for 2020/21.

Councillor Mohammed Khan moved Councillor Alistair Bradley, which was seconded by Councillor Geoff Driver. No other nominations were received.

**RESOLVED** – That Councillor Alistair Bradley be appointed Chair of the Panel for 2020/21.

*(Councillor Alistair Bradley in the Chair).*

## **2. Appointment of Deputy Chairman**

The Chair requested nominations for Deputy Chair of the Panel for 2020/21.

Councillor Geoff Driver nominated Councillor Roger Berry, which was seconded by Councillor Alistair Bradley. No other nominations were received.

Councillor Berry was not present in the remote meeting, but was watching as an attendee, and during the meeting e-mailed to confirm his acceptance of the position.

**RESOLVED** - That Councillor Roger Berry be appointed Deputy Chair of the Panel for 2020/21.

### **3. Membership 2020/21**

As previously reported, in Lancashire the Panel was initially made up of 15 Elected Members, one from each Authority. Up to an additional 3 elected members could 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 be based on calculation of the then political balances across the whole membership of authorities, with the Independent Members being grouped together as a whole. At that time, it was also 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 was the arrangement up until last year (2019/20) when the Panel could not agree the appointment of the additional 3 elected member seats to assist the political balance.

In December 2019 the Panel decided that the appointment of these 3 seats be revisited at the Annual General Meeting for the year 2020/21.

It was also previously 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 the Local Elections each May. After the elections, each Council being invited to nominate their representative for the Panel. Although there had been no elections, the Councils had still been requested to confirm their nominations for this new municipal year given the previous agreement that Council Members would serve 12 monthly terms.

In addition to the above Members, the Panel also appointed 2 Independent Co-opted Members, who are not elected representatives, to serve on the Panel. Both these Co-opted seats had become vacant in recent months and a recruitment process for these seats was set out separately in the Agenda.

From nominations received for 2020/21 the Panel's core membership of 15 Councillors (plus 2 co-opted members) resulted in a political balance of

Labour 10	Conservative 4	Lib Dem 1	Independent Member 0
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As discussed last year, the Regulations and Guidance however required the Panel to seek to be politically balanced. To assess the balance, all the current council seats held from across Lancashire, were added together to identify the target balance that would achieve political balance which would be:

Labour 6	Conservative 6	Lib Dem 1	Independent Member 2
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As discussed at previous meetings, the Regulations and Guidance then provided for the Councils as a first step in terms of seeking to address any such issue arising, invite the core member councils to reconsider their individual nominations to see if this would bring the balance more into line, i.e. to seek to achieve the political balance objective.

At the AGM last year and subsequently as discussed by Lancashire Leaders, however it was reported no Council in 2019/20 was agreeable to changing their nomination.

In anticipation that the position may remain unchanged from last year, the next step, was to then seek to add councillor membership up to the maximum of 18 elected members to seek to address the political balance objective. The additional 3 seats proposed and the names of those proposed additional councillors required however the unanimous agreement of the 15 Council's core membership. These Councillors would also require the approval of the Home Office with an explanation of the reasoning for their appointments.

An 18 seat (Councillor membership) would result in an amended ideal political balance of:

Labour 8	Conservative 7	Lib Dem 1	Independent Member 2
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As referenced above in the absence of a council(s) under stage 1 of the process not wishing to agree a change of nomination a proposal was presented to the AGM for the following utilisation of the potential additional 3 seats for 2020/21 (subject to Home Office approval):

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

Labour 10	Conservative 7 (+3)	Lib Dem 1	Independent Member 0
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The Secretary advised the Panel that whilst the option did not make it possible to achieve the exact political balance, the Local Government Association ['LGA'] Guidance on Panel Arrangements and the Balanced Appointment Objective stated that the balanced appointment objective must be secured 'as far as is practicable'.

The Secretary has also advised that the Local Authorities combined must 'agree' to the balance of the Panel and that the Home Office had powers to intervene and make appointments if agreement cannot be reached locally, though it has been made clear that the best Panel arrangements were those which were locally determined.

Given this and subsequent advice from the Home Office relating to the Membership in 2019/20, the Panel were asked to confirm their membership for 2020/21 as a minimum of the current 15 members plus 2 independent persons or in the alternative the Panel could review co-opting additional elected members, under the balanced

appointment objective. These additional 3 seats would need to be agreed by the whole Panel and then be approved by the Secretary of State.

In addition given there was no induction process in 2019, the Panel was requested to agree the final membership once approved attend an Induction and Briefing on the role and function of the Police and Crime Panel in advance of the next full meeting of the Panel.

Members discussed the report and agreed with the proposals presented (plus see Minute Number 18 for discussion and confirmation of the three 'top up' places from Fylde, Wyre and Ribble Valley (additional Conservative nominations, meaning those Councils have two Members on the Panel during 2020/21).

#### **RESOLVED -**

1. That the political balance of the Panel 2020/2021 – be confirmed as 15 Elected Members, plus 3 'Top Up' Conservative Places (plus 2 Independent persons);
2. Note that the Induction and Introduction to the role and function of the Police and Crime Panel be scheduled for the agreed Panel Membership prior to the next meeting of the Panel.

#### **4. Apologies**

Apologies had been received from Councillors Simon Hore. It was reported that a number of Panel Members were trying to access the meeting, but were having difficulties, and that a number were watching the meeting on-line, but were unable to participate. An e-mail was sent to Members asking them to reply if they had any comments or issues they wanted to raise on the agenda items.

#### **5. Minutes of the last meeting**

**RESOLVED** - The Minutes of the meeting held on 9<sup>th</sup> March 2020 were agreed as a correct record.

#### **6. Declarations of Interest**

No Declarations of Interest were submitted.

#### **7. Public Questions**

No public questions had been received.

#### **8. PCC Annual Report**

The PCC presented his draft Annual Report, welcoming the first investment back into the service in 10 years, whilst confirming he would be campaigning for fair funding for Lancashire. Of the announced twenty thousand extra officers nationally, the PCC

wanted to ensure as many as possible were returned to the Lancashire streets where they had been taken from following the cuts that began 10 years ago.

The Commissioner reported that he was delighted with progress over the past 12 months, which included the successful 'Our Lancashire' initiative, plus national recognition of the great work on Diversity, with the Constabulary recognised as a Stonewall Top 100 employer, and also being recognised in the Inclusive UK Employers Awards. In particular the Commissioner highlighted the rating of 'Outstanding' by the HMICFRS for effectiveness and efficiency.

Members of the Panel made comments on the report, with Cllr Driver advising of a missing figure on page 18 and also clarifying whether the HMICFRS 'Outstanding' rating was for effectiveness and efficiency, or just efficiency. The Commissioner confirmed that the rating was for efficiency, but commented that effectiveness and efficiency went hand in hand.

Councillor Oakes requested information on the next steps in recruiting the extra police officers, with the Commissioner confirming that 153 officers had been initially allocated, out of a bid for 340, and that future allocations had not been decided yet, but he wanted as many officers back on the streets of Lancashire as possible after the cuts had left 750 less officers on duty compared to 10 years ago.

The Chair referred to an e-mail received from Councillor Aitken, who had commented that last year Ratepayers were asked to pay extra rates in order to pay for extra police officers - the amount received hasn't been budgeted separately and Councillor Aitken was requesting if it was possible for this to be targeted and the resulting spending shown as a separate item, whilst noting that 100 extra Officers had been recruited.

**RESOLVED** – That the draft Annual Report be noted and amended as discussed.

## **9. Police & Crime Plan Performance Monitoring Report**

The Commissioner introduced the latest Performance Monitoring Report, noting that the figures reported had been skewed by the Covid-19 pandemic, and also reflecting on positive work with partners on the Lancashire Resilience Forum (LRF). New legislation as a result of Covid-19 had also led to challenges for the Force. Crime was generally down in the period, with the exception of Domestic Abuse and Cyber Crime, with over 50% of all crime now having a digital footprint. The easing of Lockdown had already led to crime levels rising back to pre Covid-19 levels.

The Chair asked whether the extra Police Officers available could be utilised to deal with public order related matters, with the Commissioner confirming that the Task Force officers now on-stream were already reinforcing Neighbourhood Policing, particularly in more rural/isolated areas.

Councillor Khan stated that the LRF had been very effective and highlighted the great leadership by ACC Terry Woods, particularly in helping support the community in Blackburn after the recent tragic murder, and also highlighted the need to ensure the Force received the necessary training in light of recent events in the USA.

**RESOLVED** – That the report be noted.

## **10. PCC Decisions**

A report was submitted on decisions made by the Commissioner and the Director since the last meeting of the Panel on 9<sup>th</sup> March 2020.

**RESOLVED** – That the report be noted.

## **11. Recruitment of Independent Members**

The Chair introduced a report advising of the need to recruit two Independent Members of the Panel, following the end of term appointment of Mr A Baghdadi, and resignation of Mr A Mulla.

The report set out the recruitment process, and stated that the both appointments would be for a four year term.

The Chair made reference to the excellent service to the Panel by Mr Baghdadi and Mr Mulla and asked the Secretary to write to both expressing the thanks of the Panel.

**RESOLVED** – 1. That the arrangements outlined in the report for the appointment of replacement independent members be agreed; and

2. That five Members of the Panel be selected to form the appointment selection panel, noting the interview date of 10<sup>th</sup> September 2020.

## **12. Task and Finish Groups Update**

The Chair referred to the written update provided by Councillors Berry and Whipp on the work of the Frontline Policing Task and Finish Group. In view of both Councillors being unable to join the meeting, it was suggested that they could report fully at the next meeting along with other Members updating on the progress of their groups. The Chair also suggested that Covid-19 recovery and Community Cohesion were areas of the scrutiny the Panel may wish to look at during 2020/21.

**RESOLVED** – That the written report be noted and that a full update would be provided at the next meeting when the relevant Members would be in attendance.

## **13. Forward Plan Update**

The Secretary reported that due to the current situation it would be sensible to revisit this item at the next meeting, and in the meantime he would write to all Members and seek any items of interest for 2020/21.



**RESOLVED** – That the Forward Plan for 2020/21 be further discussed at the next meeting.

#### **14. Lancashire PCP Budget Update 2019/20**

A report was submitted which outlined Panel expenditure to date in 2019/20, containing a breakdown of projected costs and expenditure as submitted to the Home Office in early March for the Grant Claim for 2019/20.

**RESOLVED** – That the expenditure for 2019/20 be noted and that the report and breakdown be published on the PCP Website.

#### **15. Timetable of Meetings 2020/21**

A report was submitted which set out the proposed Timetable of Meetings for 2020/21.

**RESOLVED** – That the Timetable of Meetings for 2020/21 as set out below be agreed:

<b>DATE/TIME/VENUE</b>
<b>Monday 6<sup>th</sup> July 2020 –AGM – Virtual Meeting</b>
<b>Wednesday 16th September 2020</b> 10am Council Chamber, Chorley Town Hall.
<b>Monday 7th December 2020</b> 6.30pm Meeting Room A, Blackburn Town Hall.
<b>Monday 18th January 2021 (Precept only)</b> 6.30pm Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston.
<b>Tuesday 2nd February 2021 (if required –dependant on Precept decision)</b> 10am Cabinet Room 'C' The Duke of Lancaster Room, County Hall, Preston.
<b>Monday 8th March 2021</b> 6.30pm Council Chamber, Chorley Town Hall.
<b>Monday 5th July 2021 – AGM &amp; Annual Induction Session</b> 10am Blackburn Town Hall, followed by Annual Induction after lunch.

#### **16. Annual PCP Conference November 2020**

Phil Llewellyn gave details of the Annual PCP Conference at Warwick University that would be taking place on 24<sup>th</sup> November 2020, which the Chair noted was a regular event to which the Panel had sent representatives and which had been useful events.

**RESOLVED** – That Phil Llewellyn circulate details to Panel Members to see if any are interested in attending the Conference.

## **17. Monitoring of Complaints**

Members received a report which set out the current position with regard to communications relating to potential complaints received up to 31<sup>st</sup> May 2020 in relation to the PCC.

**RESOLVED** – That the update in relation to communications and complaints be noted.

## **18. Urgent Business**

The Commissioner advised that the Chief Constable had tendered his resignation with effect from 6<sup>th</sup> April 2021, and advised of the recruitment process that would commence in the next few weeks, and which would involve the Panel.

The Commissioner and Chair praised CC Rhodes for his excellent service to Lancashire Constabulary.

Cllr Sinclair asked the Commissioner for his view on how the 4<sup>th</sup> July weekend had gone in terms of public behaviour when the pubs re-opened. The Commissioner advised that the weekend had been quieter than expected, possibly due to the weather, but there were some concerns if there was a long dry summer, pointing to issues elsewhere in the Country, and the need to work with the local community.

The Chair referred to a question/statement received on-line from Cllr Sue Bibby, regarding the Membership of the Panel and supporting the political balance of 8 Labour, 7 Conservative and 1 Liberal Democrat and stating the case for Ribble Valley to have an additional place on the Panel as had happened where additional ‘top up’ places were available.

The Secretary requested suggestions on where the additional 3 ‘top-up’ Conservative Councillors, with Fylde, Wyre and Ribble Valley suggested by the Chair and supported by Cllr Driver.

## **19. Date of next meeting**

The next meeting of the Panel would be held on Wednesday 16<sup>th</sup> September 2020 at Chorley Town Hall.

Signed.....Chair  
2020

## POLICE AND CRIME PANEL

Meeting to be held on 16 September 2020

### Chief Constable Recruitment

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

#### EXECUTIVE SUMMARY

This report informs the Police and Crime Panel of the retirement of the current Chief Constable, Andrew Rhodes. It provides detail on the timescales and process for the recruitment of a replacement permanent Chief Constable.

#### RECOMMENDATION

The Panel is asked to

- i) note the content of the report and agree to organise a Confirmation Hearing in 7 December 2020 to enable the Panel to review the recruitment process in accordance with legislation.
- ii) agree the proposal as set out in 2.7 of the report.

#### 1. Background

- 1.1. The Chief Constable has notified in writing to the Police and Crime Commissioner his intention to retire on 6 April 2020 following his 30 year service in policing.
- 1.2. Mr Rhodes, who has spent his entire policing career with Lancashire Constabulary has been in his current post since June 2017.
- 1.3. During his time as Chief Constable, his greatest challenge has been to continue to deliver an excellent policing service to Lancashire through a sustained period of austerity, and through his leadership the Constabulary was rated as “outstanding” in 2020 by Government inspectors in relation to the efficient use of resources, and has ensured a strong position for his successor and for the people of Lancashire.
- 1.4. Mr Rhodes has been instrumental at a national level leading on the National Police Chiefs’ Wellbeing portfolio. Lancashire now has an established wellbeing programme that means officers and staff are encouraged to look after both their physical and mental health as routine, not as an exception. Also, his commitment to equality, diversity and inclusion has seen Lancashire Constabulary ranked 12<sup>th</sup> in the Inclusive UK Employers Awards 2019/20 and being placed in the Stonewall 2020 top 100 employers.
- 1.5. As Chief Constable, he has also overseen the high profile policing operation at Preston New Road due to the fracking protests and more latterly the policing response to the Coronavirus pandemic.

## 2. Recruitment Process

- 2.1. Section 38 of the Police Reform and Social Responsibility Act 2011 (the Act) provides the Police and Crime Commissioner with the legal authority to appoint a Chief Constable for their Force area. The Police and Crime Commissioner must inform the Police and Crime Panel of the proposed appointment within three weeks of his decision.
- 2.2. In appointing a Chief Constable under Section 38, the Police and Crime Commissioner must comply with schedule 8 of the Act. Under this schedule no appointment can be made until the end of a confirmation process. The Police and Crime Panel must hold a Confirmation Hearing to review the proposed appointment and then submit a report to the Police and Crime Commissioner on whether the appointment should be made.
- 2.3. In addition the Secretary of State has made regulations on how the Police and Crime Panel must exercise their powers as referred to in Schedule 8 of the Act.
- 2.4. The table below sets out in broad terms the recruitment timetable for the recruitment of the Chief Constable.
- 2.5. The form of the selection is subject to consideration and agreement by the Police and Crime Commissioner. It is likely to include an interview, stakeholder panel and final appointments panel. However, due to the covid-19 restrictions currently in place the format may change following discussions with the College of Policing.
- 2.6. Under legislation the Police and Crime Commissioner must appoint an independent member to be part of the appointments panel. Their role is to ensure the appointments process is conducted in line with the principles of merit, fairness and openness, and the successful candidate is selected on merit. They are required to submit a report to the Police and Crime Panel to be considered at the confirmation hearing.

Action	Date
Receive letter from CC	22 June 2020
Advise the Chair of the P&CP	6 July 2020
Report to Police and Crime Panel	16 September 2020
Advertisement	17 September 2020
Familiarisation Day	28 September 2020
Closing Date for applications	16 October 2020 at 4.00pm
Notification of short listed candidates	23 October 2020
NEO personality testing	26 October – 6 November 2020
2 day Assessment Centre	10/11 November 2020
Conditional Offer subject to Confirmation Hearing	20 November 2020
Confirmation Hearing for new Chief Constable	07 December 2020
Formal Offer to be sent allowing 3 months' notice for April 2021 start	08 December 2020
Retirement Date of current Chief Constable	6 April 2021
Start Date for new Chief Constable	7 April 2021

- 2.7. The Commissioner would like to invite David Fairclough to independently observe the recruitment process.

### **3. Implications**

#### Financial

3.1 Costs relating to the advertising and recruitment of another Chief Constable will be met from the Police budget 2020/21.

#### Legal

3.2 The Police Reform and Social Responsibility Act 2011 provides the legal basis for the recruitment and appointment of a Chief Constable.

3.3 Both the Home Office and the College of Police have published good practice guidance and a tool kit on successfully appointing Chief Officers. A copy of the Home Office circular 013/2018: selection and appointment of Chief Officers is available via the following link.

<https://www.gov.uk/government/publications/circular-0132018-selection-and-appointment-of-chief-officers/selection-and-appointment-of-chief-officers>

#### Equality

3.4 All aspects of the recruitment process will comply with the provision of the Equalities Act 2010. The Act prohibits discrimination, harassment and unlawful conduct because of protected characteristics.

### **4. Link to the Police and Crime Plan Priorities**

4.1 Key responsibility of a Chief Constable is to support the Police and Crime Commissioner in the delivery of the priorities set out in the Police and Crime plan.

### **5. Consultation**

5.1 The Police and Crime Commissioner has been fully consulted on the timetable and recruitment process contained within this report.

### **6. Background Papers**

6.1 Home Office Circular 013/2018

## **POLICE AND CRIME PANEL**

**Meeting to be held on 16 September 2020**

### **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](mailto: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 reports aims to provide an overview of the activity of the PCC/Office of the Police and Crime Commissioner during the 4<sup>th</sup> Quarter (1 April – 30 June 2020) and how it has changed during the COVID-19 pandemic. This overview will look at all areas of the Police and Crime Plan and additional activity, provide an update for each category with understanding of the current situation and any anticipated possible scenarios that may require a change

#### **RECOMMENDATION**

The Panel is asked to consider the report.

## **Background**

1. The Police and Crime Commissioner has a responsibility to hold the Chief Constable to account for the Constabulary's performance as against the Police and Crime Plan priorities by means of the quarterly Strategic Scrutiny meeting.
2. This link <https://www.lancashire-pcc.gov.uk/meetings-and-decisions/meetings-and-reports/strategic-scrutiny-meetings/> details the Scrutiny papers received from the Chief Constable and the note of the meeting records the PCC holding the Chief Constable to account.
3. The Panel are therefore referred to the Scrutiny meetings and may through today's meeting ask the Police and Crime Commissioner issues they feel relevant to the Scrutiny activity.

## **Performance Headlines**

4. On 3 September 2020, the Commissioner held his regular quarterly Scrutiny meeting with the Chief Constable (CC) to discuss the data and issues highlighted within the report and the progress against the delivery measures

in the Police and Crime Plan. The full report is available for public inspection on the Commissioner's website.

Key issues discussed included:

- The overwhelming response of individuals and groups through the Lancashire Volunteer Partnership to support those vulnerable people in need during the covid-19 pandemic.
- The continued development of the Constabulary's approach to Valuing Difference and Inclusion (VDI).
- The trends in homicide and the subsequent impact on force resources.

## **Covid-19**

5. Throughout the national crisis, the Commissioner has been tracking the impact on demand and resourcing closely.
6. In the main, the impact in Lancashire has been reflective of that nationally, with increases now been seen in incidents of Anti-Social Behaviour (ASB) and assaults on emergency workers (+19% in 4 weeks to end of June 2020 nationally and +13% in Lancashire). National intelligence suggests the latter was linked to a spike in cases of individuals claiming they had tested positive for Covid-19 and spitting at officers as they responded to incidents of ASB or public order.
7. The decreases seen across other crime areas were also in line with nationally reported trends. Serious violence and sexual offences decreased considerably, as did vehicle crime, burglary and commercial thefts and robbery.
8. Transport-related incidents also reduced as a result of dramatic reductions in the volume of traffic on the County's roads. However, there is evidence to suggest that the large reductions seen at the start of movement restrictions and social isolation are plateauing and levels are slowly returning to those seen in the same period last year. Reductions in shoplifting and other theft across Lancashire were statistically linked to reduced retail sector mobility and reduced levels of assault to reductions in workplace mobility.
9. Through the Constabulary and the Lancashire Resilience Forum, the Commissioner has carefully monitored the impact of social isolation on the County's most vulnerable residents. Mental health incidents, child sexual abuse or exploitation crime and the numbers of missing persons all reduced following the implementation of emergency measures to control the pandemic.
10. The Commissioner has proactively reached out to potential victims, increasing awareness and providing opportunities for safe reporting locations during the lockdown.

11. As social movement restrictions are lifted further, Lancashire is seeing a gradual return to 2019 levels with the Constabulary expecting to see surges in demand as incidents come to light that had previously not been reported, (e.g. burglaries, as commercial properties are reopened and domestic violence or child abuse, as victims have freer access to reporting channels). The Commissioner, through the Constabulary will continue to monitor fluctuations closely.

### **Finance outlook**

12. Looking towards the next budget and the 3 year spending review period starting in 2021/22, the Commissioner is concerned that a COVID recession in the UK may adversely impact many households, reduce council tax base, reduce council tax collections and put great financial pressure on many of our residents. This means we expect to budget for the impact of a collection fund deficit in 2020/21 which will immediately impact 2021/22 planning and also the MTFS income assumptions for subsequent years.
13. The Chief finance Officer is aware that billing authorities are anticipating a lower than forecast tax base and a lower than currently forecast collection rate than previous MTFS assumptions in the next 3-4 years.
14. In addition, the unprecedented level of national government borrowing is an emerging national risk and the Commissioner fears some inevitable future restrictions on public sector funding as a consequence.
15. The Chancellor is scheduled to announce the three year Spending Review in November. Whilst the commitment to the uplift in officer numbers appears unchanged we do expect the pressure on central government budgets to be reflected in this settlement. As a consequence, the Commissioner has established a planning process to deliver future savings with the Chief Constable to meet the financial challenge presented by the level of government funding in future years.

### **Police Officer Uplift**

16. The Commissioner is pleased to be able to update Panel Members on progress in recruitment. The Constabulary was successful in reaching its target headcount for 2019/20.
17. They are currently at 3076 officers which is an uplift on the baseline of 88 and are well ahead for the profile to year end projection.
18. This is a significant achievement, and the Commissioner is enormously grateful to Constabulary colleagues for the energy and effort that has gone into achieving this milestone.



## **Criminal Justice**

19. Through his office, the Commissioner continues to be actively involved in the Local Criminal Justice Board Recovery Plan.
20. However, the backlog of court cases continues to grow and there is no significant movement nationally to address this. Demand coming into the police is increasing to more normal levels and whilst the court capacity continues to be very limited the backlog of cases is likely to continue to grow exponentially.
21. Members will recall that the Commissioner has written to the Home Secretary to highlight the difficulties in setting trials, the cost of funding of virtual remand hearings and the impact these delays have on the victims and witnesses. Following a response a meeting has taken place to push progress with the HMCTS' Head of Operations for the Region and other identify alternative venues to ease this burden.
22. Members will recall that the Commissioner recently appointed a new Independent Chair for the local Reducing Reoffending Boards at the beginning of lockdown. The Chair, has been very proactive in his new role supporting the revised membership of the local boards, engendering buy in from Police SMTs and local authorities and driving forward local delivery plans.

## **Reducing Crime and Re-offending**

23. At the last meeting the Panel was informed that the Commissioner had submitted a bid to the covid-19 Extraordinary Ministry of Justice Funding for Domestic Abuse and Sexual Violence Support Services. The fund had been established to support victims and survivors' of domestic abuse (DA), sexual violence (SV), vulnerable children and their families, as well as victims of modern slavery, during the COVID-19 emergency pandemic.
24. The Commissioner can now advise the Panel that he was successful in his bid and has subsequently awarded £506,228.41 to domestic abuse charities to assist them with delivering services in light of the additional demands the pandemic has placed on them.
25. The Commissioner has also secured over £700,000 of extra funding to tackle thefts and burglary in problem hotspots in West Lancashire and Burnley.
26. The funding will go towards a range of crime cutting measures including installing CCTV, alley gating, improved back gates and doors to properties where the existing ones are substandard as well as installing motion sensor lights. The package of measures which are being drawn up by the relevant local authorities will aim to reduce crime in areas where burglary and theft have been highlighted as an issue.

## Commissioned Services

27. The Commissioner's commissioned services have been contacted in order to understand any service disruption that may occur and to ensure services receive any support that may be required. We have received plans and/or assurances that are updated weekly by our contracted providers and those delivering high risk provision.
28. Continuing throughout the period the OPCC has held regular meetings with Lancashire Victims Services (LVS) to understand the level and types of referrals being made.
29. LVS received 13,440 referrals between 1 April and 30 June 2020, which is around 2,000 less than last quarter and significantly less than the same quarter last year. Referrals from other agencies have decreased slightly which is unsurprising but pleasingly the self-referral rate remained high.
30. The Commissioner has secured £506,228.41 of funding through the covid-19 Extraordinary Ministry of Justice Funding for Domestic Abuse and Sexual Violence Support Services. This funding will help meet the additional costs registered charities or social enterprises have incurred or will incur whilst adapting their services during the pandemic, and to cope with demand increases resulting from it.
31. The Commissioner has also approved the funding of £34,087.32 to enable the Blackpool Teaching Hospitals NHS Foundation Trust to continue to deliver 'Operation Provide', in partnership with Lancashire Constabulary and Fylde Coast Women's Aid, until 31 March 2021.
32. Operation Provide was launched across west division in March as a collaboration between Blackpool Teaching Hospitals NHS Foundation Trust and Lancashire Constabulary, as a direct response to the withdrawal of face-to-face domestic abuse support services during the Covid-19 lockdown.
33. Evaluation of the initiative is planned in the coming months and the Commissioner will present a further update at a future meeting.
34. Of particular interest to the Commissioner at his recent Scrutiny meeting with the Chief Constable was the overwhelming response of the Lancashire Volunteer Partnership (LVP). Over the crisis LVP volunteers including those volunteering for the Constabulary have:
  - Welcomed over 680 new volunteers
  - Directly supported over 930 vulnerable people
  - Made over 62,000 welfare calls to vulnerable people
  - Contributed over 63,000 hours of volunteers

In addition:

- Each of the LVP Volunteer Officers were supporting up to 130 volunteers
- Social Media posts were accessed over 300,000 times
- LVP received up to 70 referrals a week for their community support offering
- The LVP website was visited 3,600 times a week

35. Since the last meeting, Our Lancashire has increased its membership and now has access to over 150,000 group members. Additionally, Our Lancashire:-

- Has offered groups over 1,000 free Disclosure and Barring Service (DBS) checks
- Lists over 1,200 groups as part of the Our Lancashire platform
- Received over 12,000 website visits during the crisis
- Provided over 32 training events and opportunities
- Supported the allocation of £1.3M of funding for local charities and groups
- Reached over 62,000 people on social media
- Acted as link officers for 14 District Hubs

36. Numbers do not tell the whole story and Our Lancashire has captured a number of case studies as to how its activity has helped reduce demand on public services and supported vulnerable people such as:

- Supporting groups making and supplying PPE
- Supporting groups providing meals and food parcels for vulnerable people
- Hosting virtual coffee mornings to keep people connected
- Securing funding for groups supporting the response effort

## **Public Engagement**

37. The Commissioner and his Office have continued to inform and engage with members of the public throughout the current pandemic in a variety of ways. Numerous members of the office joined the Lancashire Resilience Forum (LRF) to support Lancashire's strategic response to the pandemic – this involved work on county wide campaigns, information sharing across local partnerships as well as targeted stakeholder communications.

38. In addition to the work on the LRF the following activities have taken place:

- The Commissioner's office continues to respond to any incoming enquiries from the public via post, email, social media and the website.
- The Commissioner has launched his annual Let's Talk Policing Survey which has been promoted via social media, digital newsletter and the

media. The survey is due to close in September and has had over 4,500 responses to date.

- The Commissioner published his annual report providing an overview of the work and achievements of the office over the past year. The document has been shared with the public via social media channels, the website and via press release.
- The Commissioner continues to highlight support for anyone affected by domestic abuse through the #NoExcuseForAbuse campaign. SPAR stores have now joined the county wide campaign and the Commissioner joined the launched event and shared related messaging with the media and via online channels.
- The Commissioner relaunched his Community Action Fund in July to support community organisation that help make Lancashire a safer and better place through projects aligned to his Police and Crime Plan priorities.
- The Commissioner shared information and resources with the public to highlight the need to safeguard our children and young people during the pandemic. Information was shared via press release and social media.
- The Commissioner committed another £100k to support projects tackling reoffending across Lancashire and help offenders integrate back into the community – public messages were shared to highlight this work.
- The Commissioner secured a £500k funding boost for domestic abuse services to support their response to pandemic – messaging was shared to highlight this and raise awareness of available support.
- £700k of Safer Streets Funding has been secured which was highlighted via press release and social media

39. All communication methods are under constant review in terms of any further emerging issues or advice from the Government and NHS.

### **Violence Reduction Network (VRN)**

40. Whilst some of the planned work of the VRN has been put on hold due to COVID-19 other activities and resources have been developed to support partners and continue to contribute to the trauma informed approach to tackling serious violence.

41. The VRN developed a survey used with a wide range of partners to assess likely demands and pressures on domestic abuse services as lockdown measures are relaxed and more opportunities present for victims to report

incidents of abuse. The survey will be repeated at the end of September to assess how service providers are coping and understand if there have been any changes in demands and pressures.

42. The Commissioner has received grant funding from the Home Office of £98,101 for small charities working with vulnerable young people at risk of serious violence. The grant is to provide additional support where charities have lost income, seen an increase in demand or sustained additional costs to change the way services are delivered due to COVID-19. Applications to the fund were assessed jointly by the Home Office and VRN, on behalf of the Commissioner and funding has been awarded to eleven organisations. The funding covers costs incurred in the period from 1<sup>st</sup> April – 31<sup>st</sup> December 2020.
43. The VRN has produced a number of resources to support schools and educational establishments as they re-open with advice and information for engaging pupils who may have been traumatised or adversely impacted by the effect of lockdown. Additional resources aimed at families where a parent is incarcerated have also been developed and will be circulated to all schools in Lancashire. The VRN Needs Assessment identified that having a parent in prison is one of the factors known to increase the likelihood of a young person becoming either a victim or perpetrator of serious violence.
44. Members will recall that the Commissioner has secured funding of £1,189,610 for 2020-21 from the Home Office Police Surge Fund to support police led prevention, enforcement and investigation of serious violence activity. This will enable the Constabulary to continue some of the activities commenced in 2019-20 with previous funding secured from the Home Office as well develop new areas of work. The Constabulary work is being coordinated by the VRN to ensure that it supports and is supported by the wider work of the VRN.
45. In addition, the Commissioner has also raised the funding available from £10,000 to £20,000 for each of the 12 Lancashire District Councils for allocation through the relevant Community Safety Partnership (CSP).
46. The ambition for 2020/21 is for CSPs to work in partnership with the Lancashire Violence Reduction Network (LVRN) and the Police to tackle serious violence ahead of the new Serious Violence Duty that will be placed on CSPs and a number of public sector organisations.

## **Complaints**

47. Since the 1 February 2020, the Commissioner has taken on the responsibility for conducting reviews of police complaints which replaced the appeals function for low level service complaints under the previous complaints regime. Supported by the Standards & Compliance Policy Officer, the Director reviews complaint cases to ensure that they have been dealt with reasonably and proportionately. Where there are failings or issues, the Director can

request further action from the police in order to assist service recovery and resolve conflict. There have been 46 reviews submitted to the OPCC since the new legislation went live.

### **Staff Welfare**

48. The offices of the Police and Crime Commissioner continue to remain closed and all staff based at this office are working from home in accordance with government guidelines. Work has now commenced on reviewing how the Office will operate in the future. The Office is maintaining service and is operating business as usual.

49. Contact with staff continues to occur on a weekly basis, through staff meetings, email, individual calls and via a weekly internal bulletin

### **Recommendation**

50. 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

## POLICE AND CRIME PANEL

Meeting to be held on 16 September 2020

### 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](mailto: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, or authorised officer, under delegated authority in the period since the last meeting of the Panel on the 6<sup>th</sup> July 2020.

#### 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 6<sup>th</sup> July 2020. These are set out in the table below.

Decision Reference	Decision Title	PCC Priority	Date of Decision
2019/48	Website contract award	Governance	10 <sup>th</sup> March 2020
2020/08	2019/20 Treasury Management Year-end Position	Governance	1 <sup>st</sup> July 2020
2020/09 (Restricted)	Critical Policing Infrastructure Review: Police Headquarters – Concept design works	Governance	6 <sup>th</sup> July 2020
2020/10	Funding for Brake's National Road Victim Service	Supporting vulnerable people and witnesses  Reducing crime and re-offending	7 <sup>th</sup> July 2020
2020/11	Contract Award - Youth Engagement	Governance	14 <sup>th</sup> July 2020
2020/12	MoJ Funding Bid – Acceptance of Monies for Additional ISVA Support	Victims and vulnerable people	15 <sup>th</sup> July 2020
2020/13	Contract Award - Summer Consultation (Let's Talk Policing)	Governance	21 <sup>st</sup> July 2020
2020/14	Violence Reduction Network and Community Safety Partnership Funding 2020-21	All applications recommended for approval support one or more of the priorities details in the Police and Crime Plan	18 <sup>th</sup> August 2020
2020/15	Financial position as at 30 June 2020	Governance	24 <sup>th</sup> August 2020
2020/16	Community Action Fund	All applications recommended for approval support one or more of the priorities details in the Police and Crime Plan	2 <sup>nd</sup> September 2020
2020/17	Reducing Reoffending Fund	Reducing crime and re-offending	2 <sup>nd</sup> September 2020
2020/18	Funding for Operation Provide in West Division	Supporting vulnerable people and witnesses	-
	Delegated decisions	Governance	8 <sup>th</sup> September 2020



### **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 8th September 2020. 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.

## **Police and Crime Panel for Lancashire**

Meeting to be held on the 16th September 2020

### **Police & Crime Commissioner Review**

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

#### **Executive Summary**

To receive note the response provided on part one of the national review of the Police and Crime Commissioner model.

#### **Recommendation**

The Panel is asked to:

Note the report and response submitted

#### **Information**

Towards the end of July 2020 the Government announced the review of the Police & Crime Commissioner (PCC) model. A copy of the Local Government Association (LGA) briefing on the terms of reference was sent individually to Panel Members on 31<sup>st</sup> July 2020. It was noted from this that part one of the review was looking at the role of panels and chairs.

The LGA planned to submit a response to the review, covering not only panels but also the issue of fire governance, and looking ahead to issues to be considered in part 2 of the review, potentially including the role of PCCs in relation to domestic abuse, reoffending and other issues.

The Panel will recall the closing date for submission to the Home Office was very short with a date of 4<sup>th</sup> September 2020.

To help develop the response by the due date, the LGA asked to receive comments, suggestions and evidence from all panels. The LGA invited comments on any issues, although they were particularly interested in views on some of the issues they were aware would likely be considered, or come up in response to the review including:

- Panel powers
- Complaints role
- Panel membership and churn
- Role of panel chair
- Experience of PCC scrutiny in the fire/mayoral context

On 10<sup>th</sup> August 2020 the Secretary wrote all Panel Members who were provided the key research questions for part one of the review which included further information about the themes the Home Office would like to consider and invited comments.

In the short time available two responses were received from Panel Members as per the attached document and these were submitted to the LGA on 25<sup>th</sup> August 2020.

### **Consultations**

The Panel was a consultee on 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 Panel is being invited to provide its views as a consultee and interested party in respect of the Review. There are no legal implications.

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

LGA Note and documents      July 2020

David Fairclough  
Secretary to the  
Police & Crime Panel

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

## Police and Crime Commissioner Review

On Wednesday 22 July 2020, the Minister for Crime and Policing laid a Written Ministerial Statement [[Link here](#)] in Parliament launching a review of the Police and Crime Commissioner model.

### Review Timetable

The Review will take place in two parts with the first stage beginning immediately and reporting to Ministers in the Autumn. The Home Secretary will consider the Review's final report before taking recommendations to the National Policing Board. The second part will commence after the May 2021 elections.

### Part-one of the Review

**Part-one** will focus on the changes required to strengthen the model and which can be delivered ahead of the 2021 PCC elections. It will also consider ways to strengthen the accountability of fire and rescue services in line with the Government's long-term ambitions on fire governance reform and will be aligned with the Government's commitment to mayoral devolution. In particular, part-one will look at how to strengthen:

- Accountability and legitimacy; through improving access to information, standards and profile of PCCs.
- Resilience; consider situations where a PCC cannot undertake their duties and the role of Deputy PCCs.
- Scrutiny mechanisms; examine the existing model to drive up standards, to identify and share best practice across the scrutiny body sector.
- The effectiveness of the relationship between PCCs and Chief Constables and the checks and balances currently in place.
- The mayoral PCC model, with the longer-term ambition to increase the number of mayors with PCC functions in mind

### Part-two of the Review

**Part-two** will commence after the 2021 elections and will consider further ways to strengthen and expand the role of PCCs, including the role PCCs play in tackling re-offending to help reduce crime. It will focus on longer-term reforms and the potential for wider efficiencies to be made within the system with a view to implementation ahead of the 2024 elections.

Neither Part-one nor Part-two of the review will consider a wholly new governance model for policing or examine the 43 police force model.

### Engagement

The Senior Responsible Owner for the Review is the Home Office Director of Policing. The Review Team will comprise of civil servants from within the Home Office. The Review Team will gather evidence through direct interviews, engagement with representative bodies and local/national victims' groups, and public polling/surveys.

An Advisory Group will be convened to support Part-one of the review, made up of senior external stakeholders with expertise in the policing and fire sectors. The Review Team will engage with the Advisory Group throughout the review.

## Frequently asked questions

### **How will Police and Crime Commissioners and interested parties contribute to the review?**

The Review Team will request written submissions as part of its evidence gathering phase and will supplement this with a series of interviews, bilateral meetings, sector engagement and polling. Views can also be submitted to [pccreview@homeoffice.gov.uk](mailto:pccreview@homeoffice.gov.uk).

### **Will the Review and its report be published?**

The internal review will report to the Home Secretary in the Autumn before being discussed at the National Policing Board.

### **Will changes be implemented before close of nominations for the 2021 elections?**

Part-one of the Review will report before the elections and give time for candidates and the public to consider the changes and future direction of the PCC model.

### **When will we know what the Part-two terms of reference are?**

Terms of reference for the second stage of the review will be developed post the elections next May and will, in part, be informed by the evidence gathered during this first phase.

### **Will the mandation of fire governance transfers be considered in Part-one?**

It would be wrong to second-guess the outcome of the review, however there are early indications of success from the first cycle of fire governance transfers to PCCs. It is right that we use this review to explore whether we can achieve a more robust governance model through PFCCs.

### **What is the relationship between the review and the Devolution White Paper?**

The review will consider ways in which both the PCC and mayoral PCC models can be strengthened and aligned. We believe mayors of Combined Authorities should be powerful local figures with the ability to drive public safety, as well as economic growth and local recovery. We plan to develop the role of PCCs with that longer-term trajectory in mind, building on the established mayoral models. We plan to publish the Local Recovery and Devolution Paper in the Autumn and will set out our mayoral devolution ambitions including increasing the number of mayors with responsibility for policing.

### **Will Recall or the electoral system be considered in Part-one?**

Part-one will consider options to strengthen the accountability of PCCs and take account of the Home Affairs Select Committee report on recall. Although not for consideration in part-one of the Review, we will continue to work across government on the Government's wider electoral reform agenda.

#### **Contact**

If you have any questions or comments on the contents of this note, please contact:

[pccreview@homeoffice.gov.uk](mailto:pccreview@homeoffice.gov.uk)

## **Review into the role of Police and Crime Commissioners**

### **Terms of Reference for part-one of the Review**

#### **Purpose**

The purpose of the two-part review, as set out by the Minister for Crime and Policing, is to consider how the role of Police and Crime Commissioners (PCCs) can be sharpened and expanded in line with our overarching ambitions in respect of Mayoral devolution.

#### **Objectives**

The totality of the review will consider how the PCC role has developed over the past eight years and provide recommendations as to how the existing model may be improved through a future reform programme, which also ensures consistency with the Government's mayoral devolution agenda.

Part-one of the Review will be an internal review considering the following:

- How to reinforce and sharpen the accountability of PCCs to the communities they serve, including how to raise the profile of the PCC model and improve the ease with which the public can access information about their PCC.
- How to ensure that PCCs have sufficient resilience in the event that they cannot undertake their role, by considering existing arrangements for appointing Deputies.
- How to improve the current scrutiny model for PCCs, including the provision of common quality standards and considering the role of Panel chairs.
- How to share and embed best practice among PCCs.
- The effectiveness of the current PCC and Chief Constable oversight dynamic, including consideration of the process for the suspension/dismissal of Chief Constables and reviewing the Policing Protocol.
- Whether any steps are needed to strengthen accountability or clarity of roles within the Mayoral PCC model; reflecting the direction of travel for mayoral devolution.
- How we set out our long-term ambition on fire governance reform ahead of the May 2021 PCC elections.

#### **Outputs**

The review team will report on part-one by October 2020 which will inform the Government's priorities for pre-May 2021 PCC model reform. The report should provide recommendations on improvements which could be made to the PCC model, including any legislation which may be required to achieve them. Any recommendations should be evidence-based and proportionate, with consideration given to their possible implementation and impact on the model.

**Scope**

The review should consider the role of PCCs as set out in the Policing and Social Responsibility Act 2011 and will not consider a wholly new governance model for policing (mayoral PCC transfers aside) or territorial structures. The review may consider interdependencies of the model with wider reforms to law enforcement or public services where relevant, although any reforms which cut across ambitions for the transfer of PCC functions to mayors will be out of scope.

**Governance**

The review team will be accountable to the Head of Unit for Police Strategy and Reform, who will report to the SRO (Policing Director) and provide strategic oversight to the work programme. There will be strong working level links to the Fire Strategy and Reform Team to ensure work complements the fire reform programme. This element of the programme will be led by the Head of Fire Strategy and Reform Unit and report to the Fire and Resilience Director. The Review programme will be ultimately accountable to the Home Secretary.

**Timing**

The final part-one report, including recommendations, must be submitted to the Secretary of State by October 2020. This will allow Ministers to consider the report's recommendations ahead of the agreed package of reform being brought to the National Policing Board, with a view to final cross-Government agreement being in place so recommendations can be taken forward prior to the pre-election period for PCC elections (end March 2021).

**Methodology**

A time-limited internal review with rapid evidence gathering (including public polling/focus groups, consultation with key sector stakeholders and other departments (plus a review of existing secondary sources) and development of potential legislative options. The Review Team will also engage with the Advisory Group throughout the review as recommendations are being developed.

**Stakeholder Engagement**

We will engage a sample of citizens and local/national victims' groups through polling/focus groups, as appropriate, and stakeholders within the sector, during part-one of the Review.

## Review into the role of Police and Crime Commissioners

### Response to Key Research Questions

1.1. In my experience as a Borough Councillor, working with the residents in Ribble Valley, the general public do not know who the Police and Crime Commissioner is, or what he does and the turnout at PCC elections is evidence of this.

1.2. In terms of reinforcing and sharpening the accountability of PCCs to the communities they serve, how to raise the profile of the PCC and improve ease of public access to information about their PCC, apart from Facebook and Twitter which is up and running, the PCC should be interviewed at regular intervals on Radio and TV to engage the public and report his/her targets and progress in reducing crime.

Lancashire has a high proportion of older people, many of whom turn out for local elections but do not, or cannot, use social media for various reasons and their only means of communication with the outside world is through TV or radio.

Many older people retired to rural areas where police stations have closed, and they are now isolated and although rural policing is now in place with thermal imaging cameras and a Drone team, regular personal contact with rural communities is imperative to build on the work of the rural crime survey in 2018 in order to raise the profile of the PCC and reassure people of their safety.

The public need to be aware of the PCC annual targets for reducing crime and delivering an efficient and effective police force, so this information should be highlighted regularly in newspapers/social media/campaign leaflets.

2.1. The issue of appointing PCC deputies is difficult as in my experience the public generally think that the money it would cost is better spent on policing. An alternative could be to use an emergency committee from the PCP to make urgent decisions in the absence of the PCC, briefed by PCC staff.

The PCP should have greater powers in order to be more involved in PCC work.

3.1. For the right checks and balances to be in place for the PCC-led accountability, there must be a work plan and regular checking of objectives against targets by the P&C Panel. It is useful to use SMART criteria (specific, measurable, achievable, relevant and time-bound) for objectives for the PCC scrutiny checks and for P&C Panel.

I think it is fair to say that membership of the Panel fluctuates frequently as a result of political changes within each Council and each political grouping and this has led to a reduction in the potential strength and influence of the Panel and interest of its members.



The difficulty of getting members to join a task group is an indication of this. A way forward would be to have a rule that a member should be in post for a minimum term of say 3 years.

3.2. Police & Crime Panels do have the tools to hold PCCs to account with induction training and the LGA Guidance booklet for Police and Crime Panels. Budgeting training is essential.

The powers of the Panel are limited. Veto is limited to the precept (which over recent years has effectively been formulated by Government) and the appointment of the Chief Constable. Members are acutely aware that they are more or less limited to making recommendations. An instance of this was the issue of the Commissioner appointing a deputy which the Panel was unanimously opposed to yet the Commissioner went ahead to make an appointment. There is therefore a case that the powers of a Panel should be increased. To avoid this power being misused for political purposes I would suggest a high majority being essential say 75%.

3.3. There should be a system of recall for PCCs if they are unable to carry out their duties or where there is a significant diminution of public trust due to failure to protect the public.

There is an imbalance between the resources and staff advisors available to the Commissioner compared to the Panel who more or less have to rely on their own knowledge and time availability. This leads to a massive balance in favour of the Commissioner on the question of scrutiny. Most Councils have a Democratic Services team who are skilled in obtaining information and suggesting potential witnesses to assist Cllrs with scrutiny. The Panel should really have a similar dedicated officer support team so as to assist members produce the scrutiny we are expected to deliver. I assume also the Chair of the Panel would welcome additional support in carrying out their responsibilities.

4.1. PCC powers around the removal and appointment of Chief Constables must rely on the setting and implementation of mutual aims and objectives for the benefit of the public and this is clearly set out in Government guidance.

However there does seem to be some ambiguity as to the reasons for which a Chief Constable can be dismissed, except for obvious misconduct such as the Rochdale case with issues of child protection which had followed normal internal police procedures. It would be helpful to have information as to the range of reasons for suspending or dismissing a Chief Constable available to the PCC and PCP.

4.2. The PCP should always be able to scrutinise an appointment or dismissal of a Chief Constable to ensure it is reasonable and fair as per public law.

5.1. The strategic benefits of having a single, elected and accountable leader, who is responsible for a range of public safety functions are:

Joining up the governance of two organisations which support the most vulnerable in society and ensuring the services work better together should provide consistency in strategic planning and policy making, budgeting, spending and speed and quality of service across the board. It is clear that governance will be different in the police and fire service but strategic planning in collective areas of business will achieve a more holistic approach to leadership.

It will be easier for the public in all areas to understand overarching decisions, and easier for them to hold a single body accountable at the ballot box for value for money services which are paid for in their council tax.

5.2. The opportunities of transferring PCC and FRA functions to Mayors are that there will be a consistent approach in governance of all public services, devolved government powers and government funds for combined authorities.

Issues may be around the extent of government funding, local democracy, the public may feel that the Mayor is too far removed from local issues. Some services or areas may not get a fair share of funding.

6.1. Benefits – A more streamlined service with a comparative set of objectives to the police service in terms of budget and performance, cost effectiveness, consistency of accountability and transparency in terms of the public having information about progress and improved service.

Challenges -Persuading the public that they will receive an improved fire service under the PCC with evidence of where improvements can and will be made.

6.2. By setting specific SMART objectives, regular performance reviews and publishing performance levels so the public see whether they are getting value for money.

6.3. By the clear description and separation of functions.

6.4. Governance change could help maximise collaboration between policing and fire if training includes some kind of collaborative elements so that each service understands the features and constraints of the other. Also if the two services are given equal consideration and publicity by the LGA & PCC.

Ensure that Councils and relevant outside bodies are included in decisions about change.

Ensure that the public are kept informed of the changes and differences in the strategic fire functions of the PCC and operational functions of the Fire Service.

6.5. Consistency



## Agenda item

### Police and Crime Panel

Meeting to be held on 16<sup>th</sup> September 2020

### LANCASHIRE POLICE & CRIME PANEL FORWARD PLAN 2020/21

Contact for further information:

David Fairclough (01254) 585642 HR, Legal & Governance Services,  
[david.fairclough@blackburn.gov.uk](mailto:david.fairclough@blackburn.gov.uk)

### Executive Summary

This report sets out arrangements to prepare and action a forward plan for the Panel for the Municipal Year 2020/21.

### Recommendations

The Panel

1. Receive the update from Frontline Policing Task and Finish Group from the last municipal year
2. Agree that Covid 19 – Action and recovery be a regular Agenda item for scrutiny by the Panel on meetings throughout this municipal year
3. Agree the Forward Plan for 2020/21 inclusive of work areas and/or task and finish group activity focussing on key aspects of the Commissioners Police and Crime Plan for Lancashire for publication.

### 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 areas for scrutiny each year by reviewing the PCC's Police and Crime Plan.

To facilitate work in advance of the scheduled meetings for areas selected for further scrutiny the Panel has previously agreed Task & Finish Groups to review information in advance of the meetings and engage directly with the PCC & the Office of the PCC as appropriate.

At the last meeting the Chair referred to the written update provided by Councillors Berry and Whipp on the work of the Frontline Policing Task and Finish Group from the last municipal year. In view of both Councillors being unable to join that meeting, it was agreed that they would report fully at this meeting along with other remaining Members updating on the progress of their groups.

The Chair also suggested that Covid-19 recovery and Community Cohesion were areas of the scrutiny the Panel may wish to look at during 2020/21.

It is suggested therefore that Covid-19 action and recovery be regularly reported and be a separate agenda item for the remaining scheduled full panel meetings for this municipal year.

Since the last meeting all Panel members were also further invited to suggest areas for additional scrutiny this year on consideration of the Commissioners Annual Report and Performance Reports at the AGM in July 2020.

The responses were as follows:

1. Local & Neighbourhood Policing Strategy – Suggested lead – Councillor Jackie Oakes
2. Police Response Team – Funding & Expenditure – Suggested lead – Councillor Roger Berry
3. Violence Reduction Network – Suggested lead - TBC
4. Volunteering Services – TBC
5. Community Cohesion - Building Confidence in Local Communities – Suggested lead - Councillor Mohammed Khan

All Panel members were asked to consider which of the 5 specific areas they would have a particular interest (minimum one area) in for more detailed examination and scrutiny, perhaps via a Task and Finish Group or presentation.

Subject to these considerations and finalisation by the Panel of the Forward Plan, the Secretary would make the necessary administrative arrangements to support this work including the setting up of Task and Finish Groups as appropriate.

From the feedback received the Secretary has drafted the attached Forward Plan which when completed could incorporate therefore up to five specific areas of scrutiny.

The Panel is asked to discuss and agree the number and membership of Task & Finish Groups and agree that the Secretary then populate and publish the forward plan for the year, following consultation with the Chair.

## **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 2020 – JULY 2021**  
**(Updated September 2020)**

<b>ANTICIPATED DATE</b>	<b>KEY DECISION / ITEM OF BUSINESS / CONTACT OFFICER / CONSULTATION DETAILS</b>	<b>CONTACT OFFICER</b>
<u>September 2020</u>	<p><b>Appointment of Chief Constable</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Police &amp; Crime Plan Performance Report</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Decisions Report</b> Report of the Police &amp; Crime Commissioner</p>	<p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p>
<u>December 2020</u>	<p><b>Police &amp; Crime Plan Performance Report</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Decisions Report</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Covid Action and Recovery</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Task &amp; Finish Group 1 – Subject TBC</b> Report of Task &amp; Finish Group</p> <p><b>Task &amp; Finish Group 2 – Subject TBC</b> Report of Task &amp; Finish Group</p> <p><b>Task &amp; Finish Group 3 – Subject TBC</b> Report of Task &amp; Finish Group</p>	<p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Phil Llewelyn For Secretary</p> <p>Phil Llewelyn For Secretary</p> <p>Phil Llewelyn For Secretary</p>

ANTICIPATED DATE	KEY DECISION / ITEM OF BUSINESS / CONTACT OFFICER / CONSULTATION DETAILS	CONTACT OFFICER
<u>January 2021</u>	<p><b>Initial consideration of the Commissioner's 2015/16 – precept proposals</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Consideration of the PCCs revenue and capital budget proposals</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Consideration of the PCCs proposed Community Safety Grants</b> Report of the Police &amp; Crime Commissioner</p>	<p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p>
<u>March 2021</u>	<p><b>Police &amp; Crime Plan Performance Reports</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Decisions Report</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Covid Action and Recovery</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Task &amp; Finish Group 4 – Subject TBC</b> Report of Task &amp; Finish Group</p> <p><b>Task &amp; Finish Group 5 – Subject TBC</b> Report of Task &amp; Finish Group</p>	<p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Ian Dickinson OPCC</p> <p>Phil Llewelyn For Secretary</p> <p>Phil Llewelyn For Secretary</p>



ANTICIPATED DATE	KEY DECISION / ITEM OF BUSINESS / CONTACT OFFICER / CONSULTATION DETAILS	CONTACT OFFICER
<p><b><u>July 2021</u></b></p>	<p><b>Forward Plan 2021/20</b> Report of the Secretary Lancashire Police &amp; Crime Panel</p> <p><b>OPCC Annual Report 2020/21</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Police &amp; Crime Plan</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Police &amp; Crime Plan – Performance Report</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Decisions Report</b> Report of the Police &amp; Crime Commissioner</p> <p><b>Covid Action and Recovery</b> Report of the Police &amp; Crime Commissioner</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>Ian Dickinson OPCC</p>

## Agenda item

### **Police and Crime Panel**

Meeting to be held on 16<sup>th</sup> September 2020

### **MONITORING OF COMPLAINTS**

Contact for further information:

David Fairclough (01254) 585642 Secretary Lancashire Police & Crime Panel,  
[david.fairclough@blackburn.gov.uk](mailto: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 31st August 2020 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 now been 82 recorded communications which at the outset were described by the complainants as complaints against the Police & Crime Commissioner, and 81 outcomes have been reported to previous meetings.

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/or, appropriate authorities to deal with such matters.

Since the last meeting there has been one further communication (82) and this was again related to the alleged conduct of a police officer for which there are other complaints processes and/or, appropriate authorities to deal with such matters.

There have been no further complaints received up to the 26th August 2020.

## 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 & Governance
Agenda and Minutes from	July 2014	David Fairclough HR, Legal & Governance
Agenda and Minutes from	March 2016	David Fairclough HR, Legal & Governance
		01254 585642