

Public Document Pack

Police & Crime Panel for Lancashire

Tuesday, 12th October, 2021

10.00 am

Savoy Suite,

County Hall,

Preston

Link to webcast:

<https://youtu.be/XFzVCvfHiS0>

AGENDA

1. **Welcome and Apologies**
2. **Minutes of the Meeting held on 20th July 2021**
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3. **Declarations of Interest**
4. **Public Questions**
5. **Police and Crime Plan**
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9. **Part 2 of the PCC Review**
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Consultation Document.Giving PCCs Greater Powers of Competence

10. Task and Finish Groups 2021/22 - Verbal Update

11. Monitoring of Complaints - Verbal Update

12. 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.

13. Date of Next Meeting

Monday, 6th December 2021 at 6.00pm at Blackburn Town Hall.

Date Published:4th October 2021

Police and Crime Panel for Lancashire

Minutes of the Annual General meeting held on Tuesday 20th July 2021

Present:

Chair

Councillor Jackie Oakes, Rossendale Borough Council

Committee Members

Councillor Alistair Bradley, Chorley Borough Council
Councillor Stella Brunskill, Ribble Valley Borough Council
Councillor Qesir Mahmood, Blackburn with Darwen Borough Council
Councillor James Flannery, South Ribble Borough Council
Councillor Gareth Dowling, West Lancs Borough Council
Councillor Philippa Williamson, Lancashire County Council
Councillor Peter Hunter, Blackpool Council
Councillor Martyn Hurt, Burnley Borough Council
Councillor Dave Parkins, Hyndburn Borough Council
Councillor Johnathan Saksena, Preston City Council
Councillor Roger Berry, Wyre Borough Council
Dave Spellman, Independent Co-opted Member

Also in attendance

- Andrew Snowden, Police and Crime Commissioner
- Angela Harrison, Office of the PCC
- Steve Freeman, Office of the PCC
- Ian Dickinson, Office of the PCC
- David Fairclough, Secretary
- Asad Laher, Head of Governance
- Phil Llewellyn, Corporate and Democratic Lead

1. Appointment of Chair 2021/22

The Secretary of the Panel, David Fairclough, welcomed all to the meeting and asked Councillor Alistair Bradley to announce the next item of business, which was the Appointment of Chair for 2021/22.

Councillor Bradley advised that he would not be standing for Chair, due to other commitments, and then asked for nominations for Chair of the Panel for 2021/22, nominating Councillor Jackie Oakes, which was seconded by Councillor Qesir Mahmood. No other nominations were received.

RESOLVED – That Councillor Jackie Oakes be appointed Chair of the Panel for 2021/22.

(Councillor Jackie Oakes in the Chair).

2. Appointment of Deputy Chairman

The Chair requested nominations for Deputy Chair of the Panel for 2021/22. Councillor Alistair Bradley nominated Councillor Roger Berry, which was seconded by Councillor Gareth Dowling. No other nominations were received.

RESOLVED - That Councillor Roger Berry be appointed Deputy Chair of the Panel for 2021/22.

3. Membership 2021/22

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 had been the arrangement for most years since.

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.

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. One of these seats was currently vacant.

From nominations received for 2021/22 the Panel's core membership of 15 Councillors (plus 2 co-opted members) resulted in a political balance of

Labour 9	Conservative 5	Lib Dem 0	Independent Member 1
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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.

As discussed by Lancashire Leaders, however no Council 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 7	Conservative 8	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 2021/22 (subject to Home Office approval):

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

Labour 9	Conservative 8 (+3)	Lib Dem 0	Independent Member 1
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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 2020/21, the Panel were asked to confirm their membership for 2021/22 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.

Members discussed the report and agreed with the proposals presented, meaning that an additional three Panel Members would be requested from Conservative Councils.

RESOLVED -

1. That the political balance of the Panel 2021/2022 – be confirmed as 15 core Elected Members, plus 3 ‘Top Up’ Conservative Places (subject to Home Office Approval), plus 2 Independent persons, as set out in the report, to achieve as far as reasonably practicable, political balance.

4. Apologies

Apologies had been received from Councillors Dad, Thornberry, Boswell, Threlfall, and McGladdery.

5. Minutes of the last meeting

RESOLVED - The Minutes of the meeting held on 8th March 2021 were agreed as a correct record.

6. Declarations of Interest

No Declarations of Interest were submitted.

7. Public Questions

One question had been received from Mr D Massey as follows:

The role of the Panel is to scrutinise the Police and Crime Commissioner (PCC). Can I ask the Chair of the Panel to ask the new PCC, Andrew Snowden, "what is he going to do that others before him haven't? (Pertaining to having meetings as laid out on the PCC website with the public when a problem is found with an aim to help resolving it)?

As Mr Massey was not present, the Head of Legal and Governance, Asad Laher read out the question.

The Police and Crime Commissioner (PCC) responded, advising that there would be a structured approach to engagement and meeting people, groups and the Police across Lancashire, as it would be impossible to meet everyone, but a clear engagement plan would be produced, and there would be a better use of social media. In terms of meeting with individual members of the public, the PCC advised that a pragmatic approach would be taken, based on the cases individually and as appropriate.

8. PCC Annual Report 2020/21

Angela Harrison presented the Annual Report, which reflected the work undertaken by the previous PCC, Clive Grunshaw.

The Chair and Vice Chair made comments relating to the distribution of Police Officers, and PCSO's in areas where there were shared arrangements across two Boroughs, requesting specific allocation to individual Boroughs.

Members of the Panel also commented on the valuable contribution made by the former PCC across the 9 years he was in post.

RESOLVED – That the report be noted and that a letter of thanks be sent to Clive Grunshaw.

9. Introduction to the new Police and Crime Commissioner Andrew Snowden

The Commissioner outlined his priorities, which were fighting crime and criminal behaviour, prioritising Frontline Policing and achieving balanced policing across Lancashire, as well as meeting with the public and police officers, the latter of which would involve him going out on raids etc.

The Commissioner would also be discussing priorities with the new Chief Constable and also referred to the forthcoming Confirmation Hearing for the proposed appointment of a Deputy PCC.

In respect of the Confirmation Hearing, the Chair asked whether it could be held virtually, but was advised that the meeting had to be held in person.

10. PCC Decisions

A report was submitted on decisions made by the PCC or Director, or authorised officer, under delegated authority in the period since the last meeting of the Panel on 8th March 2021.

RESOLVED – That the report be noted.

11. Police and Crime Plan

The PCC reported on the legislative process and proposed timetable for the development of his first Police and Crime Plan.

The draft report would be shared with the Panel in August/September 2021 for review and recommendations ahead of consultation with the public and victims of crime, with the final Plan being submitted to the PCP meeting on 6th December 2021.

RESOLVED – That the report and proposed timetable be noted.

12. Independent Review of Deaths and Serious Incidents in Custody

The Panel received a report which advised of how the PCC provided independent scrutiny of Lancashire Constabulary to ensure detainees in custody were being treated fairly and in accordance with the relevant Codes in the Police and Criminal Evidence Act (PACE).

The report had been prepared in response to previous discussion by the Panel who had been invited to consider scrutiny of this area following the independent review chaired by Dame Elish Angiolini DBE QC which reported in January 2017.

Panel Members noted the impact of Covid and other recent changes such as a new PCC and Chief Constable, and agreed that this topic be revisited in 2022.

RESOLVED – That report be noted and that this topic be revisited in 2022.

13. Task and Finish Groups 2020/21 Verbal Feedback and Updates

The remaining Task Group Chairs still serving on the Panel, Cllrs Berry and Oakes reflected on their experience last year and the need for officer support, along with Member commitment. Cllr Berry's update had also been circulated ahead of the meeting.

It was also noted that scrutiny could be undertaken in a number of different ways, including virtual meetings, briefings and site visits.

RESOLVED – That the update be noted.

14. Forward Plan and Timetable for allocation of Task and Finish Groups

Members discussed the best options for production of a Forward Plan and timetable for allocation of Task and Finish Groups.

It was suggested that the Groups led by Cllr Oakes and Berry continue and finish their work, and that once the Panel have had sight of the Commissioner's draft plan they can review matters at the October meeting.

RESOLVED – That the Forward Plan and Task Group allocations be agreed at the next meeting.

15. PCP Administration Update

A report was submitted that required decisions on a number of matters, namely:

- The forthcoming retirement of the existing Secretary, David Fairclough and the need to appoint a successor.
- Nomination of five Members to sit on the Complaints Sub Committee.

- The need to advertise for the vacancy on the Panel of Independent Member and agree the membership of the Recruitment Panel.
- Consideration of the programme of meetings for 2021/22 and agreement to use venues that have webcasting facilities, and for recordings of these to be available for up to 7 days after the meeting.
- Agreement of arrangements for the Confirmation Hearing to consider the Commissioners proposal for the appointment of a Deputy Police and Crime Commissioner.
- To agree a position on the payment of allowances going forward.

Following discussion of all these matters it was:

RESOLVED -

1. That Asad Laher, Strategic Head of Service, Legal & Governance, from the host Authority, Blackburn with Darwen Borough Council, be appointed as Secretary to the Panel from Monday 13th September 2021 until the end of the Municipal Year 2021/22.
2. The 5 Members of the Panel to form the Complaints Sub Committee as set out in this report will be Councillors Oakes, Berry, Flannery and Brunskill, and Independent Co-opted Member Dave Spellman.
3. That the Secretary re-run the recruitment process for the appointment of an Independent Co-opted member for the Panel and that the Members of the Recruitment Panel will be Councillors Oakes, Dowling and Hurt.
4. That the programme of ordinary meetings for 2021/22 as set out in this report be agreed, using venues which can facilitate the streaming of Police and Crime Meetings Live and for the recordings of these meetings to be available for up to 7 days after the meeting.
5. That the arrangements for a Special Meeting - Confirmation Hearing to consider the Commissioners proposal for the appointment to Deputy Police & Crime Commissioner as set out in the report be confirmed.
6. That the rates for the Payment of Allowances (also covering expenses) set out in the report, as discussed in July 2019 be confirmed, being single annual payments (based on 4 ordinary meetings a year and subject to regular attendance at all meetings), namely:

Chair of the Panel £600

Vice Chair of the Panel £400

Task & Finish Group Lead £400

Task and Finish Group Members £300

To be paid after the last meeting in the cycle each year.

7. That letters of thanks be sent to the former Chair, Councillor Alistair Bradley, and the retiring Secretary, David Fairclough.

16. Budget Statement 2020/21

A report was submitted which outlined Panel expenditure to date in 2020/21, containing a breakdown of projected costs and expenditure as submitted to the Home Office in early March for the Grant Claim for 2020/21.

RESOLVED – That the expenditure for 2020/21 be noted and that the report and breakdown be published on the PCP Website.

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 12th July 2021 in relation to the PCC.

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

18. Urgent Business

There were no items of urgent business.

19. Date of next meeting

The next meeting of the Panel would be held on Wednesday 13th October 2021, venue TBC.

Signed.....Chair
2021

POLICE AND CRIME PANEL

Meeting to be held on 12 October 2021

Draft Police & Crime Plan 2021-2025

Contact for further information Ian Dickinson, 01772 533587, Office of the Police and Crime Commissioner, ian.dickinson@lancashire-pcc.gov.uk

EXECUTIVE SUMMARY

This covering report presents the PCC's draft Police and Crime Plan 2021-2025 for Lancashire. The Panel is asked to consider the draft Plan.

RECOMMENDATION

1. the Panel is recommended to:
 - a) discuss and note the draft Police and Crime Plan
 - b) provide feedback to the Commissioner on the plan's priorities.

Background

- 1 The Police and Crime Commissioner is required to issue a Police & Crime Plan by the end of the financial year in which he or she is elected (31 March 2022).
- 2 Section 5 of the Police Reform and Social Responsibility Act 2011 ('The Act') specifies that, before issuing or varying a police and crime plan, a PCC must send the draft plan or variation to the relevant police and crime panel, and have regard to any report or recommendations made by the panel in relation to the draft plan.
2. Panel will recall in a previous report submitted on the 20 July 2021, advised members of the process and timetable proposed by the Commissioner for the development of the Police and Crime Plan 2021 to 2025.
3. The report set out the process and timetable for engaging stakeholders in developing the new plan.
4. Extensive engagement and consultation took place through the summer with Lancashire Constabulary, members of the public, victims of crime, stakeholders and public sector partners to ensure a broad range of opinion and local data and evidence has shaped the plan priorities.
5. This included:
 - A study of local community safety, public health and local strategic documents and plans from across the county.
 - An analysis of crime data and intelligence regarding emerging and continuing crime trends in Lancashire.

- An online and telephone survey completed by a record number of residents. Over 5,000 people (1,400 telephone, 3,600 online) responded with their views, priorities and suggestions which will help shape the policing priorities for Lancashire going forward.
 - This survey was shared with over 35,000 residents across the county through In the Know, on social media and also amongst key partners including faith and disability groups, youth associations, partner agencies and victim services.
 - Further consultation also took place with Parish Councils, Neighbourhood Watch and Community Safety Partnerships, in addition to roundtable events with Business Leaders, Constabulary Staff Networks and meetings and visits with farmers and members of the rural community, including Garstang Show.
 - Visits took place across the county with MPs, police and local Councillors, with the Commissioner and his Deputy also attending a wide range of community meetings.
 - Tackling anti-social behaviour as well as serious and organised crime have come out as clear priorities for local residents. Responses also showed clear evidence that people want to see strong and dedicated police resources for both urban and rural areas of the county.
 - Over 90% of residents listed serious and organised crime as their number one priority and more than 80% want to see a focus on anti-social behaviour and patrols of areas with regular reports of crime. Child exploitation and domestic abuse were also highlighted as areas the public want the police to prioritise.
 - Reassuringly 74% of respondents felt safe or very safe where they live.
6. The proposed priorities were reached following the initial meeting with Lancashire Constabulary and analysis of key data and plans. These were shared with partners and stakeholders as part of the consultation and feedback encouraged. All stakeholders felt the overarching priorities were broad enough to cover the key issues, and adaptable enough to accommodate emerging trends and issues. They also said they were a good reflection of their needs in terms of the Police and Crime Plan priorities.
7. The Commissioner wishes to place on record his gratitude for the time given by panel members to consider and scrutinise the process ensuring that the Plan meets its statutory requirements. The draft Plan now presented at Appendix A and takes into account the comments made by the Panel at their meeting on the 22 September 2021 and those of the Chief Constable.
8. It should be noted that the plan appears in draft form.
9. The Plan will be launched and communicated widely on the 9 December 2021 following the Panel meeting scheduled for the 6 December 2021.

Implications Financial

15. The plan considers current financial and budgetary implications and will be monitored through existing governance arrangements.

Legal

16. The Plan has been developed in accordance with the Police Reform and Social Responsibility Act 2011.

HR

17. HR Implications are monitored through the Police and Crime Plan and the existing governance arrangements.

Equality

18. The Police and Crime Plan has been subject to an equality impact assessment.

Recommendation

19. The Panel is asked to discuss and note the draft Police and Crime Plan and to provide feedback to the Commissioner on the plan's priorities.

Leading the Fight Against Crime



2021 – 2025



The Police and Crime Plan for Lancashire



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1. Foreword from the Commissioner
2. The Priorities
 - Getting tough on anti-social behaviour
 - Preventing and disrupting organised crime
 - Tackling domestic abuse and sexual violence
 - Tackling burglary and robbery
 - Targeting dangerous drivers
3. Delivering Efficient and Effective Policing
4. Supporting Victims
5. Partnerships and Collaboration
6. Resources
7. Monitoring and Accountability
8. Keeping in Touch

Appendices

- A. About Lancashire
- B. Roles and Responsibilities
- C. Policing at a Glance
- D. Outcome Measures

2. The Priorities

- 
- Getting Tough on Anti-Social Behaviour
 - Preventing and Disrupting Organised Crime
 - Tackling Domestic Abuse and Sexual Violence
 - Tackling Burglary and Robbery
 - Targeting Dangerous Drivers

Leading the Fight Against Crime: -

Getting Tough on Anti-Social Behaviour

Why is this important?

In leading the fight against crime, I want to see reductions in antisocial behaviour across Lancashire. We have to start beating crime and I am committed to supporting the law-abiding majority of Lancashire residents.

People across Lancashire have told me about the adverse impact of anti-social behaviour on their quality of life, which is why I am including it as one of my key priorities. Anti-social behaviour can take many forms – including intimidating groups, drug dealing in residential areas, damage, graffiti, and the anti-social use of vehicles. What they all have in common is that they are a blight on our communities and make people feel unsafe in their homes and on the streets.

The size of the problem

My Office has funded 'Lancashire Talking' so we can identify the top issues in every community. Over 60,000 of our residents have completed a survey identifying their issues – anti-social behaviour is the top concern reported across the county. The Constabulary received 96,000 reports of anti-social behaviour in the last year. I expect the Chief Constable to prioritise the problems causing the greatest harm to communities and take robust action against perpetrators. I encourage all residents to participate in 'Lancashire Talking' surveys, as this is the tool the police will use to better understand the communities they serve and prioritise their activity.

The importance of partnership working and problem solving

Problem solving is an approach where you seek to deal with the root causes of the issue rather than just the symptoms. For example, instead of fining a homeless person for begging, a problem-solving approach would entail referring them to other agencies to address their homelessness and need for begging. Similarly, installing a CCTV camera at a damage hot spot to prevent the damage in future, rather than just trying to catch those after the damage has been done. Both these examples have in common the need to work with partners to deliver long-term solutions.

As much as the public want to see the police taking immediate action to deal with anti-social behaviour, they don't want a short-term sticking plaster over the issue. Therefore, I will ask the Chief Constable for a problem-solving approach, working with the public and partners to deliver long-term sustainable solutions. I will support communities to be actively involved in helping to find and implement their own solutions to problems through grants. I will also help fund sustainable solutions through my Fighting Crime Fund, and through additional funding for an expert Prevention & Problem-Solving Team, who will focus on providing effective responses to ASB.

Taking Action, Measuring Activity and Communicating with the Public

Getting tough means taking action. I will hold the Chief Constable to account for the action the Constabulary takes to tackle anti-social behaviour in the use of criminal and civil order powers. I want to see:

- drug dealers shut down.
- the most persistent offenders given Criminal Behaviour Orders to curtail their activities.
- vehicles being used anti-socially seized and offenders prosecuted.

This activity will be communicated to residents using the community messaging system 'In The Know', through targeted social media activity and through the media so the public can see that action is being taken. Justice seen is justice done. They must have confidence that the police are there to keep communities and people safe.

Where necessary, the force will adopt force-wide operations such as Operation Propulsion to tackle motorcycle nuisance.

The force has used Government uplift funding to reinforce the proactive capability of Neighbourhood Policing Teams with Neighbourhood Task Force officers. Dedicated Urban and Rural Task Force officers now work in conjunction with Neighbourhood Teams to tackle the issues of concern to those communities.

Victims of crime and ASB will have the support of victim services through my commissioned Lancashire Victim Service.

Neighbourhood Policing

The police are often the first agency residents turn to for help and support, but they cannot solve all problems by themselves. It is only by working closely with residents and partners that effective long-term solutions can be found to complex problems.

I expect the Chief Constable to ensure that the Constabulary works closely with the public to prioritise their concerns through the activity of the Neighbourhood Policing Teams. This process will be facilitated by the 'Lancashire Talking' community engagement and priority setting tool.

Neighbourhood Policing Teams must be visible, accessible, and responsive to community needs.

Here in Lancashire, we have key stakeholders, which comprise of both statutory and non-statutory agencies such as local councils, health and social care services, business partners, the third sector and communities themselves. I will work closely with the Constabulary and key partners, through effective Community

Safety Partnerships, as the combined strength of all of us working together is formidable and is more likely to deliver sustainable solutions to the problems that residents face.

Tackling crime that affects our rural communities cannot be underestimated, as such I have secured an agreement that the force will conduct a review of the Rural Crime Strategy, with further investment made into Rural Taskforces.

Further, where residents are not satisfied with the action taken by the police, council or registered social housing provider I will promote the use of an appeal process via the Community Trigger

I will hold the Chief Constable to account in delivering the following:

- Improved public confidence in the police, measured through the 'Lancashire Talking' platform.
- Greater visibility and engagement by police officers and PCSO's in hot-spot areas that are blighted by anti-social behaviour.
- Effective partnership based problem-solving initiatives related to tackling anti-social behaviour.
- The targeting of repeat and persistent offenders.

Preventing and Disrupting Organised Crime

Why is this important?

Serious Organised Crime (SOC) presents a national security threat to the UK, advances in technology, continued exploitation of the vulnerable and a greater propensity for violence, means that SOC is also increasing in both scale and complexity. SOC is often hidden and/or unreported and whilst its nature is evolving, the adverse impact of drugs and county lines activity, with associated vulnerabilities and serious violence, remains one of the most significant threats to Lancashire. Many of our communities are blighted by the activities of these criminal gangs. With these gangs come serious violence, drugs supply and exploitation, and these have a devastating impact on young people, vulnerable adults, and local communities.

The impact of Serious and Organised Crime in Lancashire:

Exploitation of the Vulnerable

- Exploitation & Abuse of Young People, Modern Slavery & Human Trafficking and County Lines

Dominate Communities

- Violence Linked to Drug Supply, Gun and Knife Crime and Organised Acquisitive Crime

Undermine the UK Economy

- Fraud and Cyber Crime

To tackle this, we will ensure:

- Relentless disruption and targeted action against the highest harm serious and organised criminals and networks (**Pursue**)
- Building the highest levels of defence and resilience in vulnerable people, communities, businesses, and systems (**Prepare & Protect**)
- Stopping the problem at source, identifying, and supporting those at risk of engaging in criminality (**Prevent**)

- Establishing a single, whole-system approach (**Pursue, Prevent, Protect & Prepare**)

Taking Action to Fight Organised Crime

I will hold the Chief Constable to account to ensure that the Constabulary meets the strategy objectives, through close collaboration and integrated working with partner agencies under Operation Genga, the Violence Reduction Network and the Contextual Safeguarding Board. The strategic approach is built on a fully engaged partnership approach, involving stakeholders and partners from the public sector, statutory community safety partners, other government, and law enforcement agencies as well as the third and private sectors. Together they will ensure that all available information, resources, and powers are brought to bear locally, to tackle serious organised crime.

The Constabulary will utilise all of available officers and staff to proactively target and disrupt organised crime groups. He will maximise every opportunity to work in partnership with the North West Regional Organised Crime Unit and National Crime Agency using their specialist capabilities to relentlessly take the fight to serious and organised crime groups.

The strength of this approach will be adopting a shared vision amongst partners and communities. This will be supplemented by the development of local serious and organised crime profiles and coherent force action plans designed to effectively tackle identified risk and threat, aligned to the strategic priorities.

As Commissioner, I am reassured that the Constabulary has already identified the key risks and is ensuring it has the capacity and capability, through investment from the Police Uplift Programme. Further investment will be required in these areas, and in cybercrime to tackle attacks by criminals which impact the economy and are costly and disruptive to businesses.

Investing in SOC prevention activities within the Violence Reduction Network will continue to provide bespoke programmes for those most vulnerable of becoming involved in, or being the victim of, serious organised crime. Current programmes are being developed within schools in high risk locations taking a public health

approach. There are inequalities in the prevalence of violence, with the greatest impacts felt in the most deprived communities.

Through Government funding, Project Adder is an innovative multi-agency approach to tackle drug misuse and offending. This pilot will run for three years and will disrupt organised crime groups and divert drug users away from breaking the law whilst expanding treatment and recovery services.

Stepping up the Force's approach to tackle and disrupt serious and organised crime will be critical over the next few years as we continue to live with the effects of the pandemic and offenders exploit new opportunities to avoid detection. I will ensure that protecting our communities and safeguarding those most vulnerable remains one of our key priorities. Working with partners on campaigns such as 'Eyes-Open', a county lines campaign, will assist in raising awareness of the issues and supporting a 4P response to tackle the problem. Lancashire will also continue to work with the Pan Lancashire Anti-Slavery Partnership to tackle modern day slavery and human trafficking.

I will hold the Chief Constable to account in delivering the following:

- The proactive management of offenders involved in serious organised crime, working with partners to limit their activities, including issuing cease and desist letters
- A comprehensive understanding of organised crime including known offenders and hotspot areas.
- The gathering and sharing of intelligence from all partner agencies, third and private sector, including the community.
- A partnership approach to disrupting organised criminal activity and bringing offenders to justice.
- The protection of vulnerable people from harm caused by organised crime.
- Engagement with all our communities in becoming more resilient to serious organised crime
- Support for the development of appropriate diversion schemes to prevent those becoming involved in serious organised crime and improving prospects for young people.
- An increase in the use of civil order disruption

Tacking Domestic Abuse and Sexual Violence

Why is this important?

Never has this subject been more in the public consciousness. I fully support the implementation of the Violence and Intimidation against Women and Girls (VAIWG) Strategy that the Government and National Police Chief's Council have published in response to, amongst other things, the murder of Sarah Everard, and to the review of sexual abuse in schools and colleges.

The Government's review of rape and subsequent action plan (the Joint National Action Plan) in 2021 seeks to address many failings. In conjunction with the Violence and Intimidation against Women and Girls (VAIWG) Strategy, leading groups expect an increase in all forms of reporting. This means we anticipate an increase in investigations for all forces, particularly investigations passing the CPS threshold test. Current evidence shows that nationally, victims of sexual violence are being failed. In Lancashire, I won't accept this.

Domestic Abuse in Lancashire is a priority for the Constabulary, due to the demand, seriousness and impact on victims, children and young people. The Constabulary can't meet this challenge alone, and this is recognised by the Children's Safeguarding Assurance Partnership and Lancashire Safeguarding Adults Board who will work with the force to deliver improvements.

The Domestic Abuse Act 2021, and the appointment of a national Domestic Abuse Commissioner, has further brought these issues into the spotlight. There is a clear expectation that there will be increased support for victims and survivors, an increase in the number of perpetrators brought to justice and an overall reduction in the prevalence of violence against women and girls in the long-term. I will hold the Chief Constable to account to ensure this commitment is honoured in Lancashire.

The size of the problem

Lancashire has seen an increase in Domestic Abuse related crime over the last year, the majority involving violence against the person, and it is expected that there will be a continued increase. Lancashire Constabulary is a White Ribbon organisation and is committed to preventing Domestic Abuse, reducing the number of victims and repeat victims, achieving outcomes for victims, tackling perpetrators, and working with partners on programmes for safeguarding and rehabilitation.

Taking Action to Tackle Domestic Abuse and Sexual Violence

A suite of tools and a mobile 'Vulnerability App' will assist officers in responding professionally and helps them to apply a 'Safeguarding, Investigation and Prevention' focused investigative lens. The Constabulary has a Domestic Abuse Action Plan and is seeking to improve the force response with dedicated resources to support victims and families and perpetrators to prevent future harm.

Operation Provide gives additional support to victims across Blackpool, Fylde, Wyre, Lancaster, and Morecambe. The initiative, which was launched at the beginning of the COVID-19 pandemic, sees police officers responding to domestic abuse reports alongside a trained NHS domestic abuse specialist. The operation has now supported over 1,000 victims to date and is being extended into other areas.

Lancashire Constabulary's Public Protection Unit provides Pan-Lancashire support around Domestic Abuse, working with partners and the Safeguarding Boards to develop national, regional, and local initiatives and to support compliance with policy and procedures in force, including audit and other scrutiny work. Evidence of assurance delivered to the Boards has been received favourably. The addition of Violence Reduction Network to support the wider family safeguarding models is a positive move towards the prevent strategy focusing on both victims and perpetrators.

The Constabulary has invested, through the Police Uplift Programme, in a number of dedicated Sergeants and Inspectors, who are now leading on improving investigative quality across Domestic Abuse by providing a supervisory review for every case.

A Multi-Agency Approach

Working together with key partners is vital to support victims of domestic abuse and ensure they receive the right support.

As Commissioner, I am committed to getting tough on crime, including abuse in all its forms and will work with the Constabulary to ensure that perpetrators are brought to justice and we keep people safe.

By combining a clear support for victims, with work around early intervention and also crucially, a clear message that if you are committing abuse, officers will be knocking on your door, making a real difference and preventing people from becoming victims in the first place.

I will support work with partners to ensure implementation of the Domestic Abuse Act 2021 with common aims and objectives and maximise the use of preventative powers and orders. He is also committed to the Constabulary developing a Lancashire VAIWG Strategy and action plan reflective of the national strategy. He will also deliver a joint scrutiny panel with CPS to review and improve the quality of outcomes for rape and Sexual assault offences.

Multi Agency Safeguarding Hubs (MASH) ensure information is shared with all relevant partners to provide a multi-agency response according to individual needs. Lancashire Victim Services provide the local support for victims of crime. Operation Encompass has been live for some time in Lancashire and is now extended to college year students, sharing information, and referring young people who are experiencing Domestic Abuse.

A multi-agency engagement group was formed who created and delivered a 'No Excuse for Abuse' media campaign across Lancashire throughout the summer of 2020. This provided many key messages for victims and families suffering

Domestic Abuse, and saw perpetrators seeking help as a result of the campaign. As result of the success of the scheme the force will re-introduce it in 2021.

The Constabulary is focussed on increasing outcomes for victims, having a close working relationship with the CPS, the Constabulary have invested in the introduction of Evidence Review Officers (EROs) in each area, who focus on the quality of the investigation file before final submission to CPS. This is further supported by the Case Progression Manager who acts as a link between the police and CPS.

The force has action plans in place in response to the Joint National Action Plan (JNAP) and Government end to end rape review.

The Chief Constable has committed to ensure all staff are fully trained on Trauma Informed practice and becoming Trauma Informed Abuse (TIA) accredited through VRN delivered training. In addition, specific Domestic Abuse training from specialists will be undertaken by both frontline and specialist team staff.

The Constabulary has been working with partners for the last 2 years to deliver a Multi-Agency Risk Assessment Conferencing (MARAC) programme dealing with reducing the risk and safeguarding in the highest risk domestic abuse cases, this is now being implemented pan-Lancashire linked to Local Authority family safeguarding models.

The Chief Constable will, through the Domestic Abuse plan, ensure the force prioritises the pursuit and disruption of adult perpetrators and ensure consistent adherence to the Victim Code of Practice rights for victims. The Constabulary also recognises the significant impact on victims when cases take a long time to get through the criminal justice process, so will have a focus on ensuring that cases are dealt with thoroughly and expeditiously.

[I will hold the Chief Constable to account in delivering the following:](#)

- An increase in resources dedicated to tackling hidden harms such as domestic abuse, rape, and serious sexual offences.

- A Domestic Abuse Action Plan to improve the response to domestic abuse, supporting victims, families, and perpetrators to prevent future harm.
- An increase in reporting of domestic abuse and sexual violence offences – victims should be confident to report crimes to the police.
- An increase in the number of offenders for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice and increases in victim's satisfaction.
- The proactive use of orders such as Domestic Abuse Protection Orders and Sexual Harm Prevention Orders to protect vulnerable victims.
- A reduction in repeat offending by using innovation such as digital forensic tools and training to detect reoffending and by increasing referrals to perpetrator pathways.
- A reduction in repeat victimisation of Domestic Abuse by supporting victims to break the abuse cycle and reduce harm

Tackling Burglary and Robbery

Why is this important?

Burglary and robbery cause misery to people, especially when your home is violated. Whilst the number of burglaries in Lancashire has reduced since 2019, the detection rate has dropped nationally, including here in Lancashire, over the past number of years.

I want people to feel safe in their homes. That is why I will ensure the force refocus their efforts on tackling burglary and robbery offences.

Fighting back against Criminals

As Commissioner, I will ensure plans are in place to prevent burglary and robbery. A minority of criminals commit the majority of acquisitive crimes. Working with the Chief Constable we will ensure that those criminals are identified and targeted robustly to bring them to justice and reduce their offending. This will mean fewer victims of crime. I will work with partner agencies to tackle the root causes of their offending with a view to preventing them continuing to commit crime.

Through my Fighting Crime Fund I will support schemes and projects to be innovative and to learn from others, at what is successful in preventing burglary and robbery. I will support decisions on practical capabilities such as concentrating resources on crime hot spots, using data to direct where and when resources should be deployed.

Working with Local Communities

The Chief Constable will allocate resources and develop processes to identify crime hot spots, with a view to his officers and staff conducting regular proactive operations and arrests of prolific offenders. The crime prevention and

neighbourhood policing officers will also look to find solutions to design out crime and prevent further offending. We need to encourage people to behave differently around the security of their home and possessions through campaigns such as the 'lock it or lose it' campaign.

Together with the Constabulary, my office will encourage sign up to the community messaging service, 'In the Know'. This will help to keep communities informed about what is happening in their communities so that they can keep an eye out for their neighbours. Community volunteers, such as Neighbourhood Watch, are crucial to building resilient communities and we will support them.

We will work with partners and the business community to reduce the opportunities for burglary and robbery and look to secure shared funding opportunities in areas of high crime.

I will support victims of burglary and robbery by responding to their needs and ensuring we comply with the Victim's Code and make referrals to other agencies where appropriate.

I will hold the Chief Constable to account in delivering the following:

- The proactive reduction in the number of recorded residential burglary and robbery offences.
- The proactive increase in the number of offenders brought to justice for residential burglary and robbery offences.
- The targeting of persistent and repeat offenders to bring them to justice and tackle their reoffending to reduce future crime.
- Improved victim satisfaction levels for serious acquisitive crime offences.
- A reduction in repeat burglary victims by proactively working with partners and communities to prevent further offences.

Targeting Dangerous Drivers

Why is this important?

Road safety is a real concern for our communities and many of you have told me that some inconsiderate drivers are driving dangerously or in an anti-social manner in your area, which is making you feel unsafe when you are using Lancashire's roads.

Another major concern is the number of people who are killed or seriously injured on our region's roads - sadly too many lives are being lost due to reckless, dangerous, or criminal motorist's. This leaves families devastated.

I will work with the Chief Constable, Fire and Rescue Service, Local Authorities, Highway's Agency and other partners to ensure we robustly and proactively police both urban and rural areas – reducing the number of people killed or seriously injured in road collisions, promoting safer driving through engagement, education, enforcement and engineering and ensuring that our police work hard to deny criminals the use of our roads, creating a hostile environment for those intent on causing harm to our communities.

How will we do this?

- The force will tackle dangerous, anti-social and inconsiderate driving/riding through education and robust enforcement. They will look to educate road users through diversionary courses, when appropriate prosecute serious or repeat offenders and seize offending vehicles when necessary.
- We will aim to reduce fatal and serious injury collisions by tackling the five main causes of accidents: careless driving, driving whilst under the influence of drink or drugs, failing to wear a seat belt, speeding, and using a mobile phone whilst driving. The force will do this by working together with partners through engagement, education, enforcement to address driver behaviours. The force will run regular campaigns targeting these causation factors to reduce the harm on our roads.

- Protect our most vulnerable road users, who are disproportionately at risk of serious injury due to road traffic collisions, including motorcyclists, cyclists, and young road users. The force will do this through partnership working, seeking to minimise the risk through engagement and education.
- The force will reduce speeding, including those locations identified by local communities where speeding is a concern – it will utilise Community Road Watch and use the speed camera vans on roads where there is evidence of high speeds or collisions.

Partnerships and Collaboration – Lancashire Road Safety Partnership (LRSP)

The Lancashire Road Safety Partnership is the long standing coordinating body for Lancashire, Blackburn with Darwen and Blackpool which aims to reduce road casualties by developing collaborative approaches to driver and road user education, awareness and engagement and other measures as well as enforcement in relation to the Fatal Five:

- careless driving
- driving while under the influence of drink or drugs
- failing to wear a seat belt
- speeding
- using a mobile phone whilst driving

A lot of the work and campaigns carried out by the LRSP is done with extra emphasis on vulnerable road users and where there is the greatest need for our input, such as motorcycle riders, young road users and cyclists.

I am committed to working with the force and other partners to reduce the number of people who are killed or injured on Lancashire's roads and make people feel safer.

This is a longstanding partnership but, the time is right to have a review of it to ensure resources are deployed to maximise results and value for money, giving confidence to the public.

[I will hold the Chief Constable to account in delivering the following:](#)

- An increase in the number of prosecutions, vehicle seizures and focused activity to reduce anti-social behaviour of motorists/riders.
- A reduction in the number of KSI's by increasing police enforcement activity for each of the fatal 5 (careless driving, driving while under the influence of drink or drugs, failing to wear a seat belt, speeding, and using a mobile phone whilst driving).
- Reducing the number of vulnerable road users involved in traffic collisions through the delivery of education and enforcement activity.
- An increase in the number of deployments of camera vans, number of tickets issued, diversionary courses delivered and NHP/community road watch activity

3. Delivering Efficient and Effective Policing

As Commissioner, I will ensure the Constabulary is appropriately funded, enabling them to deliver an outstanding service to the public and build confidence.

Continued recruitment, funded through the Police Uplift Programme, will mean more police officers on our streets, providing greater visibility and accessibility to communities.

A workforce equipped with digital technology will deliver their service to the public more efficiently and effectively. Continued investment in ICT and digital will improve how the public connect with the Constabulary. We will continue to improve how we respond to calls for service, including from 999 and 101 calls and we will encourage greater online reporting and digital contact.

The next five years will see significant financial investment in infrastructure, ensuring the force continually evolves and modernises to meet current and future policing needs. A new Estate Strategy will be launched, backed by investment over a number of years, ensuring that the Constabulary's buildings are fit for purpose.

There will be access to an open police station in every borough of the county. Lancashire Constabulary will be a responsible organisation, cognisant of its impact on the environment. I will put plans in place ensuring it is a green and sustainable force.

Diversity and Inclusion

The Chief Constable and I are committed to working together to ensure Diversity, Equality and Inclusion are at the heart of our service delivery and thoroughly embedded in both our organisation's culture.

Our vision is to become truly inclusive by creating an environment and culture that celebrates inclusion and diversity, and nurtures, values, and harnesses 'difference' for the benefit of all our communities, our staff, and our partners.

The joint Diversity, Equality, and Inclusion (DEI) Strategy with Lancashire Constabulary for 2021 - 2026 sets out the strategic direction and priorities

for the next five years in terms of our people and organisation; our communities and our partners.

Our Equality Objectives are:

- We will provide a fair, responsive, and effective service to every Lancashire community.
- We will develop a diverse workforce which is reflective of our communities, where all staff feel valued, can thrive as individuals, and achieve their full potential irrespective of background, culture, or protected characteristics.
- We will work with our partners to develop joint strategies which enable a more tailored, effective, and equitable approach to public service provision in all Lancashire communities

Delivery against these objectives will be via a joint annual report and through holding the Chief Constable to account for performance on this agenda.



4.Supporting Victims

In leading the Fight against Crime in Lancashire, I want to ensure that fewer people fall victim to crime in the first place. However, where people do fall victims to crime it is important that they, as a victim should be at the heart of the criminal justice system.

Victims can find themselves giving evidence and statements in a system that is complex, daunting, and probably at times, confusing. I firmly believe that victims need to be treated with care, respect and dignity and have confidence in the criminal justice system.

I welcome the new Code of Practice for Victims of Crime which sets out the services and the minimum standards for these services, that must be provided to victims of crime by Police, CPS, Courts, and wider criminal justice partners.

I will monitor through the Chief Constable, Police performance against their part of the Code of Practice.

Recording crime accurately, matters. Every time a crime is reported in Lancashire it is important that it is recorded. Victims of crime need to get access to the right support as early as possible. In addition, crime needs recording so that the Police can fully understand the nature and types of crimes that take place in Lancashire whilst ensuring that officers have the most accurate information possible in the fight against crime, as they work both to prevent crime and bring criminals to justice.

I will hold the Chief Constable to account to ensure the Lancashire Constabulary records crime accurately. Further, and even more importantly, I ensure crimes are investigated where they can be and the best outcomes for the victims are secured.

I am responsible for the commissioning of the Lancashire Victims Service. I am keen to ensure that victims are able to access specialist support to help them

move forward from what has happened. We are lucky to have a wide network of providers here in Lancashire who already offer a variety of different services across the county. I will commission services for victims in Lancashire, investing significant amounts of money in the service over the next few years.

Safeguarding is the action taken to keep children and vulnerable people safe from abuse and risk of harm. It is important that partner agencies work together to make sure children and vulnerable people are safe. Safeguarding is everyone's responsibility. As PCC for Lancashire, I will hold the Chief Constable to account for the exercise of his duties in relation to safeguarding children and vulnerable people and the promotion of child welfare.

As one of Lancashire's senior leaders, I am committed to the pledge of investing in the development of Trauma Informed Lancashire. There is a need to tackle the impact of trauma and focus on how public systems can support people in preventing and recovering from traumatic events. Only by partners working together, across systems and with communities, will we reduce its impact and secure support options best suited to victims.

Investment

During my first three months in office I secured over £2.5m in Government funding to support people impacted by domestic abuse and sexual violence and I will continue to seek more funding opportunities to improve services to victims.

5. Partnerships and collaboration

Partnerships

The police and other partners need to work together to reduce crime and anti-social behaviour. I cannot fully achieve the priorities set out in my Police and Crime Plan without effective partnership working.

I am fully committed to working with all the Community Safety Partnerships across Lancashire to achieve the County wide vision of the Lancashire Community Safety Agreement:

"Working together to make Lancashire a better place for this and future generations; by targeting vulnerability, increasing resilience and reducing crime"

My Police and Crime Plan therefore strongly aligns with the Lancashire Strategic assessment priorities and I welcome the approach adopted by Community Safety partners to deliver activity that supports the priorities of the Police and Crime Plan.

Lancashire Violence Reduction Network

I have spoken to many Lancashire residents who told me of the devastating impact that crime and ASB is having on our communities.

The police are focussing on reducing serious violence; this includes many crime types that cut across my police and crime priorities, including homicide, knife crime, gun crime, domestic abuse, rape, and child exploitation.

I will continue to hold the Chief Constable to account to tackle serious violent crime, organised crime, and county lines.

Through the Lancashire Serious Violence Strategy, I will focus on four strands

- **Prevention:** Prevention and early intervention are at the core of the LVRN. They focus on their community and partnership strengths to reduce,

prevent, and respond to violence. This includes working with partners and communities to address the root causes

- **Enforcement:** The LVRN work closely with their partners to use civil and criminal remedies. They are committed to swift, visible justice for those who commit violence.
- **Evidence, data, and evaluation:** The LVRN takes a system-wide approach across Lancashire partnerships through the use of data from our partners. We will use data to help to intervene early and prevent violence occurring.
- **Culture transformation and workforce development:** The LVRN take a public health approach to tackling violence. They work to build a trauma-informed approach across the county's services.

I also commit to ensuring that the Police and where appropriate my Office, contribute to other key strategic partnerships including the Lancashire Criminal Justice Board, the Lancashire Road Safety Partnership, and the Lancashire Reducing Reoffending Board.

Collaboration

Lancashire Constabulary has a long history in engaging in effective collaboration both nationally and regionally and in leading the Fight Against Crime the power of collaboration cannot be underestimated.

North West Regional Crime Unit (NWROCU)

Lancashire Constabulary is part of a regional collaboration between the six North West Police Forces in Cheshire, Cumbria, Greater Manchester, Lancashire, Merseyside, and North Wales known as the North West Regional Crime Unit. This unit was established in 2009 and is made up of officers and staff from across the region who offer specialist skills and additional resources.

As a member of this collaboration Lancashire enjoys the benefits of the NWROCU in that it provides specialist capabilities to tackle serious and organised crime that crosses borders in the region.

NWROCU say that *"The mission of the unit is simple – to identify, disrupt and dismantle organised crime groups causing the most harm to the North West. This is done by working with partners to gather intelligence, cracking the most serious and organised crime networks, and then seizing the assets of the criminals involved."*

This collaboration is important to me and throughout my term I will continue to build upon this strong regional relationship.

[North West Regional Forensic Service](#)

Since being elected as the Police and Crime Commissioner, alongside the Chief Constable I have recently signed a collaboration agreement with four other North West Police forces to provide a new regional forensic science service to help in the fight against crime.

This ground-breaking initiative, the first of its kind in England and Wales, brings together expertise from Lancashire, Cheshire, Cumbria, Merseyside, and North Wales forces to increase the efficiency of the forensic science services for the communities they serve.

The regional programme sees collaborative efforts in drug analysis, footwear examination, firearm classification, toxicology, and a forensic science courier service. All these services when fully operational, will provide shared intelligence and evidence across the North West region to work towards supporting safer communities and getting results for victims of crime.

The Regional Drugs Facility has now been launched as the first phase of the collaboration and is in partnership with Lancashire Forensics Science Academy (LFSA) - a collaborative initiative between University of Central Lancashire (UCLan) and Lancashire Constabulary and the Police and Crime Commissioner. Established in 2019, the LFSA brings together forensic science experts, practitioners, and students to work alongside each other in the purpose-built research and laboratory facilities. By investing in-house, jobs have increased,

and investment has been made in the regional facility here in Lancashire – this will create a sustainable, cost effective service with improved speed and quality.

National Strategic Policing Requirement

Many of the threats Lancashire Constabulary face can be tackled locally however, national threats such as terrorism and serious and organised crime need a coordinated approach which bring together resources from several police forces

The Government have identified six national threats which all force areas in England and Wales must demonstrate that they have the plans and capability to respond to, in addition to regular policing requirements.

This is called the Strategic Policing Requirement (SPR). The threats are:

- Terrorism
- Serious and organised crime
- National cyber security incidents
- Public Order
- Civil Emergencies
- Child Sexual Abuse

The policing requirement to counter the threat is set out in the SPR. The Chief Constable and I must have "due regard" to the SPR and ensure that the Lancashire Constabulary is in a state of readiness to respond to the requirements, in addition to business as usual. As PCC I must also ensure that sufficient funds are set aside to deliver the required contribution to the SPR. I will hold the Chief Constable to account annually in this respect through the Accountability Framework.

National Crime and Policing Measures

The Home Secretary has developed some National Crime and Policing Measures to support the government's strategic priority for '*a relentless focus on cutting crime*'.

The key national policing priorities are as follows:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse

These national measures complement well the local priorities set out in my Police and Crime Plan and I am wholly supportive of them.

I want to be as transparent as I can be with the public of Lancashire on Police performance in this area.

I will provide a statement on the contribution of Lancashire Constabulary to achieving improvements against those national priorities on a quarterly basis and this will be available on my website through this link XXXX

In leading the Fight against Crime, I commit therefore, that through my Accountability Framework I will hold the Chief Constable to account for the delivery against each of these National Crime and Policing Measures and the five priorities set out in the Police & Crime Plan 2021/25.



6. Resources

Police officers and staff need the right resources to fight crime and to keep you and your community safe. It is my job to make sure Lancashire Constabulary have the resources they need and are efficient and cost-effective in the service they provide.

Funding for Lancashire Constabulary is made up from two main sources of funding; grant income from central government and the part of council tax, which is allocated to policing, known as the 'police precept'.

For Lancashire, 69% of total funding comes from central government. The remaining balance is raised locally through the precept.

Budget

The budget for policing and crime in Lancashire is £319.391m for 2021/22. Here is how the money will be spent:

£307.086m of the net revenue budget is delegated to the Chief Constable to deliver operational policing activity. The Chief Constable spends over 80% of his budget on police officers and staff and in 2021/22 we will add more than 200 new officers to our ranks.

Precept

Part of my role as Police and Crime Commissioner is to set the annual police budget and determine the level of precept required for our force area.

The Police and Crime Panel for Lancashire supported and endorsed an increase of £15 to the council tax precept in February 2021. This brought council tax in Lancashire to £226.45 for a Band D property.

Lancashire had the 11th lowest Band D council tax in England in 2020/21.

7. Monitoring and Accountability

I want you to have confidence that I am holding Lancashire Constabulary to account on your behalf. This means being open about where we are succeeding in the fight against crime.

I will monitor and review the work of the Chief Constable and hold him to account for the service that you have been promised in this plan with regular Accountability Board meetings, one to one meetings with the Chief Constable and members of his senior team.

I will also look at and monitor the work of Lancashire Police in several ways:

- ✓ Go out and talk to local communities and stakeholders to get an ongoing picture of local community needs
- ✓ Engage with specialist independent advisory groups on policing issues
- ✓ Consider what the public are telling me through the 'Your Commissioner, Your Voice' and council tax precept surveys
- ✓ Gain insight from the Lancashire Constabulary User Satisfaction Surveys
- ✓ Look closely at reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service to ensure recommendations and areas for improvement are actioned as appropriate
- ✓ Review quarterly financial monitoring information
- ✓ Action recommendations from Internal and External Audit and the Joint Audit and Ethics Committee, to ensure good governance in both my Office and the Constabulary
- ✓ Report to the Police and Crime Panel for their scrutiny, progress and performance against the Police and Crime Plan (Outcome Measures are set out at appendix D)
- ✓ My Deputy Police and Crime Commissioner will chair the Lancashire Criminal Justice Board, and through working with partners, we will

collectively work to ensure an effective and efficient criminal justice system in our area

- ✓ My Deputy Police and Crime Commissioner will hold quarterly performance meetings on the Lancashire Victim Services commissioned by my Office
- ✓ My Deputy Police and Crime Commissioner will chair the Lancashire Road Safety Partnership and we will collectively work to ensure an effective and efficient partnership for Lancashire

Draft

8. Keeping in Touch

I want to keep you up to date with what I am doing to Lead the Fight Against Crime in Lancashire, and I will be asking you regularly for your views on policing and crime issues in Lancashire; how we can work together to prevent and fight crime and to keep our communities and people safe.

If you want to keep in touch, then you can:

Email: commissioner@lancashire-pcc.gov.uk

Post: Office of the PCC for Lancashire
PO Box 100,
County Hall,
Preston,
PR1 0LD

Call: [01772 533 587](tel:01772533587)

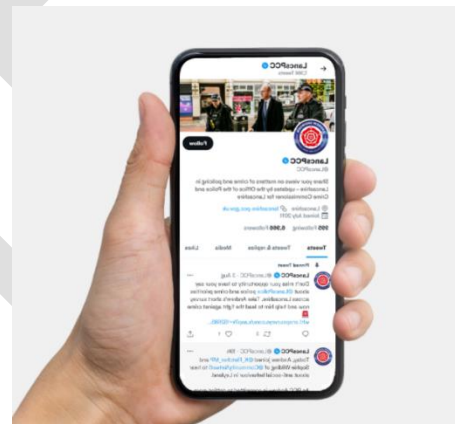
Web: Lancashire-pcc.gov.uk

Facebook: [@LancsPCC](https://www.facebook.com/LancsPCC)

Twitter: [@LancsPCC](https://twitter.com/LancsPCC)

Instagram: [@LancsPCC](https://www.instagram.com/LancsPCC)

Sign up to stayintheknow.co.uk community messaging



APPENDICES

Appendix A

About Lancashire

- Lancashire is a diverse county spread over a large geographical area
- Lancashire is a county in the North West of England and consists of two unitary authorities Blackpool and Blackburn with Darwen, the remainder consists of upper tier Lancashire County Council and 12 District authorities: Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire, and Wyre.
- Lancashire has 550 primary schools; 159 secondary schools; and 74 post16 education providers (schools and colleges). Lancashire is also home to four universities: Lancaster University, the University of Central Lancashire, Edge Hill University, and the Lancaster campus of the University of Cumbria. There are currently eight NHS Clinical Commissioning Groups and seven NHS Trusts of which five are Acute Hospitals and two Mental Health Hospitals.
- There are five prisons in Lancashire: two category B adult males (HMP Preston and HMP Garth); two category C adult males (HMP Wymott and HMP Lancaster Farms); and a category D adult males' prison (HMP Kirkham). The nearest female prison to Lancashire is HMP Styal in Cheshire, this is a closed category prison for female adults and young offenders. Lancashire hosts eight National League Football clubs all of these supports a Community Trust. Blackpool is the largest seaside resort in the North West of England and Morecambe is also a seaside resort but on a smaller scale.
- The 2019 mid-year population estimate for the Lancashire-14 area, was 1,508,941 people, this is 0.7% (10,641 persons) higher than 12 months earlier. For the Lancashire-14 area, 23.5% were aged 0-19 years, 56.4% were aged 20 to 64 years, and 20.1% were aged 65 and over. Over the next decade the number of children aged 0-15 in the county is predicted to rise and then decline thereafter. The working-age population is predicted to start to decline within five years and the older population

is predicted to increase, with more people falling into the over85 bracket each year as life expectancy increases over the period.

- Most of the population of Lancashire is White (90%). The other ten per cent of the population (around 141,000 people) are from Black, Asian, and other minority ethnic (BAME) groups. The largest BAME populations are found in Blackburn with Darwen (31%), Pendle (20%), Preston (20%), Burnley (12%) and Hyndburn (12%). The ethnic breakdown of Lancashire consists of White (90.4%), Asian (7.9%), mixed race (1.1%), Black (0.4%) and other ethnic groups make up 0.3% of the population. Levels of socio-economic deprivation vary across the pan-Lancashire area with great inequalities. Districts with the highest level of deprivation in Lancashire include Blackpool, Burnley, and Blackburn with Darwen. Less deprived districts in Lancashire include Ribble Valley, South Ribble and Fylde. It should be noted, however, within all districts, there is a wide variation in deprivation at ward level. *(Source VRN Annual Report 2021 -*

APPENDIX B

Roles and Responsibilities

The Police Reform and Social Responsibility Act 2011 enabled the election of the first Police and Crime Commissioners (PCC's) in November 2012. The act disestablished police authorities and replaced them with a directly elected PCC who were to be the voice of the people and to hold the police to account.

Role: Police and Crime Commissioner

Responsibility

- To secure an efficient and effective police force for Lancashire
- To appoint /remove from office, the Chief Constable and hold him to account
- To set the strategic direction and objectives for Lancashire Constabulary
- To publish a Police and Crime Plan for Lancashire
- To set the budgets and determine the council tax precept
- To issue an annual report
- To monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable.
- To be the local link between the Police and local communities.

Role: Chief Constable

Responsibility

- To maintain of the Queen's peace
- The direction and control of his staff and officers
- To be responsible to the public and accountable to the PCC
- To be the operational voice in policing
- To be politically independent of the PCC

- For the day to day responsibility of allocated budgets
- For managing complaints against police officers and staff

Role: Police and Crime Panel

Responsibility

- To scrutinise the PCC 's exercise of their statutory functions
- To be responsible for complaints about a PCC
- To review the draft Police and Crime Plan and the precept and make recommendations to the PCC
- To hold confirmation hearings for the proposed appointments of Chief Constable, Chief Executive and Chief Finance Officer
- For suspending the Police & Crime Commissioner if charged with an imprisonable offence or appointing an acting Police & Crime Commissioner where the incumbent is incapacitated, resigns or is disqualified

APPENDIX C

Policing at a glance

The Constabulary is split into three divisions, West, South and East and our Headquarters is based in Hutton, Preston, with our Dogs and Mounted section nearby. Each Division is run by a Chief Superintendent, known as a Divisional Commander. To accommodate a workforce of just over 5,500 people, the force has an extensive network of locations across the county.

To ensure we fulfil our commitment to policing Lancashire, the workforce is made up of over 3,000 Police Officers and 2,500 Police Staff – of which 290 are PCSOs and 460 Special Constabulary Officers, Police Cadets and Community Volunteers.

South Lancashire

Preston • South Ribble • Chorley • West Lancashire

West Lancashire

Blackpool • Fylde • Wyre • Lancaster and Morecambe

East Lancashire

Blackburn with Darwen • Ribble Valley
• Pendle • Rossendale • Hyndburn • Burnley



APPENDIX D

Outcome measures

Getting Tough on Anti-Social Behaviour

- Improved public confidence in the police, measured through the 'Lancashire Talking' platform.
- Greater visibility of police officers and PCSO's in hot-spot areas that are blighted by anti-social behaviour.
- Effective partnership based problem-solving initiatives related to tackling anti-social behaviour.
- The targeting of repeat and persistent offenders.

Preventing and Disrupting Organised Crime

- The proactive management of offenders involved in serious organised crime, working with partners to limit their activities, including issuing cease and desist letters
- A comprehensive understanding of organised crime including known offenders and hotspot areas.
- The gathering and sharing of intelligence from all partner agencies, third and private sector, including the community.
- A partnership approach to disrupting organised criminal activity and bringing offenders to justice.
- The protection of vulnerable people from harm caused by organised crime.
- Engagement with all our communities in becoming more resilient to serious organised crime
- Support for the development of appropriate diversion schemes to prevent those becoming involved in serious organised crime and improving prospects for young people.
- An increase in our use of civil order disruption.

Tackling Domestic Abuse and Sexual Violence

- An increase in resources dedicated to tackling hidden harms such as domestic abuse, rape, and serious sexual offences.
- A Domestic Abuse Action Plan to improve the response to domestic abuse, supporting victims, families, and perpetrators to prevent future harm.
- An increase in reporting of domestic abuse and sexual violence offences – victims should be confident to report crimes to the police.
- An increase in the number of offenders for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice and increases in victim's satisfaction.
- The proactive use of orders such as Domestic Abuse Protection Orders and Sexual Harm Prevention Orders to protect vulnerable victims.
- A reduction in repeat offending by using innovation such as digital forensic tools, polygraphs, and training to detect reoffending and by increasing referrals to perpetrator pathways.
- A reduction in repeat victimisation of Domestic Abuse by supporting victims to break the abuse cycle and reduce harm.

Tackling Burglary and Robbery

- The reduction in the number of recorded residential burglary and robbery offences.
- The increase in the number of offenders brought to justice for residential burglary and robbery offences.
- The targeting of persistent and repeat offenders to bring them to justice and tackle their reoffending to reduce future crime.
- Improved victim satisfaction levels for serious acquisitive crime offences.
- A reduction in repeat burglary victims by proactively working with partners and communities to prevent further offences.

Improving Road Safety by Targeting Dangerous Road Users

- An increase in the number of prosecutions, vehicle seizures and focused activity to reduce anti-social behaviour of motorists/riders.
- A reduction in the number of KSI's by increasing police enforcement activity for each of the fatal 5 (careless driving, driving while under the influence of drink or drugs, failing to wear a seat belt, speeding, and using a mobile phone whilst driving).
- Reducing the number of vulnerable road users involved in traffic collisions through the delivery of education and enforcement activity.
- An increase in the number of deployments of camera vans, number of tickets issued, diversionary courses delivered and NHP/community road watch activity.

ENDS

POLICE AND CRIME PANEL

Meeting to be held on 12 October 2021

Succession Planning

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

EXECUTIVE SUMMARY

To provide the Panel with the proposed plans in place for succession planning should the Police & Crime Commissioner be unable to continue undertaking the role.

RECOMMENDATION

That the Panel agrees the proposed arrangements for succession planning

1. Background

- 1.1. The Policing Minister, Kit Malthouse, wrote to all Police & Crime Commissioners (PCCs) in July 2021 requesting that all PCCs work to develop succession planning arrangements.
- 1.2. The Police Reform and Social Responsibility Act 2011 (the Act) at section 51 sets out the statutory steps that are required to be taken in the case of a vacancy in the office of PCC.
- 1.3. Where there is a vacancy an election must be held to fill the vacancy. If the vacancy occurs within the period of six months before the next ordinary election then no election is to be held in respect of the vacancy, and the office is to be left unfilled until the ordinary election.
- 1.4. Section 59 of the Act provides that a vacancy can occur in the case of:
 - an election irregularity;
 - a notice of resignation being given;
 - death;
 - declaration by the High Court or appropriate officer.More detail is found at sections 59-61 of the Act.
- 1.5. Section 62 of the 2011 Act provides that in a situation where:
 - no person holds the office of PCC because it is vacant.
 - the PCC is incapacitated; or
 - the PCC is suspended under section 30 of the 2011 Act, the responsibility for appointing an Acting PCC rests with the Police and Crime Panel.
- 1.6. Section 62(2) states that the appointment can only be of a member of the PCC's staff at the time of appointment.

- 1.7. For clarity, where a Deputy PCC has been appointed, they are defined within the legislation as being a member of staff, and therefore able to take up the role of Acting PCC, if required.
- 1.8. It is the Government's intention to mandate the appointment of a Deputy PCC, which may form part of the Part 2 of the PCC review they are currently undertaking.
- 1.9. All functions of a PCC are exercisable by an Acting PCC with the exception of issuing and varying a Police & Crime Plan.

2. Proposed Approach for Lancashire

- 2.1. The Commissioner has proposed that that in the event of an appointment being required, the person holding the role of Deputy Police and Crime Commissioner will be considered for appointment as acting PCC in accordance with the relevant legislation.
- 2.2. A formal appointment decision will be required by the Panel under section 62 in respect of the person to act as PCC if the circumstances necessitate such an appointment being made.
- 2.3. Should the Deputy Police and Crime Commissioner be unable to undertake the role, or the Deputy Police and Crime Commissioner post be vacant, the person holding the statutory role of Chief Executive (Director) of the Office of the Police and Crime Commissioner will be considered for appointment as acting PCC in accordance with the relevant legislation.

POLICE AND CRIME PANEL

Meeting to be held on 12 October 2021

Police & Crime Commissioner's update

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 developing the current Police and Crime Plan (the Plan) for Lancashire 2021-2025.

This report also aims to highlight some of activity of the PCC/Office of the Police and Crime Commissioner during the 2nd Quarter (1 July – 30 September 2020).

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 21 September 2021, the Commissioner held his regular quarterly Scrutiny meeting with the Chief Constable (CC). The Commissioner received updates on force performance, the impact of the introduction of Neighbourhood Taskforces as well as how the police is dealing with antisocial behaviour.
5. The Commissioner also heard how the Constabulary is expected to perform against HMICFRS inspection reports as well as how the Force Control Room was performing whilst facing an unprecedented level of demand.

The Constabulary's performance data is attached at Appendix A.

6. The Commissioner is currently developing his police and crime plan 2021 -25 with input from residents and partners and will be underpinned by an understanding of need to ensure it becomes a key planning document for all responsible authorities and the criminal justice system. A report setting out the progress of the draft police and crime plan appears elsewhere on the Agenda and a verbal update will be given by the Commissioner.
7. As part of his commitment to tackling anti-social behaviour (ASB) and ensuring the force address local concerns around it, the Commissioner has been out on dedicated operations to see the variety of issues that officers are dealing with and how they are being addressed. He visited Mill Hill in Blackburn during an operation in response to ASB reports and increases in criminal damage which saw officers' partner with Blackburn with Darwen Council representatives following groups of youths under 18 involved in different forms of ASB. He also attended an event in Blackpool highlighting the tackling of off-road bikes and the disruption they are causing in the area.
8. The Commissioner has reiterated his commitment to strengthening rural policing and ensuring all areas of Lancashire get the best possible service, engaging with partners such as the NFU and meeting farmers and other members of rural communities from across the county.
9. The Commissioner has also engaged with local councillors across the county, at County, Borough, and Parish Council level to discuss the issues they face as he reaches out across Lancashire.
10. In order to meet the Commissioner's ambition for more visible front-line policing to tackle things like anti-social behaviour and dangerous driving, the Chief Constable has created a new neighbourhood team comprising of 19 police officers to operate out of Waterfoot police station in Rossendale. The team will focus on public engagement, problem solving and targeting criminals using community intelligence and pro-active patrolling.
11. The Police and Crime Commissioner has signed a collaboration agreement with four other North West police forces to provide a new regional forensic science service to help in the fight against crime. The initiative brings together expertise from Lancashire, Cheshire, Cumbria, Merseyside and North Wales in drug analysis, footwear examination, firearm classification, toxicology and a forensic science courier service. All these services provide shared intelligence and evidence across the North West region to work towards supporting safer communities and getting results for victims of crime.
12. The Commissioner has re-iterated his commitment to making it easier for residents to contact the police. Both before and since taking office in May this year, the Commissioner has promised to ensure each borough area in

Lancashire has at least one police station front counter open to the public. As part of his drive to improve public confidence that Lancashire Constabulary will be there when people need them, whilst also proactively tackling crime the Commissioner has announced that Clitheroe police station's front counter has re-opened to the public from Monday 20 September 2021.

13. The Commissioner recently visited Morecambe to meet with David Morris, MP and the new Inspector to discuss policing and crime in the area as well as hearing about the challenges police face in dealing with crime and anti-social behaviour.
14. The Commissioner has welcomed the Lancashire Violence Reduction Network's success in securing over £1 million of government funding to steer young people away from violent crime and create a better understanding of childhood trauma amongst services. Three initiatives, Trauma Informed Lancashire, DIVERT Youth, and ED Navigators will benefit from the additional funding to support our work to tackle crime, prevent it from happening in the first place and keep people safe, whilst ensuring those who require support get what they need.

Recommendation

15. 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

PROTECTING LOCAL POLICING			
Measure	Previous 12 Month Period July 19- June '20	In Year Performance Vs Previous 12 Month Period	In Year Performance July '20- June '21
Grade 1 - Emergency Response Median Time to Arrive (Target <15 Mins)	10.1	+0.4 min	10.5
Grade 2 - Priority Response Median Time to Arrive (target <1 hour)	33.3	+2.9 min	36.2
Grade 3 - Routine Response Median Time to Arrive (<48 hours)	554.6	-172 min	382.6
999 Calls - Service Level < 10 secs	80.3%	+2%	82.3%
999 Calls - Time To Answer (Average)	8.15	-0.59 sec	7.56
999 Calls – Abandonment rate	0.8%	+0.1%	0.9%
101 Calls - Time To Answer (Average)	169.95	-62.52 sec	107.43
101 Calls – Abandonment rate	29.5%	-12%	17.5%
TACKLING CRIME & RE-OFFENDING			
Measure Taken from Recorded Crime dashboard unless stated with *	Previous 12 Month Period July 19- June '20	In Year Performance Versus Previous 12 Month Period	In Year Performance July 20- June '21
All Crime	132,732	Decrease (-5%,-6,605)	126,127
Violence with injury	14,908	Increase (+3%,+487)	15,395
Violence without injury	21,521	Decrease (-8%,-1,676)	19,845
Burglary Residential	6,683	Decrease (-20%,-1,342)	5,341
Robbery (Personal)	959	Decrease (-6%,-57)	902
Public Order	9,794	Increase (+4%,+425)	10,219
Number of Anti-Social Behaviour Incidents	73,264	Increase +20%,+14,352)	87,616

SUPPORTING VULNERABLE PEOPLE & VICTIMS			
Measure Taken from Recorded Crime dashboard unless stated with *	Previous 12 Month Period July 19- Jun '20	In Year Performance Versus Previous 12 Month Period	In Year Performance July 20- June '21
Rape	1,252	Increase (+7%, +88)	1,340
Other Sexual Offences	2,834	Increase (+6%,+167)	3,001
CSE Crime	514	Increase (+4%,+20)	534
Modern Slavery Crimes (Only introduced 1st April 2015)	129	Decrease (-3%,-4)	125
Domestic Abuse Crime	20,576	Increase (+15%, +3104)	23,680
Hate Crime	2,490	Increase (+11%, +277)	2,767
Missing Person Incidents*	8,980	Increase (+4%,+343)	9,323
Concern for Safety Incidents* †	43,323	Increase (+5%, +2,082)	45,405
Mental Health Incidents** †	68,014	Increase (+9%, +6,346)	74,360
DEVELOPING CONFIDENT COMMUNITIES			
Measure	Previous 12 Month Period July 19- June '20	In Year Performance Versus Previous 12 Month Period	In Year Performance July 20- June '21
Confidence - CSEW (Overall Confidence)	Not Available	-	Not Available

POLICE AND CRIME PANEL

Meeting to be held on 12 October 2021

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, or authorised officer, under delegated authority in the period since the last meeting of the Panel on the 20 July 2021.

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:-
<https://www.lancashire-pcc.gov.uk/transparency/decisions/>
- 1.5. Additionally, Members may access the Strategic Scrutiny Agenda and Minutes at
<https://www.lancashire-pcc.gov.uk/transparency/meetings-reports/strategic-scrutiny-meetings/>
and the Joint Management Board papers at
<https://www.lancashire-pcc.gov.uk/transparency/meetings-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 20 July 2021. These are set out in the table below.

Decision Reference	Decision Title	PCC Priority	Date of Decision
2021/10	Lancashire Victim Services (Contract Variation-Additional Temporary Funding)	Supporting vulnerable people and victims	11 August 2021
2021/11	Community Safety Partnership Funding	All	3 August 2021
2021/12	Financial position as at 30 June 2021	Governance	11 August 2021
2021/13	Lancashire Violence Reduction Network – Overview & Update	Tackling crime and reoffending Supporting vulnerable people and victim	-
2021/14	Appointment of LQCs	Governance	30 September 2021
2021/15	Treasury Management report – 2020/21 outturn	Governance	30 September 2021
2021/16	Treasury Management position as at 30 June 2021	Governance	30 September 2021

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 1 October 2021. 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.

<https://www.lancashire-pcc.gov.uk/transparency/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 12th October 2021

PART 2 OF THE POLICE AND CRIME COMMISSIONER REVIEW

Contact for further information:

Asad Laher (01254) 585495 - Secretary, Lancashire Police & Crime Panel,
asad.laher@blackburn.gov.uk

Executive Summary

To provide an update on the Police and Crime Commissioner Review, and in particular to inform the Panel of Part Two of the Review and the recent response submitted on behalf of the Panel.

Recommendation

The Panel is asked to note the report and the response submitted to LGA.

Information

At its meeting on 16 September 2020, the Panel was advised of the Government review of the Police & Crime Commissioner (PCC) model. The LGA facilitated a response to the Review, which also covered issues that would to be considered in a subsequent Part 2 of the review. A response was submitted to the LGA on behalf of the Panel on 25 August 2020.

The findings and recommendations from the first part of the Review was presented by a Ministerial Statement on 16 March 2021. It stated that the Home Office would bring forward a range of measures, which will: strengthen PCC accountability; improve their transparency to the public; clarify the relationship between PCCs and Chief Constables; bring more consistency to the PCC role; raise professional standards; and improve the checks and balances currently in place. Part one of the Review also concluded that in order to enhance local accountability and scrutiny the Home Office would work with the Local Government Association (LGA) to develop a good governance training package for Police and Crime Panels. It was also stated that the Part two of the Review would consider the role of the Independent Office of Police Complaints (IOPC) with respect to their handling of complaints made about the conduct of PCCs and their deputies. The Review also concluded that in order to ensure PCCs have the levers they need to tackle crime, the Home Office would consult on giving additional powers (similar to those afforded to Local Authorities) to all PCCs, to potentially help them *“with the role they play in the wider crime and criminal justice landscape, and will consider partnership arrangements more fully.”*

On 27th July 2021 the Home Office announced its intention to launch Part Two of the Government's review into the role of Police and Crime Commissioners (PCCs). The Terms of Reference (Appendix 1) for the Part Two Review states that the focus will be on ensuring PCCs have the tools and levers they need to better equip them to fight crime and on scrutiny of the PCC model.

To inform the Review the Home Office requested the LGA to collate responses to the PCC Review call for evidence. They were particularly interested in the Panel's views in relation to Police and Crime Panels and IOPC & Complaints. In view of the very short time scale provided the Chair and Vice-Chair of the Panel were consulted and the following responses were submitted on behalf of the Panel:

- **Police and Crime Panels (section 5)** – *“Consideration of the current Police and Crime Panel model, specifically the benefits of independent members, identifying and securing the right skillsets and options to strengthen panel support.”*
 - the Panel would benefit with regular briefings/presentations at meetings on policing topics and relevant social issues. Task Groups set up by the Panel should be provided with sufficient resources and the assistance of a Scrutiny Officer to support them throughout the process.

There is no need identified for an independent chair. Reflecting the fact that the PCC is a politically elected role, the Panel is appropriately and predominantly drawn from political parties representing the political landscape of the police area. It seems appropriate that the Chair has experience of conducting meetings similar to those which they regularly attend in their roles as local councillors, so as to ensure that the views of all political persuasions and areas of the police area are expressed and a consensus achieved on the topic being considered. In relation to Independent Members, they are important but to be effective on a regular basis they need to have a broad experience rather than one limited to a particular neighbourhood or area of expertise.

There is concern at the limited authority of the Panel to enable it to effectively scrutinise the PCC and hold them to account. In relation to holding the PCC to account, the only limited power the Panel has is the veto on the council tax precept but as this is a political decision, it is appropriate that it is considered by elected representatives of the police area (and not solely by independent members on the panel). In any case, PCCs are not particularly swayed by the views of the panel. It would help Panels to have more clarity and detailed guidance on the PCC's key role in holding the Chief Constable to account and their ability to scrutinise and influence operational functions and decisions. This would provide a better scope for the Panel to scrutinise the PCC. The Panel (mainly as elected representatives and representing the police area) would like to have better influence on local policing.
- **IOPC & Complaints (section 6)** – *“Reviewing the existing mechanisms for investigating complaints and allegations against PCCs including the role of the IOPC in assessing criminal wrongdoings against PCCs and issues relating to vexatious and unfounded complaints.”*
 - Serious complaints need to be investigated in depth and be independent and this should be carried out by an outside body (i.e. IOPC) who have the time, expertise and independence to ensure this. The Panel's (and the Secretary's) experience seems to show that most complaints are in fact against the Police and do not relate to the PCC. The remainder of non-

serious/non-criminal complaints seem to be adequately covered by conciliation through the Secretary and the Panel Officers. There has been only one matter referred to a Panel Sub Group, which could only recommend certain actions. It is suggested that this power is increased to impose sanctions, which compels the PCC to comply and carry out any actions recommended by the Panel. The current arrangements in dealing with complaints against the Police seem fine, but some clear guidance on dealing with vexatious and persistent complaints would be welcomed. Repetitive and persistent complaints relating to the same issue or matter, and unnecessary protracted and repetitive correspondence from complainants would be an abuse of process, which needs to be controlled, and clear guidance would be helpful.

[Part 2 of the Police and Crime Commissioner Review - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

In addition, with regard to providing the PCC with additional legal powers for preventing and tackling crime and following the recommendations of the Part One Review, the Home Office is consulting with a number of stakeholders, including the LGA, principal councils, Mayoral combined authorities, etc. on which range of additional powers to give to the PCC. There are two suggested options:

- (i) a wider functional power of competence as held by fire and rescue authorities, which will include giving them the power to do anything indirectly incidental to their functions; **or**
- (ii) a general power of competence as held by local authorities, which will give them the power to do anything that an individual can do so long as it is not prohibited by legislation.

Consultations

The Chair and Vice-Chair were consulted and have provided feedback on behalf of the Panel. In relation to the powers of the PCC, the Home Office is consulting range of stakeholders including the LGA and principal councils.

Implications:

This item has the following implications, as indicated:

Legal Implications

Currently there no legal implications, but implementation of the recommendations may necessitate change to legislation. In particular, any changes to the PCCs statutory powers will require changes to the relevant provisions in the Police Reform and Social Responsibility Act 2011. Further information is contained Home Office consultation document (Appendix 2)

Financial Implications

There are no direct financial implications arising from this report.

Risk management

The functions and roles of the Police and Crime Commissioner and the Police and Crime Panel are as stated in the Police Reform and Social Responsibility Act 2011. Any proposed change to these should ensure that all relevant stakeholders are adequately consulted

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	September 2020	Asad Laher Strategic Head of Service – Legal & Governance. 01254 585495

Appendix 1 Terms of reference: Police and Crime Commissioner Review Part 2 [Terms of reference: Police and Crime Commissioner Review Part 2 \(accessible\) - GOV.UK \(www.gov.uk\)](#)

Appendix 2 'Giving Police and Crime Commissioners greater powers of competence - Government Consultation'



Home Office

Giving Police and Crime Commissioners greater powers of competence

Government Consultation

This consultation begins on 1 September 2021

This consultation ends on 27 October 2021

Introduction

The Government's manifesto committed to strengthening the accountability of Police and Crime Commissioners (PCCs) and expanding their role. PCCs were introduced in 2012 to give the public a direct say over policing in their area. It is important that PCCs are strong, visible leaders in the fight against crime and have the legitimacy and tools to effectively hold their police force to account.

In July 2020, we announced a two-part review into the role of Police and Crime Commissioners. During Part One of the Review we collated views and evidence from stakeholders across policing, fire and local government as well as voluntary and community organisations. We heard from PCCs and their Chief Executives that they need greater powers of competence to help them get upstream of crime issues and form partnerships with local authorities, criminal justice agencies and health bodies to reduce crime as well as to drive efficiency and make better use of police estate.

PCCs currently have a functional power of competence which enables them to do anything to facilitate or which is conducive or incidental to the exercise of their functions¹. However, we have heard that PCCs feel constrained because the existing powers limit their ability to undertake innovative activity; particularly where that activity might only be indirectly linked to policing.

In concluding Part One of the Review, the Home Secretary announced in March 2021 that we will consult on giving a general power of competence to PCCs. We intend to use this consultation to seek views on the benefits and risks of giving PCCs (including Mayors with PCC functions) greater powers of competence to improve the levers they have to tackle crime and anti-social behaviour and give them greater flexibility to drive efficiency.

¹ Paragraph 14, Schedule 1 of the Police Reform and Social Responsibility Act 2011

Approach

This is a targeted consultation that will run for 8 weeks from 1 September 2021 to 27 October 2021. We will specifically invite views from the following organisations, although welcome views from any other individuals or bodies:

- PCCs (including PFCCs and Mayoral PCCs)
- Chief Constables
- Fire and rescue authorities
- Principal local councils in England and Wales
- Association of Police and Crime Commissioners
- National Police Chiefs' Council
- National Fire Chiefs' Council
- Local Government Association
- Welsh Local Government Association
- Independent Office of Police Conduct
- Association of Police and Crime Commissioner Chief Executives
- Police and Crime Commissioner Treasurers' Society
- Mayoral Combined Authorities and Greater London Authority
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
- College of Policing
- Chief Police Officers' Staff Association
- Police Federation
- Police Superintendents Association
- Police Staff Council

Legislative Background and Existing Powers

Existing PCC Powers

PCCs must act within their statutory powers. These powers are set out in the Police Reform and Social Responsibility Act (PRSRA) 2011 and are principally; the power to appoint, re-appoint and dismiss the chief constable; the power to set the force's budget; and the power to establish local priorities for the force through the police and crime plan. PCCs also have the functional power to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of their functions. That includes entering into contracts and other agreements (whether legally binding or not), acquiring and disposing of property (including land) and borrowing money.

A PCC's ability to charge for services is also determined by statutory provisions. Section 25 of the Police Act 1996 gives chief officers a power to charge for special police services (such as concerts and football matches) and section 15 of the PRSRA 2011 provides PCCs a power to charge for the supply of goods and services by referring to the power Local Authorities have in section 1 of the Local Authorities (Goods and Services) Act 1970.

The powers of PCCs are limited to these purposes. If a PCC did anything that they did not have the specific power to do, this would be deemed to be *ultra vires* – or acting beyond one's legal power, which could be subject to legal challenge. In using their functional power, PCCs therefore have to judge what "facilitates" or is "conductive" or "incidental" to the exercise of their functions.

General power of competence held by local authorities

Historically, local authorities were also constrained by the specific statutory powers granted to them in legislation, but in 2011, a general power of competence (GPC) was provided to local authorities through section 1 of the Localism Act 2011. This gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited by law. This puts beyond doubt a local authority's ability to undertake activity and was introduced to encourage innovation as well as facilitate efficiency and best value.

The general power of competence afforded to local authorities has some limitations such as it cannot be used to raise taxes or precept, nor does it expand authorities' powers to make byelaws. It also cannot be used to do things like change the political structure of an authority. The Secretary of State also has broad powers to restrict (subject to consultation) what local authorities can do under the general power or to provide conditions under which the power can be used. Usual public law constraints (rationality, relevant considerations, procedural fairness, disregard of irrelevant considerations) would also be applied by the courts to the exercise of the power of general competence were they to be challenged.

Under the general power of competence, local authorities are able to charge for discretionary services where a person has agreed to them being provided, but only on a cost recovery basis and only when they are not under a statutory duty to provide them. Local authorities are also able to undertake commercial activities, but this must be done through a trading company so that the authority does not have a tax advantage over other businesses. Charging beyond cost recovery is also deemed to be trading and must be done through a company. Authorities cannot trade in services that they already have a statutory duty to provide; for example, collecting household rubbish.

The general power of competence applies to the 333 local authorities in England (including county councils, unitary authorities, district councils and London borough councils) and also applies to parish councils where that council has resolved that it meets the relevant conditions (including a minimum number of elected members). When the provisions of the Local Government and Elections (Wales) Act 2021 come into effect in November 2021, a general power of competence will also be conferred on Welsh local authorities, which largely replicates the general power granted to English local authorities.

Functional Power of Competence held by fire and rescue authorities

Where a fire and rescue authority (FRA) is embedded in a county council in England (a “county FRA”), the council holds the general power of competence in respect of their fire functions as it falls within the definition of a local authority under section 1 of the Localism Act 2011. The Localism Act 2011 also inserted section 5A into the Fire and Rescue Services Act 2004 to give relevant FRAs² in England and Wales wider functional powers that are broader than the power currently held by PCCs, although not as wide as the general power of competence provided to local authorities under the Localism Act.

Under the power provided by section 5A of the Fire and Rescue Services Act, a relevant FRA is able to do anything it considers appropriate for the purposes of carrying out any of its functions, as well as anything incidental or ‘indirectly incidental’ to those functions. The section 5A power of competence also enables an FRA to do anything it considers to be connected with any of its functions or connected to activity that is incidental to its functions. Fire and rescue authorities can also act for a commercial purpose under the section 5A powers, although section 5B of the 2004 Act provides that any commercial activity must be done through a trading company and FRAs cannot act commercially in respect of functions they have a statutory duty to provide. All FRAs can also charge for services, and have a separate power set out in section 18A of the Fire and Rescue Services Act 2004 (also inserted by the Localism Act 2011). This ability to charge is subject to limitations in section 18B which includes not being able to charge for extinguishing fires, except at sea. Charges must also not exceed the cost to the authority of taking the action.

² “relevant fire and rescue authorities” are defined in section 5A(3) of the Fire and Rescue Services Act 2004. This includes metropolitan county fire and rescue authorities, combined fire and rescue authorities, police fire and crime commissioners (in respect of their fire functions), the London Fire Commissioner and the London Fire and Emergency Planning Authority

Where a Police, Fire and Crime Commissioner (PFCC) is created in England under section 4A of the Fire and Rescue Services Act 2004, they fall within the definition of a relevant FRA and have the general power under section 5A FRA in relation to their fire functions but not in respect of their PCC functions. There are currently four PFCCs with this responsibility. The Government will shortly consult on further proposals to mandate the transfer of fire governance to other PCCs across England. Fire and rescue services in Wales are a devolved matter for which the Welsh Government is responsible.

Powers of Mayors of Combined Authorities

The Cities and Local Government Devolution Act 2016 (the 2016 Act), amends the Local Democracy, Economic Development and Construction Act 2009 (the 2009 Act) to provide for the establishment of mayoral combined authorities as well as providing these authorities with extra powers. Section 113D of the 2009 Act provides that the general power of competence can be given to combined authorities, including mayoral combined authorities (MCA), and section 107D(8)(b) of the 2009 Act further provides for the general power of competence to be exercised by the mayor for that authority as well as the combined authority itself. The mayors of the West of England and Cambridgeshire and Peterborough mayoral combined authorities are currently the only two mayors that have been conferred the power to use the general power of competence. The mayor of a combined authority can only be conferred this power with the consent of the combined authority and its constituent authorities, as well as that of the mayor.

Other combined authority mayors (including those who exercise PCC functions in Greater Manchester and West Yorkshire) hold a wide functional power of competence that is equivalent to the power held by standalone fire and rescue authorities. This is set out in section 113A of the 2009 Act. Greater Manchester Combined Authority (GMCA) also retains a wellbeing power under section 2(1) of the Local Government Act 2000, which permits local authorities to do anything they consider likely to promote or improve the economic, social and environmental well-being of their area. This was specifically preserved in relation to the GMCA by virtue of a saving provision in article 8(3) of the Localism Act 2011 (Commencement No 5 and Transitional, Savings and Transitory Provisions) Order 2012. The Greater London Authority also holds a functional power under section 30 of the Greater London Authority Act 1999 (the 1999 Act) to do anything which will further any one or more of its principal purposes, which is exercisable by the mayor acting on behalf of the Authority.

The Government's proposed changes

In order to ensure PCCs have more of the tools and levers they need to prevent and tackle crime, the Government intends to provide PCCs with greater powers of competence.

As it currently stands, the narrow functional powers which PCCs hold mean that they can do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of their functions. However, this means that they have to judge what facilitates, or is conducive or incidental to the exercise of their functions. This can create some doubt about their ability to act to prevent crime, particularly where those actions might be upstream of immediate police activity. Whilst PCCs can charge for certain police services (such as specialist police services like policing a concert or a football match), they also lack flexibility in their ability to act commercially by charging for discretionary services and cannot trade for profit. Regardless of which power of competence might be granted, if any, it would be drafted to retain the existing position that a PCC cannot charge for operational policing. Giving PCCs greater powers of competence would give them the confidence to act where there may be doubt. A wider power would also encourage greater ambition, innovation and creativity in their approaches to tackling crime and public safety issues.

The key areas where PCCs have identified wider powers of competence would support their objectives include;

- **Putting beyond doubt their ability to tackle crime and antisocial behaviour** – allowing PCCs to invest in activity that benefits the community and gets upstream of crime e.g. services to reduce offending, tackling mental health, youth diversion schemes.
- **Collaborative working** – the ability to take part in initiatives which are not current statutory responsibilities, for example with other emergency services or criminal justice partners; the opportunity to be a partner in local authority-private sector commercial arrangements.
- **Property regeneration and development** – the ability to borrow to invest in regeneration of existing land and property; generating long-term revenue streams (rather than one-off capital receipts).
- **Commercial ventures and initiatives** – the ability to develop innovative commercial opportunities, which yield additional revenue.

Through this consultation, we are interested in views on the benefits, opportunities and risks of granting PCCs either:

- (i) a wider functional power of competence as held by fire and rescue authorities, which will include giving them the power to do anything indirectly incidental to their functions; **or**
- (ii) a general power of competence as held by local authorities, which will give them the power to do anything that an individual can do so long as it is not prohibited by legislation.

Wider Functional Power of Competence

The functional power of competence held by fire and rescue authorities (FRAs) is a wide-ranging power which means that, even if the proposed action is a number of steps removed from their core functions, they can still act as long as the action can ultimately be traced back sufficiently to their functions. FRAs can do anything which is related directly or indirectly incidentally to their functions and can enter into commercial arrangements. Under separate powers, they can also charge for services. For example, the powers have been used by FRAs to provide road traffic accident prevention courses, or mobility training for elderly members of the public. Hampshire Fire and Rescue Service (FRS) used the powers to form an insurance mutual across a number of fire services, known as the Fire and Rescue Indemnity Company (FRIC); attempts to establish this under previous powers were challenged due to lack of vires. A number of fire and rescue services now also have contracts with the Ambulance Service for the provision of medical response services (co-responding) which provide immediate life-saving intervention, which would not have been possible without the FRA functional power. The functional powers held by FRAs therefore enable greater freedoms, whilst maintaining their single purpose status.

Where a PCC takes on fire and rescue functions, they hold this wider FRA power of competence in relation to their fire functions, but only the narrower PCC one in relation to their policing functions. At the minimum, we therefore believe we should level up the functional powers that PCCs and FRAs hold so that there is no longer a disparity in the PFCC model. This would mean giving all PCCs more generally a wider functional power of competence. This would allow PCCs to fully explore any commercial collaborative ventures without worrying about vires and ensure that for PFCCs in particular that collaboration between police and fire can be maximised.

These powers would also extend the breadth of activity PCCs could undertake, enabling them to get further upstream of crime as well as support them to co-commission and achieve shared outcomes with other emergency services, Criminal Justice System partners, local authorities and other public and private partners. PCCs also argue that wider powers to charge for discretionary services, and to trade would provide them with greater scope to act in the interests of their forces, in particular by raising revenue through innovative commercial practices. For example, some PCCs have identified that the powers would enable them to set up a police mutual, similar to the FRIC mutual established by fire services and others have indicated that they could use wider powers to make more effective use of estates, for example investing in renovation of police property to provide key worker housing and charging third parties to make use of premises, such as the police firearms range, when not in use for police purposes.

PCCs do not possess the wide-ranging responsibilities that local authorities have and therefore a wider functional form of powers, as held by FRAs is likely to enable PCCs to undertake most of the activity they would need to be able to undertake to deliver their priorities in the interests of local communities. However, it could still create doubt about vires in circumstances where a link to PCC functions is difficult to prove.

General power of competence

The general power of competence goes further than a functional power of competence in removing the need for a link between statutory functions and the exercise of powers. It provides greater freedoms to act, and therefore encourages greater innovation and creativity in the use of powers.

For local authorities, the general power of competence has enabled them to work in new ways to meet the needs of local communities, and to develop new services and partnerships. It has also been seen as a symbolic statement that promotes innovation and frees up thinking, whether or not the power is used to provide the specific legal basis for the actions taken. Some councils have used the power to set up companies for commercial purposes, including for the development and sale of land, and in relation to the setting up of shared services with other councils.

A general power of competence would put beyond doubt a PCC's ability to take action to help prevent crime and to strengthen their role in the wider criminal justice system. It would remove the requirement for there to be a demonstrable link to existing statutory functions and reduce the risk of legal challenge thus giving PCCs increased confidence in their legal capacity to act. It would also allow individual commissioners to innovate and develop bespoke local approaches to meet local needs and priorities. Some PCCs have argued that a general power of competence would allow them to enter into increasingly ambitious joint plans with combined authority and council partners. Depending on how such a power is drafted, it could also allow them to generate income beyond cost recovery and generate new revenue streams.

We recognise that there are some risks in granting PCCs a general power of competence. In giving PCCs the widest powers to innovate and act creatively, there are also greater risks that PCCs are distracted from their core focus on crime and policing or that they are engaged in activity that creates financial risk or cuts across other local mandates.

The PCC model places checks and balances on the actions of PCCs. PCCs are elected to represent local needs and are directly accountable to the public for the efficient and effective use of public funds. To ensure the public have the information they need to hold the PCC to account, PCCs are required by law to publish certain information, including their total budget, revenue sources, proposed and actual expenditure and details of their annual investment strategy. Police and Crime Panels also have powers to scrutinise the actions and decisions of PCCs, providing an additional layer of public scrutiny.

PCCs are also required by statute to appoint a Chief Financial Officer, whose duties include ensuring the proper administration of the PCC's financial affairs, reporting any actual or foreseen unlawful expenditure and advising whether particular decisions are contrary to policy or budget. There is also a statutory requirement for a PCC to have a Monitoring Officer, whose main role is to report to the PCC if it appears that any proposal, decision or failure within their

organisation constitutes, has given rise to, or is likely to break the law or a code of practice.

Further, there are existing limitations on the use of the general power which are applied to local authorities, and which could be mirrored for PCCs; namely we would not permit PCCs to do anything that is specifically prohibited in legislation, to raise taxes (other than in relation to existing policing precept) or to trade in services that they already have a statutory function to provide. The Secretary of State also has the power to apply further limitations to the general power of competence provided to local authorities, subject to consultation.

Through this consultation, we are also interested in any further safeguards or limitations that respondents consider might be necessary to ensure a proper use of any new powers granted to PCCs.

Mayoral PCCs

It is our intention that mayors who hold PCC functions (such as in London, Greater Manchester and West Yorkshire) would have the same power of competence as other PCCs to maintain consistency of powers in the police governance model. Mayors of combined authorities currently hold wider functional powers of competence, in line with those held by FRAs. At a minimum, we therefore propose to level up the powers that PCCs and Mayors hold. This could be either by granting to the PCCs the wider functional power which Mayors currently have (except Cambridgeshire and Peterborough and West of England Mayors who have a general power of competence) or by extending the general power of competence to both PCCs and Mayoral PCCs. If we were to extend the general power of competence to PCCs and therefore to mayoral PCCs, we would need to consider whether this power of competence should also be exercisable by the combined authority and whether any such extension should be dependent on the consent of the constituent authorities. The Government will give further consideration to the powers of Mayors and combined authorities through the Levelling Up White Paper.

Implementation

Subject to the outcomes of this consultation, we would require primary legislation to provide PCCs with either a wider functional or general power of competence. We would seek to implement the measures through the next appropriate legislative vehicle following Part 2 of the PCC Review.

Our intention would be to provide both English and Welsh PCCs with the same wider power of competence.