



Private & Confidential

For the attention of Clive Grunshaw

Police & Crime Commissioner for
Lancashire

PO Box 653
PRESTON
Lancashire
PR2 2WB

Date: 4th June 2018

Your Ref:

My Ref: DHRL&CR/DF/SR

Please ask for: David Fairclough

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Email address: david.fairclough@blackburn.gov.uk

Dear Clive,

Fire Service Governance

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

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

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

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

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

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

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

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

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

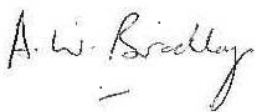
I would ask that you consider carefully the points set out in this letter and I advise you that for the Police and Crime Panel meeting on 2nd July 2018, I have instructed the Secretary to place a discussion item on the Agenda and you are advised the Panel will be asking you to explain why you chose to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

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

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

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

Yours sincerely



Councillor Alistair Bradley
Chair
Lancashire Police & Crime Panel