

Lancashire County Council

Community, Cultural, and Corporate Services Scrutiny Committee

Wednesday, 12th February, 2025 at 10.30 am in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No. Item

- 1. Apologies**
- 2. Disclosure of Pecuniary and Non-Pecuniary Interests**
Members are asked to consider any pecuniary and non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.
- 3. Minutes of the Meeting Held on 9 December 2024** (Pages 1 - 4)
To be confirmed and signed by the Chair.
- 4. How Digital Capabilities are Enabling Better Decision Making Across the Council** (Pages 5 - 20)
- 5. Community Safety Agreement - Strategic Assessment 2025-2028** (Pages 21 - 66)
- 6. Strengthening Our Approach to Partnership Working** (Pages 67 - 74)
- 7. Property Services Update** (Pages 75 - 94)
- 8. Community, Cultural and Corporate Services Scrutiny Committee Work Programme, Actions and Assurances Update** (Pages 95 - 104)
- 9. 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 chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.



Wherever possible, the chief executive should be given advance warning of any member's intention to raise a matter under this heading.

10. Date of Next Meeting

The next meeting of the Community, Cultural and Corporate Services Scrutiny Committee will be held on 25 September 2025 at 10.30 am in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

H MacAndrew
Director of Law and Governance

County Hall
Preston



Lancashire County Council

Community, Cultural, and Corporate Services Scrutiny Committee

**Minutes of the Meeting held on Monday, 9th December, 2024 at 10.30 am in
Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

Present:

County Councillor Ged Mirfin (Chair)

County Councillors

J Shedwick
S Hind
T Hurn

Y Motala
J Parr
R Woollam

1. Apologies

Apologies were received from County Councillors Erica Lewis and Charles Edwards.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None.

3. Minutes of the Meeting Held on 31 October 2024

Resolved: That the minutes of the meeting held on 31 October 2024 be confirmed as an accurate record and signed by the Chair.

4. Developing a Change Management Strategy

The Chair welcomed Laurence Ainsworth, Director of Strategy and Innovation, and Joanne Byrne, Service Design Lead, to the meeting.

The report and PowerPoint presentation provided information on developing a Change Management Strategy. It was noted that a refreshed approach to managing major organisational change was being finalised, which would also align to the forthcoming Council Plan and Medium Term-Financial Strategy. A copy of the PowerPoint presentation is appended to these minutes.

Comments and queries raised from the committee were as follows:

- Further information was requested on what the future of local government looked like, the cultural changes needed and how it would be supported, and for this to be circulated to members of the committee.



- The recent staff conferences were well-received, and there was a growing acceptance of change among county council staff. Additionally, there was a continued focus on involving staff in the change process, with plans to introduce change clinics and toolkits.
- How the county council currently used Artificial Intelligence technologies, and how it compared with other local authorities was discussed. It was noted that the county council had developed a comprehensive digital strategy following significant engagement with services and users, with Artificial Intelligence being a key component of that strategy. Additionally, the Digital by Design programme had been initiated, which includes the application of Artificial Intelligence technology using an agile approach. It was suggested that a more detailed plan outlining the council's current position and its future direction be presented to the committee as part of a future update on the digital strategy.
- It was also noted that the county council participated in the Local Government Association's Transformation and Innovation Exchange network, which provided an opportunity for councils to share best practice in relation to major change. It was suggested that a briefing note be circulated to the committee on how the county council was using the network to carry out benchmarking with other local authorities.
- What a 'lean and agile' county council looked like was discussed and it was noted that there was a need for a one-council approach and greater interaction between different council services. The importance of equipping the workforce with transferable skills, including digital literacy and change management was also highlighted.
- The need for ongoing staff development and training to adapt to changing circumstances, and for better information exchange across departments to enhance effectiveness was also highlighted by the committee.
- The staff conferences were open to all staff, held in various locations around the county, and were broadcast live for wider accessibility. Feedback from the conferences was being reviewed to improve future sessions.
- The committee emphasised the need of involving frontline staff in the change management process to ensure practical and effective solutions were being developed. It was also noted that the agile approach method being used included real-time feedback from staff at all levels.
- The committee requested that further information on the role and function of the Change and Digital Officer Board be provided at a future meeting. It was noted that change clinics were planned to be introduced in the new year, which would provide face-to-face sessions for staff to discuss and test new ideas and aimed to enhance staff engagement and gather practical feedback for ongoing projects. A request for more information on how the change clinics would work be provided to the committee at a future meeting.



- The role of elected members in reviewing the change strategy was discussed. It was noted that the committee had previously examined different elements of the strategy, and updates on these elements could be followed up at future meetings. It was therefore requested that the committee's work programme align with key milestones of future change programme going forward.
- It was noted that a variety of people across the organisation, such as Cabinet Members, directors, senior officers, and the change service team were key change architects, and there was an emphasis on the collective role of these individuals in driving change across the council.
- The importance of keeping members informed about the change programmes was highlighted by the committee. It was felt that members could be kept informed in various ways, including following up on work previously done by the committee or by arranging Bite Size Briefings on individual programmes.

The Chair thanked the officers for their attendance and answering the committee's questions.

Resolved: That

- i. Briefing notes on the following be circulated to the Committee:
 - a. Further information on what the future of local government looks like, the cultural changes needed and how this will be supported.
 - b. Further information on a narrative that explains the change agenda and the future of the organisation.
 - c. Further information on officer governance arrangements to support change.
 - d. An overview of how wider change outside of the change portfolio will be supported (including the role of the Change Influencers Network and proposed 'Change Clinics').
 - e. How elected members will be kept engaged as individual programmes progress.
- ii. The Committee consider the county council's approach to Artificial Intelligence (AI) and digital change at a future meeting as part of progress against the digital strategy.
- iii. The Scrutiny Management Board be asked to support the engagement and encouragement of member involvement, and challenge through effective forward planning of scrutiny activity –
 - Ensuring that work programme timetables were aligned to key milestones of programmes within the change portfolio.
 - Ensuring that members and all organisation leaders be engaged, as work progresses, as to the major change portfolio as a whole in order to maintain sight of inter-dependencies and overall delivery.



5. Community, Cultural and Corporate Services Scrutiny Committee Work Programme, Actions and Assurances Update

The committee considered the work programme for the 2024/25 municipal year, and an update on actions and assurances.

Resolved: That

- i. The work programme for 2024/25 at Appendix 'A' of the report be noted; and
- ii. The information included in the reports for the 12 February 2025 meeting of the Committee be confirmed.

6. Urgent Business

There were no items of Urgent Business.

7. Date of Next Meeting

It was noted that the next meeting of the Community, Cultural and Corporate Services Scrutiny Committee will be held on Wednesday 12 February 2025 at 10.30am in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

H MacAndrew
Director of Law and Governance

County Hall
Preston



Report to the Community, Cultural, and Corporate Services Scrutiny Committee

Meeting to be held on Wednesday, 12 February 2025

Report of the Director of Digital

How digital capabilities are enabling better decision making across the Council

Part I	Corporate Priorities: Thinking differently;
Electoral Division(s): (All Divisions);	
Contact: Peter Lloyd, Director of Digital, Tel: 01772 538993, Peter.Lloyd@lancashire.gov.uk; Vishal Mistry, Principal Data Manager, Tel: 01772 532672, Vishal.mistry@lancashire.gov.uk	

Summary

Purpose of the Report

This report provides an update on the council's position regarding the use of technology to enable better use of data and analytics across the Council, further to a report received by the Community, Cultural and Corporate Services Scrutiny Committee on 9th November 2023.

Recommendation

The Community, Cultural and Corporate Services Scrutiny Committee is asked to:

- i. Note and Comment on the report which will be presented at the scrutiny meeting.

1. Background

- 1.1. The importance of data-enabled decision-making in local government cannot be overstated which is a focus of the current Data Strategy approved by Cabinet in October 2022.
- 1.2. Following this a report to the Community, Cultural, and Corporate Services Scrutiny Committee in November 2022 highlighted key aspects of both the Data Strategy and the 2019 Digital First Strategy, focusing on four key capabilities to become more data-driven:

- Implementing a data governance framework
- Defining and building a council-wide data architecture
- Implementing a data management capability
- Implementing a set of business intelligence and analytics tools

1.3. The focus on these core capabilities were intended to:

- Grow the use and maturity of Data tools across the Council services
- Ensure good data foundations were in place such as governance, management and access to useable data.
- Introduce tools and training to allow more services and key officers to unlock the power of their data
- Put in place strategic data architecture to support a more evidence-based decision making approach.

1.4. The focus of this report is on technology offerings and training to build capability. The importance of governance cannot be overstated. Understanding who owns data and how data is handled is critical, not only for improving data quality but also for reducing related risks in decision-making and those related to data loss, reputational, and financial damage.

2. **Progress to date:**

Digital Functions

2.1. Over the last few years, the council has developed a strong data engineering function within digital services, which brings data together from multiple systems to create actionable insights through technology infrastructure and tools such as:

- a data analytics platform that enables the Council to capture and store data in a data lake. Enabling multiple data sources and data sets to be aligned in one place.
modern data science tools like PySpark, providing a scalable solution for storing and manipulating data in an automated, repeatable, and cost-effective manner.
- The continued use of SQL tools

2.2. The Data Engineering team works closely with the Councils Business Intelligence team to make best use of data in a way which can drive better decisions and management information.

Introduction of a Data Lake

2.3. In 2023 the Council embarked on a more strategic approach to unlocking the potential of its data as part of its ambition for Council wide data architecture.

2.4. The LCC Data Lake was introduced to serve as a centralised repository for structured and unstructured data, to support a more efficient and effective approach data analytics. The benefits of a Data Lake include scalability, flexibility, cost-effectiveness, and advanced analytics capabilities.



- 2.5. Azure Synapse Analytics is another critical tool introduced at this time, offering an integrated analytics service that combines data warehousing and big data analytics. Its benefits include a unified experience, scalability, integration with other Azure services, and efficiency.
- 2.6. This capability now gives the Council the opportunity to access and use data in a more streamlined manner and has underpinned a number of solutions such as:
- a Master Data Management and Data Sharing Tool in Children's Services (See 3.1)
 - Multiple Assured Data Sets for Adult Social Care, Road Safety, Multi-agency Data Exchange, Training Course Management, IT Incident and Demand Management, Education Management which drive service based decisions and performance. (See 3.3)
- 2.7. We are maturing our use of the data lake and developing our skills and competency to get the most out of it. It was a key part of the previous Data Strategy to define and build a council-wide data architecture, and it will be crucial in our emerging future strategy

Master Data Management (MDM) Toolset

- 2.8. In 2024 the Council started its implementation of MDM toolset in line with strategy to Implementing a data management capability and Council wide data architecture.
- 2.9. An MDM toolset ensures data consistency, accuracy, and stewardship across the organisation. By automatically matching data from multiple systems based on a set of business rules, it identifies the best source of data to build a golden record. This golden record can contain the most accurate details for all attributes, such as name, date of birth, and latest address from multiple systems.
- 2.10. The benefits of MDM include improved decision-making, compliance, and operational efficiency such as:
- Children service supported families programme, to enhance the service to match data from multiple systems (See 3.1)
 - The MDM solution can also improve the consistency and quality of the Council's data. This will ensure any decisions are supported by up-to-date data

Power BI

- 2.11. The Council introduced Power BI as its strategic Enterprise Data Visualisation tool. Digital services support the infrastructure and make data available to various services, which then create reports and analytics under a self-service approach.



2.12. This powerful business analytics tool provides interactive visualisations and business intelligence capabilities. It is made up of two components:

- **Power BI Desktop:** Connects to various data sources, transforms and cleans data, and creates complex models. Users can design interactive reports with dashboards, graphs, and maps, enabling in-depth analysis and better understanding of Council operations for data-driven decisions. (See 3.35.4)
- **Power BI Service:** An online platform for sharing, collaborating, and distributing Power BI reports and dashboards. It provides environment for publishing reports from Power BI Desktop, ensuring stakeholders have access to the latest data and insights for informed decision-making.

2.13. Together, Power BI Desktop and Power BI Service provide a robust solution for data analysis, reporting, and collaboration, empowering users to make informed decisions based on comprehensive and up-to-date insights. This is now becoming widely used across the council. A survey of the usage has been conducted, which is under the Power BI Survey Results section of this report. (See 5.4)

2.14. To support the rollout of Power BI during 2024, the digital service will work with Learning and Development to create a bespoke training course for the County Council. This course will promote its use and ensure it is used safely under a developing governance model. This will enable users to make the most of the data available to them. (See 4)

Geographic Information Systems (GIS)

2.15. The Council has a long-established Geographic Information Systems (GIS) service that provides mapping, spatial analysis, and visualisation. It offers various services, such as MapZone for officers and Mario for residents. It plays a crucial role in the future Council's data strategy.

2.16. The Council leverages ArcGIS, a comprehensive GIS platform, to enhance its decision-making processes. ArcGIS enables the Council to perform detailed spatial analysis, which is essential for understanding geographic patterns and relationships. This can support decisions with a spatial element, such as planning service delivery and analysing data with a strong spatial component. (See 3.4)

3. Examples of how the Capabilities are being used today:

3.1. Master Data Management and Data Sharing Tool in Children's Services

Type: Toolset, Data Sets

Description: Creates a comprehensive view of a child by matching information from disparate systems and creating a golden record. This supports families by helping the Council meet its statutory responsibility to identify Children in Need and provide early help to prevent needs from escalating. Additionally, it supports work funded



through the Supporting Families government programme by the Department for Education.

How this is helping services:

- Practitioners having better quality data and a holistic view of families and young people they are working with, resulting in better outcomes.
- Establishing links between systems and services.
- Providing more targeted support before the point of escalation.
- Using data analytics to shape the county council, and partners' future strategic vision and planning for services within Lancashire.
- Supporting how to allocate resources effectively to support children and families in need.
- Integration of disparate systems to create a comprehensive view of a child's needs.
- Identifying and providing early help to prevent the escalation of needs.

3.2. Automation of School Data via the Wonde API

Type: Data Sets via API Integration for PowerBI

Description: Makes near-live school data available to the county council, helping meet statutory reports for Attendance/Sickness returns by providing the local authority with details of pupils of compulsory school age who fail to attend school regularly.

How this is helping services:

- Resource Allocation ensuring that schools receive appropriate funding and support.
- Performance Monitoring allowing interventions to improve learning outcomes.
- Monitoring school improvement plans to ensure continuous enhancement of educational practices and student outcomes.
- Providing accurate data for accountability purposes, allowing the county council, to report on school performance and progress to stakeholders, including parents and government bodies.

3.3. Multiple Assured Data Sets for Adult Social Care, Road Safety, Multi-agency Data Exchange, Training Course Management, IT Incident and Demand Management, Education Management

Type: Data Sets for PowerBI

Description: Assured data sets have been delivered to the Business Intelligence Service, supporting data products and analysis for various departments, including Education and Children's Services, Adult Social Care (ASC), and the wider organisation. Assured data sets provide several key benefits to the council, ensuring data consistency and accuracy across the organisation, which is crucial for making



informed decisions.

How this is helping services:

- Accurate data helps councils allocate resources more effectively, ensuring that funds and services are directed to areas with the greatest need.
- Enhancing service delivery by ensuring that information is accurate and accessible, enabling services to become more effective and streamlined.
- Facilitating interoperability, allowing seamless data exchange between different services, both internal and external, which is particularly important for collaboration with partners such as the NHS and Lancashire Constabulary.

3.4. Councillor Dashboard

Type: GIS Dashboard

Description: The Highways Councillor Dashboard is an online application, designed to give County Councillors and nominated Highways/support staff access to key highways information/statistics, including safety defects (potholes and trip hazards), gullies, capital carriageway and footway schemes, street lighting faults and grit bins, based upon the boundary of a selected electoral division.

How this is helping Councillors:

- Providing up-to-date highway information to Councillors so they can answer questions from residents.
- Community Engagement: enhance community engagement strategies and address residents' concerns more effectively.

4. Capability development – Training

4.1. Tools such as Power BI make data readily available to officers. There was a clear need to establish and develop a training program. Without proper training, officers might struggle to fully utilise the tool's capabilities, leading to inefficiencies and potential data misinterpretation.

4.2. During 2024, Digital Services worked with Business Intelligence and Learning and Development teams to create an induction course for Power BI to ensure its safe use within Lancashire. The aim of this course is to empower officers with the skills to effectively analyse and visualise data, to make informed decisions.

4.3. This was done by piloting a two-day training course for a small group of people. The knowledge and materials gained from this pilot would be used to develop an internal course that Learning and Development Officers would offer to the County Council..

4.4. From January 2025, the county council now offers the following courses:



- **MS Power BI Introduction Part 1 of 2 Course:** This course will take the user from working with raw data to producing a report and stunning visuals in MS Power BI. This course is for employees who want to work with data figures to transform them into visuals for ease of use in decision-making and to improve services.
- **MS Power BI DAX & Measures Part 2 of 2 Course:** This course introduces participants to working with DAX and Measures to enhance reporting in Power BI. This course is for existing users of Microsoft Power BI, having completed Step 1 MS Power BI Introduction, which focuses on functions using Measures, Calculated Columns, and Calculated Tables. This is Part 2 out of 2 for the Power BI course to be marked complete.

4.5. Nineteen delegates attended both the Overview session with the Digital Champions and the Pilot, and eight delegates attended the first course on 15/01/25. The current capacity for training between January and July is for 266 people.

4.6. Since we launched the offer, and at the time of writing (16/01/25), 84% of places have been booked, with 224 places booked over both courses. Due to demand, Learning and Development are looking to increase capacity for this course as soon as resource and room availability allows.

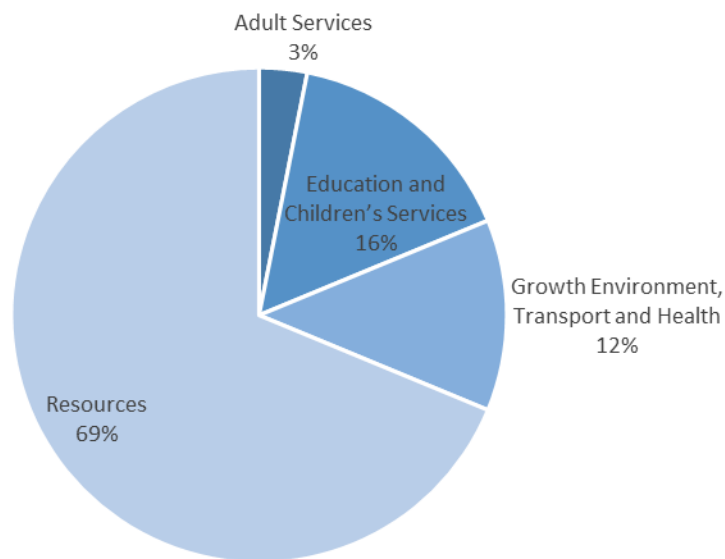
5. Power BI Survey Results

5.1. To understand how the tools we have introduced support decision-making and data analytics, a survey of Power BI users who have the ability to publish dashboards and reports was conducted.

5.2. The county council has 83 Power BI users who can create and publish reports. During December 2024, Digital Services conducted a survey to understand where Power BI is being used, who is using it, what level of competency there is, and what areas of improvement are needed. Thirty-two officers across the county council responded to the survey, which is a 38% response rate.

5.3. Many of the users are within the Resources Directorate, primarily due to the Business Intelligence team, which is a shared service.

Directorate Split



Summary of Use Cases Highlighted in the Survey

5.4. These use cases have been created by end users in service, using the toolset enabled by Digital Services.

Use Case	Description	Decisions Supported
Emergency Analytics	Compiling analytics on emergencies and presenting visuals to leadership teams.	Identifying trends and incidents, resource allocation, and emergency response planning.
Strategic and Operational Dashboards	Creating dashboards related to ECS areas and corporate strategy reporting.	Strategic planning, performance monitoring, and operational improvements.
Incident Analysis	Reporting on incidents, building usage, infections, community safety, and road safety.	Safety measures, resource allocation, and trend analysis.
Business Engagement	Developing daily refreshed dashboards showing KPIs across various areas.	Performance tracking, target setting, and business strategy adjustments.
Workforce Data and Intelligence	Providing dashboards and reports on workforce data like absence and vacancy management.	Workforce planning, absence management, and resource allocation.
Directorate Performance	Monitoring service performance, resourcing, and casework management.	Service improvement, resource management, and performance evaluation.
Feedback and Service	Analysing feedback results	Service quality



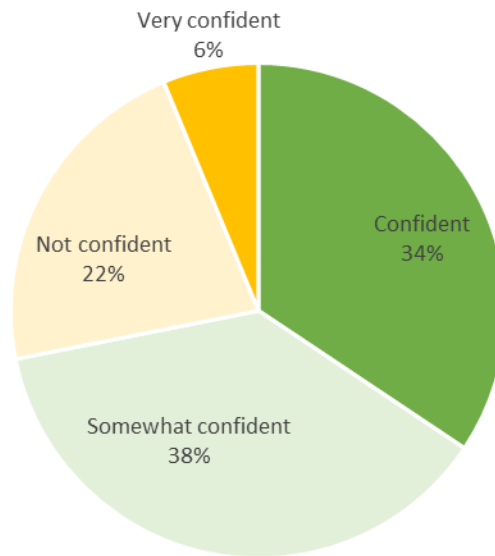
Monitoring	for various services and triggering actions based on scores.	improvement, customer satisfaction, and issue resolution.
Community Safety Services	Analysing demand for community safety services through a comparative index.	Resource allocation, safety measures, and service demand planning.
Training Data	Collating, evaluating, and reporting on training data.	Training needs assessment, course development, and performance tracking.
Multi-Agency Data Dashboards	Creating dashboards for multi-agency partnerships like the Lancashire Resilience Forum.	Programme management, status reporting, and inter-agency coordination.
School and Pupil Information	Providing data on statutory timescales, caseloads, timeliness, and resource allocation.	Educational planning, resource allocation, and performance monitoring.
Sales and Subscription Analysis	Monitoring sales opportunities and developing dashboards for school attendance data.	Sales strategy, subscription management, and attendance tracking.
Ad-Hoc Dashboards	Creating dashboards for special projects and supporting external partners.	Project management, data analysis, and visualisation.

Competency

5.5. The survey results indicate a high level of engagement with Power BI among data leads, with many respondents using the tool daily or weekly. This frequent use suggests that Power BI has become an integral part of their workflow. Confidence levels among users are generally high, with several reporting very high confidence in their ability to use the tool effectively. However, there is a noted need for more training, particularly in advanced features such as DAX formulas and data modelling. This highlights the importance of ongoing training and support to ensure all users can fully leverage the capabilities of Power BI.



Power BI Confident Levels



Operational Examples

5.6. Power BI is widely used across various departments for analytics and reporting. It supports the creation of strategic and operational dashboards, which are used to analyse incidents and report on key metrics such as building usage, infection rates in care settings, and road safety statistics. Many services use Power BI to track progress, monitor performance, and make data-driven decisions. For example, dashboards are used to monitor workforce data, track child protection proceedings, and analyse community safety trends. These operational examples demonstrate the tool's versatility and its critical role in supporting data-driven decision-making.



What is Power BI used for



Benefits to the Services Using It

5.7. The benefits of using Power BI are manifold. Firstly, it significantly improves efficiency by automating data analysis and reporting processes, reducing the time spent on manual updates. This automation allows staff to focus on more strategic tasks. Secondly, Power BI provides valuable data-driven insights through its powerful visualisation capabilities, helping services to understand trends, identify risks, and make informed decisions. Thirdly, the tool enhances collaboration by facilitating the sharing of reports and dashboards with team members, management, and external stakeholders. This improved communication and collaboration lead to more cohesive and informed decision-making processes. Lastly, users reported that Power BI has a high impact on their work, making it easier to manage projects, track performance, and allocate resources effectively.

5.8. While the survey results are largely positive, there are areas for improvement:

- There is a need for a comprehensive training programme, including more advanced courses and hands-on workshops.
- Creating a repository of past resolved issues and corporate templates would aid in troubleshooting and standardisation.
- Improving data connectivity is essential to enhance access to reliable, assured data sources.
- The ability to share interactive reports needs to be improved.
- A governance model is required to validate reports and data.



6. Challenges and Future Focus

- 6.1. Digital Services manage a large number of business applications hosted both on-premise and in the cloud. Some of these systems have inbuilt data warehouses to support reporting; however, the majority do not, which limits the flexibility to query across systems or combine data with external sources. Consequently, data exists in silos, leading to poor data quality, missed opportunities, and a large, complex, and fragmented data environment that is difficult to manage.
- 6.2. Lancashire County Council has a mixture of structured (held in systems and databases) and unstructured data (network drives, Teams sites, and OneDrive).
- 6.3. As seen in the survey results, there is a need for more assured data sources. To meet this challenge within an appropriate timescale, Digital Services has partnered with third parties to provide additional resources..
- 6.4. Developing a data science capability is also a focus to enhance analytics capabilities. Additionally, strengthening governance, publishing data catalogues, and improving the availability of assured data sets are key priorities for the future.
- 6.5. There is a need to develop more advanced training courses to ensure officers have the right skills to analyse data and leverage the toolset we have. To achieve this, Digital Services are planning to work with Learning and Development to develop a more advanced training course in the first quarter of 2025.
- 6.6. To meet the data demands of the Council, we are refreshing our data strategy with the following objectives in mind:
 - Create an operating model with the right capacity and capability to enable more effective and efficient services informed by actionable insight.
 - Improve data quality and accessibility to support decision making.
 - Enhance data literacy and skills to enable better use of data..
- 6.7. During 2025, the Council will seek a partner to support the data strategy refresh. This partner will:
 - Complete a data maturity assessment to understand the current maturity level of data management practices.
 - Evaluate a future operating model that delivers the right capacity and capability.
 - Produce a data strategy with an implementation plan.
- 6.8. The planned data maturity assessment will provide a comprehensive evaluation of the Council's current data capabilities and practices. It will identify strengths and areas for improvement, providing a clear roadmap for enhancing data



maturity across the organisation. Additionally, it will help prioritise the systems and datasets we need to bring into our data lake to better support the Council.

- 6.9. The data strategy work will also review our operating model, including data governance, data quality, data integration, and the use of analytics and business intelligence tools. This includes, from a governance perspective:
- Establishing and naming data owners
 - Providing training on what this means for data quality, decision-making, and reducing the risk of data loss
- 6.10. The findings will inform the development of a robust data strategy that aligns with the Council's goals and objectives, ensuring that data is effectively leveraged to drive decision making and service delivery.
- 6.11. This comprehensive approach to leveraging digital capabilities is enabling better decision-making across the Council, driving innovation, and improving service delivery for residents.
- 6.12. Getting our data strategy and governance right is crucial for unlocking future opportunities in Artificial Intelligence (AI) and Machine Learning (ML). Effective data governance ensures that our data is accurate, consistent, and secure, providing a solid foundation for advanced analytics and AI/ML applications..
- AI and ML models can analyse historical data to predict future trends and outcomes, helping us make proactive and informed decisions.
 - These technologies can automatically identify patterns and anomalies in data, providing valuable insights without manual intervention.
 - AI and ML can help optimise the allocation of resources by identifying areas of need and predicting the impact of different strategies.
 - By leveraging AI and ML, we can personalise and improve service delivery, ensuring that residents receive the support they need in a timely and efficient manner.

Consultations

7. We have informed the Business Intelligence team and consulted with Power BI users with an internal survey.

Context and Implications

Legal (including Human Rights)

8. The council is bound by the provisions of the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018, which sits alongside and supplements the UK GDPR.

The council must be able to demonstrate its compliance with the provisions of the UK GDPR and the Data Protection Act 2018 and in doing so, have regard to the relevant Information Commissioner's Office guidance in respect of its processing of personal data. More specifically, the council must:



- Comply with the six data protection principles listed in Article 5(1) of the UK GDPR;
- Implement appropriate technical and organisational measures to ensure, and be able to demonstrate, that the processing of personal data is performed securely and in compliance with the UK GDPR. These measures must be appropriate to the risk;
- Comply with its ongoing obligation to review the technical and organisational measures and update them where necessary;
- Ensure that all contracts involving the processing of personal data are in writing and contain provisions complying with Article 28 of the UK GDPR;
- Carry out Data Protection Impact Assessments (DPIA) for operations that present specific risks to data subjects due to the nature or scope of the data processing.

In respect of its contractual provision, Legal Services works closely with Digital, Procurement and Information Governance to ensure that all contracts involving the processing of personal data contain robust clauses that comply with Article 28 of UK GDPR, alongside appropriate confidentiality provisions and indemnity/liability clauses.

The council's Procurement Rules have recently been updated to include a provision that all *"All ICT procurements must be taken with the involvement of Digital Services"*. This requirement will help to mitigate the risks relating to the procurement of software and digital tools that involve the processing of personal data.

Financial

9. N/A

Equality and Diversity

10. N/A

Risk Management

11. The Council faces a risk related to the effective use of digital capabilities for decision-making. While digital tools and technologies have the potential to significantly enhance decision-making processes across the Council, there is a risk that, without good quality data, these capabilities may not be fully realised. This could lead to suboptimal decisions, inefficiencies, and missed opportunities for service improvement and cost reduction.

To mitigate this risk, the Council is developing a data strategy to complement the digital strategy, ensuring data is managed, shared, and utilised effectively. This strategy will provide a framework for integrating digital capabilities into decision-making processes, enabling better insights, more informed decisions, and improved outcomes for our residents. By creating a data-driven culture, the Council aims to enhance transparency, accountability, and overall performance.



List of Background Papers

none

Paper	Date	Contact/Tel
Data and Analytics in Lancashire County Council Appendix A.pdf	9 November 2023	Vishal Mistry/ +441772532672
Data and Analytics in Lancashire County Council Appendix A.pdf	10 November 2022	Vishal Mistry/ +441772532672
Data Strategy Appendix A.pdf	22 August 2022	Vishal Mistry/ +441772532672

Part II Reason

N/A



Report to the Community, Cultural, and Corporate Services Scrutiny Committee

Meeting to be held on Wednesday, 12 February 2025

Report of the Executive Director of Growth, Environment, Transport & Health

Community Safety Agreement – Strategic Assessment 2025-2028

(Appendix 'A' refers)

Part I	Corporate Priorities: Better lives for all; Stronger communities;
Electoral Division(s): (All Divisions);	
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Summary

Purpose of the Report

Community Safety Partnerships are required to undertake a Strategic Assessment of the long-term issues and threats arising from crime and anti-social behaviour that impact on community safety. The Strategic Assessment (Appendix 'A') identifies those issues and threats across Lancashire and is the key evidence base that underpins the Community Safety Agreement, local Community Safety Partnerships plans, the Police and Crime Plan and the Constabulary Control Strategy.

Recommendation

The Community, Cultural, and Corporate Services Scrutiny Committee is asked to:

- i. Review the key themes within the Strategic Assessment, as the main elements that will feature in the Community Safety Agreement. They will be the issues that underpin the development of local Community Safety Partnership plans, and the setting of priorities for the next three years.
- ii. Acknowledge that the Strategic Assessment and local district profiles will be used as evidence to support commissioning activity and targeting of issues across the County.
- iii. Support the Strategic Assessment as the evidence base to enable further work on the related issues, for example, domestic abuse, exploitation (criminal/sexual), vulnerability and safeguarding, and cyber-crime.

Background

1. The statutory obligations of community safety partners are set out in a range of legislation. Under the Crime and Disorder Act 1998 the responsible authorities (councils, police, fire and rescue, health, probation) in a local government area must work together to formulate and implement strategies to tackle crime and disorder in the area, including anti-social behaviour, substance misuse and reducing reoffending.
2. Each local government area is required to have a strategy group or Community Safety Partnership (CSP) to prepare strategic assessments and prepare and implement a partnership plan. County areas are required to have a county strategy group which prepares a community safety agreement for the county area, based on the strategic assessment. The Lancashire Community Safety Partnership Board (LCSPB), chaired by the county council's Director of Growth, Environment, Transport and Health, is the county strategy group for Lancashire.
3. The Lancashire Community Safety Partnership Board takes responsibility for ensuring that in Lancashire a single Strategic Assessment is produced on behalf of the County Strategy Group, unitary and local Community Safety Partnerships and the Police and Crime Commissioner (PCC); ensuring a shared evidence base upon which to set priorities. It is produced on a 3-year cycle, by the partnership analyst team, with an annual review of key findings.
4. The draft Lancashire Strategic Assessment 2025 - 2028 is attached at Appendix 'A'. The purpose of this Strategic Assessment is to highlight significant crime and anti-social behaviour threats and issues that impact on community safety. It is the key evidence base that supports the Community Safety Agreement, local partnership plans, the Policing and Crime Plan and the Constabulary Control Strategy. Research, study and analysis draw out key conclusions to aid strategic decision-making in developing control measures to reduce the threat and harm from crime and anti-social behaviour.
5. Following completion of the Lancashire Strategic Assessment 2025 – 2028, local profiles will be developed which will detail significant issues in each district / unitary area of the county.
6. The Strategic Assessment highlights some of the key issues and risks across Lancashire which affect the local communities. The MORILE (Management of Risk in Law Enforcement) assessment tool has been used to rank various threats and issues identified by Lancashire Constabulary. The key risks and threats impacting across the county include:
 - Domestic abuse
 - Violence against Women and Girls
 - Serious violence (includes gun and gang crime, and knife crime)
 - Exploitation – criminal and sexual
 - Organised Crime
 - Road safety
 - Anti-Social Behaviour

- Cyber crime
7. It is acknowledged that the risks and threats have cross cutting themes and underlying causes so cannot be looked at in isolation. They require multi-agency engagement to improve safeguarding, reduce vulnerability, reduce crime and anti-social behaviour, and improve the well-being of communities.
 8. Across Lancashire, there is a recognition that a public health approach is required to tackle key community safety issues, by looking at the wider determinants of crime and health and understanding root causes to enable an early intervention and preventative approach. These include:
 - Childhood experiences
 - Education
 - Unemployment
 - Health care
 - Housing
 - Income
 - Our communities
 9. Victims, vulnerability, and safeguarding remain a theme throughout the assessment.
 10. The Stronger and Safer Communities Framework, approved by Lancashire County Council Cabinet in January, presents the roles and responsibilities of Lancashire County Council in relation to community safety, including serious violence.

Options and Proposals

11. The key themes in the Lancashire Strategic Assessment will inform the next Lancashire Community Safety Agreement which will be developed over the coming months and presented to Scrutiny later in the year.

Consultations

12. The Strategic Assessment was presented to the Lancashire Community Safety Partnership Board on 22 January 2025 and is the result of 6 months research, analysis, engagement and consultation with key stakeholders, community safety partner agencies and all 15 local authorities.
13. The process included three area workshop consultations (June 2024) attended by councillors, partners, and service providers. The Lancashire Talking community survey tool has been used to gather the concerns of the residents of Lancashire regarding crime, anti-social behaviour and community safety. The Trading Standards Young Persons Survey 2022/23 has also provided an insight into young person's behaviours, thoughts and perceptions around alcohol and knives.
14. As recommended by the Community, Cultural, and Corporate Services Scrutiny Committee, a Bite Size Briefing on community safety was delivered in January

2024 including details of key community safety issues affecting local communities as outlined in the Strategic Assessment and Community Safety Agreement.

Context and Implications

Legal (including Human Rights)

15. The Crime and Disorder Act 1998 requires Community Safety Partnerships to formulate and implement strategies to tackle crime, disorder and anti-social behaviour in their communities. Strategic Assessments enable the CSP to formulate and implement strategies to meet their duties.
16. The Police and Justice Act 2006 requires local authorities to have in place arrangements to scrutinise the functioning of Community Safety Partnerships to ensure they are effectively addressing crime and disorder in their area. At county level, and in relation to the County Strategy Group, this is fulfilled by reporting to the Community, Cultural and Corporate Services Scrutiny Committee of the county council.

Financial

17. The Strategic Assessment is produced by the Partnership Analyst Team based within Lancashire Constabulary. The team is currently jointly funded by Lancashire Constabulary and Lancashire County Council.
18. There are currently no dedicated funding streams allocated by central government to community safety partnerships. Locally, the Police and Crime Commissioner has provided grant funding for local community safety projects and interventions.

Equality and Diversity

19. Equality and diversity are important factors supporting community safety, addressing in particular violence and exploitation, as identified in the Pan Lancashire Hate Crime Strategy 2022-25, and referenced in the Strategic Assessment:
 - Enhancing Community Cohesion
 - Assisting in Integration
 - Addressing Extremism
 - Reducing Community Tension

Risk Management

20. The Strategic assessment provides an account of long-term issues and threats from crime and anti-social behaviour across Lancashire.

21. It provides the evidence base that underpins the development of the Lancashire Community Safety Agreement, local partnership plans, the Police and Crime Plan and the Constabulary Control Strategy.
22. All of which enable key delivery organisations to develop partnership approaches to tackling the key community safety issues across Lancashire.

Appendices

Appendix	Title
Appendix 'A'	Lancashire Strategic Assessment 2025 - 2028

List of Background Papers

Paper	Date	Contact/Tel
None		

Part II Reason

N/A



**PARTNERSHIP
INTELLIGENCE**

LANCASHIRE STRATEGIC ASSESSMENT



2025 - 2028

December 2024

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Email: BCUAnalysts@Lancashire.police.uk

Website: MADE (Multi-Agency Data Exchange) available via www.lancashire.gov.uk/lancashire-insight/community-safety/

Aim

The strategic assessment (SA) is a statutory requirement for community safety partnerships as outlined in the Crime and Disorder Act 1998. The aim of this SA is to provide an account of long-term issues and threats from crime and anti-social behaviour (ASB) across Lancashire. This SA is produced on a 3-year cycle, which increases capacity to develop partnership intelligence assessments on significant threats, issues, and gaps in knowledge. These assessments provide extensive research and understanding of strategic issues.

Purpose

The purpose of this SA is to highlight significant crime and ASB threats and issues that impact on community safety. It is the key evidence base that supports the community safety agreement, local partnership plans, the policing and crime plan and the Constabulary control strategy. Research, study and analysis draw out key conclusions to aid strategic decision-making in developing control measures to reduce the threat and harm from crime and ASB.

This assessment is a concise account of key strategic issues impacting across the county. For a more in-depth understanding of localised issues, this assessment should be read alongside the strategic assessment local profiles (14 in total, 1 for each of the 12 district authorities plus 1 each for the two unitary authorities), existing partnership intelligence assessments and strategies, the Violence Reduction Local Profiles, and Serious and Organised Crime Local Profiles. The serious and organised crime local profile provides detail on organised crime groups and gangs and the impact of their activity within the local communities. The local profile is based on Home Office guidance for police and community safety partners – these will be updated during 2025.

This assessment does not provide an exhaustive account of all threats and issues: The North West Counter Terrorist Unit (at Lancashire Constabulary) produce a separate assessment that details the threats and issues from terrorism and extremist activity.

It is not the purpose of this assessment to provide a commentary on performance or management information.

Method

This assessment (along with 14 SA local profiles) is the result of 6 months research, analysis, engagement and consultation with key stakeholders, community safety partner agencies and all 15 local authorities. The process included 3 area workshop consultations (June 2024) attended by councillors, partners, and service providers. The Lancashire Talking community survey tool has been used to gather the concerns of the residents of Lancashire regarding crime, ASB and community safety. The Trading Standards Young Persons Survey 2022/23 has also provided an insight into young persons behaviours, thoughts and perceptions around alcohol and knives.

This assessment is accompanied by 14 local SA profiles that detail significant issues in each area of the county. Existing partnership intelligence assessments, and local analytical profiles have been used to provide supporting evidence, additional research, and analysis.

Executive Summary

This assessment highlights some of the key issues and risks across Lancashire which affect the local communities. They require multi-agency engagement to improve safeguarding, reduce vulnerability, reduce crime and anti-social behaviour, and improve the well-being of our residents. These key issues have remained similar through a number of the Strategic Assessment processes in recent years as the victims are those often most vulnerable within society.

- The key risks and threats impacting across the county include:
 - Domestic abuse
 - Violence against Women and Girls
 - Serious violence (includes gun and gang crime, and knife crime)
 - Exploitation – criminal and sexual
 - Organised Crime
 - Road safety
 - Anti-Social Behaviour
 - Cyber crime

A number of the risks have cross cutting themes so cannot be looked at in isolation – for example – organised crime linked to exploitation of the vulnerable, both sexual and criminal (County Lines – drugs), which can also then lead to increased levels of violence, which in turn have an impact upon the local communities across Lancashire.

- Across Lancashire, there is a recognition that a public health and trauma informed approach is required to tackle issues, by looking at the wider determinants of crime and health and understanding root causes to enable an early intervention and preventative approach. These include:
 - Childhood experiences
 - Education
 - Unemployment
 - Health care
 - Housing
 - Income
 - Our communities
- Crime rates across Lancashire are lower than both the national and regional rates. When comparing 2021/22 to 2023/24 there has been a 6% reduction in all crime. During this time, reductions have been seen in violent crime, sexual offences, and reports of domestic abuse to the police. Theft offences have increased – in particular offences of shoplifting, which is a trend seen across the country.
- Victims, vulnerability, and safeguarding remain a theme throughout the assessment. Below is a summary:
 - Research from Project Empra provided insight into opportunities which are evident in terms of child sexual and criminal exploitation. Child criminal exploitation in the form of drug networks were found hand in hand with scenarios of child sexual exploitation.

- Live streaming is an emerging method of indecent imagery of children (IIOC) production, distribution, and grooming.
- The widespread practice of sharing self-generating imagery among children is a continued and increasing safeguarding risk.
- Organised crime groups engaged in coerced drug distribution often prioritise children during recruitment, targeting vulnerabilities such as social isolation, poor economic opportunities and being in social care.
- Almost two-thirds of British victims of modern slavery and human trafficking are children being exploited for criminality, many through county lines drug distribution.
- Sexual exploitation typically occurs in brothels and escort agencies. Victims, particularly women and girls, are subject to sexual and often physical abuse, with many victims suffering long term psychological distress as a result of their exploitation.
- Cannabis is still the most widely used illegal drug in the UK particularly amongst young adults. Cannabis cultivation in the UK continues at an industrial scale and is often linked to other offences including benefit fraud, energy theft, modern slavery, robbery, and violence.
- The secondary impact from drug dealing is the associated violence and threats, including the use of weapons and firearms by Organised Crime Groups to enforce territories and establish new drugs markets. Drug related violence continues at all stages of the supply impacting within the local communities.
- A greater understanding is required about the reasons individuals engage in criminality of this type to inform preventative strategies for education, early help/intervention and for the protection of those identified as high risk of exploitation from County-Lines.
- Domestic abuse is a complex issue and has a significant impact on people's lives. Protection and support for victims is paramount as well as a swift and effective response to all reports of domestic abuse.
- People experience domestic abuse regardless of their gender, sexuality, ethnicity, age, or disability.
- The Domestic Abuse Act 2021 has created a statutory definition of domestic abuse. The Act also places a duty on local authorities to provide accommodation-based support to victims of domestic abuse and their children in refuges and other safe accommodation.
- The Domestic Violence Disclosure Scheme, also known as Clare's Law, enables the police to disclose information to a victim or potential victim of domestic abuse about their partner's or ex-partner's previous abusive or violent offending.

- Partners across Lancashire support the White Ribbon campaign with its aim to prevent violence against women and girls by addressing its root causes. The work undertaken is preventative as the aim is to stop violence before it starts.
- Tackling violence against women and girls in the night-time economy, involves proactive work including the deployment of uniform and plain clothes officers in key areas to ensure that women and girls can enjoy a safe night out in the county.
- In respect of homicides across the county it was found that spontaneous/random violence, youth knife crime and domestic abuse account for a significant proportion of homicide and near-miss offences.
- Most shootings in the UK are committed by street gangs involved in many types of criminality, such as armed robberies and drug distribution. Victims of gun crime are generally known to the police which indicates that criminals use firearms in feuds with other criminal groups for protection, punishment or to extend their criminal enterprises.
- Prioritisation of targeting areas experiencing high levels of gang activity is undertaken in order to reduce the number of people killed, injured or exploited as a result of gangs and serious violence.
- Whilst volumes of knife crime are increasing within Lancashire, the proportion to which it makes up the total amount of crime is consistent and reflective of the national and regional picture.
- Through the 'Youth Violence Consultation' many young people felt the main reason for carrying a knife was for protection.
- Operation Edge encompasses Lancashire's knife crime enforcement activity and includes knife bins, weapon searches in public spaces, high visibility patrols and education in schools and colleges.
- Rape and Serious Sexual Offences are committed primarily by men against women and girls but can also be perpetrated against men and boys. They occur in all communities and involve offenders and victims with different protected characteristics, from a range of socio-economic backgrounds.
- In many cases there will be no visible sign of injury and rape is most commonly perpetrated by someone known to the victim.
- Given the unique nature of this offending, the significant amount of public concern relating to the offenders, and the need to improve confidence that the justice system appropriately addresses and punishes these offences, they have therefore been the focus of the Serious Sexual Offences Sentencing and Release Arrangements reforms.
- Road safety continues to be seen by many residents as a key issue across the county. The Road Safety Teams consider groups in society that are most at risk and the data shows that currently these groups are young road users, motorcyclists, cyclists, child pedestrians, and over 65's. Continued education

and engagement targeting these groups is undertaken across the county to increase safety.

Recommendations

1. The Strategic Assessment enables continued and further work streams to be identified. More work and research will help to better understand the issues across the county which are affecting the communities of Lancashire. Governance will be provided by the Lancashire Community Safety Partnership Board (LCSPB). Further work is planned for the coming 3-year period and includes:
 - Domestic Abuse
 - Violence against Women and Girls
 - Rape and Serious Sexual Offending
 - Serious Organised Crime Profiles

2. The Strategic Assessment informs the development of the Community Safety Agreement. This enables partners to work together to tackle the key issues and themes. For Lancashire these include violence, Organised Crime, drugs, exploitation, sexual offences, anti-social behaviour, neighbourhood crime, communities, and victims.

3. The Strategic Assessment and Local Profiles are also to be used as evidence to support and enable districts to create plans around their local priorities and direct resources where needed to have the largest impact upon the issues affecting the communities of Lancashire.

Overview

Census data 2021, shows the population of Lancashire was estimated at around 1.5 million people (Lancashire Insight, 2023). The population is almost evenly split between gender with 51% female and 49% male.

The ethnic breakdown of Lancashire consists of White (86.6%), Asian (10.4%), mixed race (1.6%), Black (0.7%). Other ethnic groups make up 0.8% of the population. The proportion of 'other than white' groups is less than both the North West (14.4%) and England and Wales (18.3%) totals. The 'other than white' groups have increased across Lancashire from 9.6% to 13.4% of the population from 2011 to 2021.¹

The largest 'other than white' groups populations are found in Blackburn with Darwen (39.7%), Pendle (29.6%) and Preston (27.6%).

Across Lancashire the average age is 41.3 years compared to the England and Wales average of 40.4 years. The age population varies across the region and some areas such as Blackburn with Darwen have a relatively young population with approximately a quarter of their population (25.7%) under the age of 18 (Blackburn with Darwen JSNA, 2023).

¹ [Population by ethnicity and change 2011-21 - Lancashire County Council](#)

The indices of deprivation measure each local authority against the rest of the country, with number 1 being identified as the most deprived area in England (Indices of deprivation, 2019). There is a wide variation across the county with Blackpool identified as the most deprived area in England, whereas Ribble Valley ranks 282nd of the 317 local authority areas in England.

Over 40% of lower super output areas within Blackpool fall into the 10% most deprived areas nationally, whilst Burnley has 38%, Blackburn has 36%, Pendle 32%, and Hyndburn 27%. All other districts have between 0% (Ribble Valley) and 19% (Preston) in the 10% most deprived areas.

Crime rates

Recorded crime volumes and rates have been reducing over the last few years. The rate per 1000 population for 2023/24 was 83.5, which was lower than the North West and England and Wales rates, which were 97.4 and 89.7, respectively.²

All recorded crime has reduced across Lancashire by 6% when comparing 2021/22 to 2023/24. In that time violence against the person offences have reduced by 10%, sexual offences by 5%, and reported domestic abuse offences by 9%. Theft offences have increased during this time, and in particular shoplifting offences – this has followed the national trend.

Work undertaken by Community Safety Partnerships comprises of statutory and non-statutory partners, and include:

- Health
- Lancashire Fire and Rescue Service
- Local Authorities
- Police
- Probation Service
- Office of the Police and Crime Commissioner
- Voluntary sector/community groups
- Town and Parish Councils
- Commissioned services

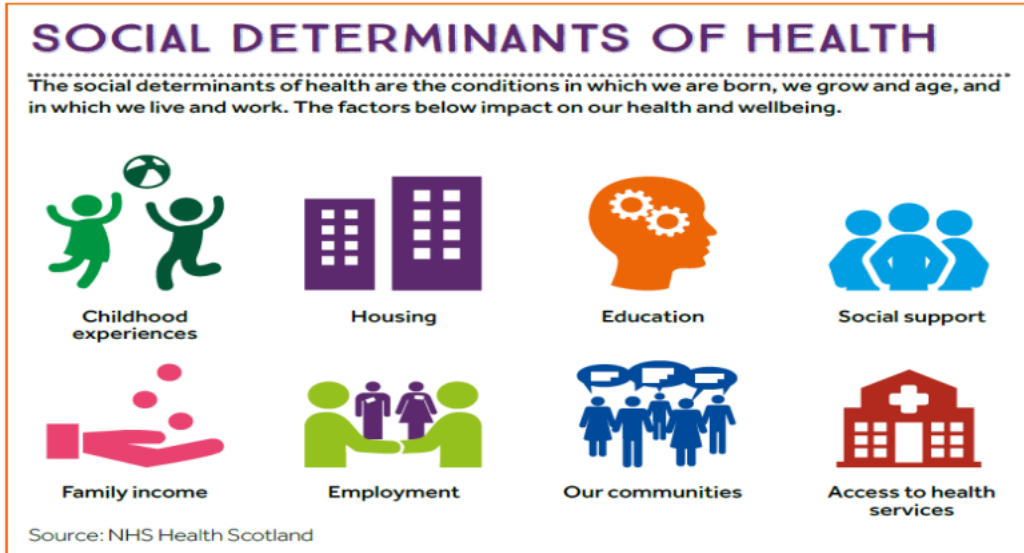
Teams within the local authority structure that impact on community safety include:

- Public Health
- Business Intelligence
- Children and Family Wellbeing
- Childrens Social Care
- Adults Safeguarding
- Education
- Road Safety
- Trading Standards
- Equality and Cohesion Service
- Youth Justice Service

The organisations and agencies work collectively in a partnership approach with the aim of reducing crime and disorder across Lancashire and its local communities. There has previously been a focus on enforcement, but there is now a recognition that a public health

² [Community safety dashboard - Lancashire County Council](#)

approach is required to tackle issues, by looking at the wider determinants of crime and understanding root causes to enable an early intervention and preventative approach – included within these are childhood experiences, education, unemployment, health care, housing, income, and our communities (see image below).



Risk/Threats

The MORILE (Management of Risk in Law Enforcement) assessment tool has been used to rank various threats and issues identified by Lancashire Constabulary. There has been a review of a number of documents which have identified priorities/issues which impact upon Lancashire. These documents include

- UK Strategic Policing Requirements 2023³
- UK Home Secretary's Strategic Priorities 2023/24⁴
- National Crime & Policing Measures 2021⁵
- National Strategic Assessment of Organised Crime 2024⁶
- Lancashire Partnership Strategic Assessment 2022-2025⁷
- Lancashire Police & Crime Plan 2024-2029⁸
- Serious Violence in Lancashire (Strategic Needs Assessment) 2024⁹

A number of similar priorities and themes were seen throughout the above documents and included:

- Violence related (serious, DA, etc)
- Organised crime
- Drugs
- Exploitation
- Sexual offences
- ASB
- Neighbourhood crime/communities
- Victims

The risk matrix considers the mitigation of the organisational position through scoring its capacity and capability.

Rank	Thematic area	Organisational Risk Score
1	County Lines / Violence related to Drug Supply	4
1	Knife Crime	2
3	VAWG	2
4	Gang Crime	3
5	Domestic Abuse	3
6	Homicide	2
7	Cyber	3
8	Modern Slavery/Human Trafficking	3
9	Exploitation of young people – Child Criminal Exploitation	3
9	Road Safety	2
9	Fraud	3
12	ASB	2

³ [Strategic Policing Requirement 2023 - GOV.UK](#)

⁴ [Home Office main estimates memorandum 2024 to 2025 \(accessible\) - GOV.UK](#)

⁵ [Beating crime plan - GOV.UK](#)

⁶ [NSA 2024 - Home - National Crime Agency](#)

⁷ [lancashire-strategic-assessment-2022.pdf](#)

⁸ [The Police And Crime Plan - Lancashire Police Crime Commissioner](#)

⁹ [LVRN-Strategic-Needs-Assessment-2024.pdf](#)

The 'organisational risk indicator' is a numerical indicator from 1 through 5. It describes how effectively the organisation is currently positioned to effectively tackle the threat. The higher the ORI the less effectively the risk is being mitigated or managed – therefore a score of 5 is a higher risk than 1. The effectiveness to achieve results against the threats/issues is not the sole responsibility of one organisation across Lancashire, and continued partnership working is necessary to make Lancashire a safer place for its communities.

Crime Severity¹⁰

This measure of crime considers both the volume and the severity of offences, by weighting offences differently. By "severity", it is intended to reflect the relative harm of an offence to society and the likely demands on the police, given that the police resource requirements are likely to be greater for offences that are more serious and therefore weighted more highly. These offences are often low in volume but equate to a high level of harm with the victims often being those most vulnerable in society and having the greatest impact within the local communities.

The top 10 crime types by severity have been:

- assault with intent to cause serious harm
- rape of a female aged 16 or over
- assault with injury
- robbery of personal property
- residential burglary
- rape of a female aged under 16
- blackmail
- sexual assault on a female
- rape of a female child under 13
- stalking/harassment – controlling behaviour

Vulnerabilities/victims

Exploitation & Abuse of Young People (Criminal & Sexual)

Partners across Lancashire are committed to preventing the exploitation of children, helping victims, and bringing offenders to justice. The exploitation of children can affect any child, anytime, anywhere – regardless of their social or ethnic background.

Research from Project Empra provided insight into opportunities which are evident in terms of child sexual and criminal exploitation. Child criminal exploitation in the form of drug networks were found hand in hand with scenarios of child sexual exploitation.

The research also showed that more extensive networks (cross divisional/force boundaries) were evident between victims rather than the perpetrators, particularly if the child was in a looked-after setting, their associations typically borne out of social connections as they moved between care locations.

Child sexual abuse covers a range of offence types, occurring online, offline or moving between both. It is estimated that there are between 680,000 and 830,000 UK based adult offenders who pose varying degrees of risk to children, equivalent to 1.3% to 1.6% of the UK adult population. Estimates indicate that one in ten children experienced child sexual abuse before the age of 16 and the 2022 Independent Inquiry into Child Sexual Abuse estimates that

¹⁰ [The Cambridge Crime Harm Index \(CCHI\) | Institute of Criminology](#)

this occurs to one in six girls and one in twenty boys. However, all forms of child sexual abuse remain consistently underreported.

Our assessment based on local data and the national threat landscape is that demand will continue to increase steadily with the evolution of new technologies and online behavioural changes. Rising trends of live streaming and self-generated imagery will be exploited by online criminals and translate to there being more victims of crime. Live streaming is an emerging method of indecent imagery of children (IIOC) production, distribution and grooming which creates challenges in respect of detection by law enforcement agencies including the increased use of crypto currency. The widespread practice of sharing self-generating imagery among children is a continued and increasing safeguarding risk. Partner agencies will continue to tackle these issues holistically through a 4P (prevent, prepare, protect, and pursue) approach.

Understanding physical offending, including group-based offending, remains an ongoing priority for law enforcement. It is likely that a significant proportion of victims and survivors do not recognise themselves as such. Victims and survivors of group-based offending who had previously witnessed or experienced unhealthy relationships are more likely to be vulnerable to controlling, violent and otherwise abusive behaviours. This emphasises the need to continue to support and encourage victim disclosure.

Peer on peer offending has received regular media attention over time and publication of studies and surveys highlighting an indication of the scale of the issue in schools and the level of under reporting has potentially increased awareness and reporting will impact on law enforcement resources.

Modern Slavery and Human Trafficking

Human Trafficking/Modern Slavery (HTMS) and Organised Immigration Crime (OIC) is a strategic Serious Organised Crime (SOC) priority nationally and for Lancashire.

Modern slavery relates to exploitation of children and adults in slavery, servitude, or forced or compulsory labour. Human trafficking is the recruitment, movement, harbouring or receiving of children and adults through force, coercion, or deception for the purposes of exploitation.

HTMS can be a hidden crime and is proven to be difficult to prosecute as victims invariably will not engage and evidence led prosecutions are limited.

The most sophisticated groups engaged in HTMS are likely to be pan-threat, involved in OIC, cannabis production and drugs distribution, including through County Lines offending models.

To disrupt and dismantle the highest harm human trafficking /modern slavery and organised immigration crime networks operating across the county, threats are identified through effective investigation and disruption supported by the comprehensive use of all legislation and engagement with partners. Proactive intelligence gathering is undertaken to inform the threat, risk and harm picture.

The National Referral Mechanism is a framework to identify potential victims of modern slavery and ensure they receive the appropriate support. Referrals for modern slavery and human trafficking have increased nationally as well as locally. It is likely this represents an improved awareness of the modern slavery and human trafficking threat, alongside increased movement across the UK border since COVID-19 pandemic restrictions were lifted. All forms of exploitation are underreported.

UK nationals are the most commonly identified victims of modern slavery and human trafficking occurring in the UK and in Lancashire, followed by Albanian, Vietnamese, Romanian and Indian nationals. However, for Lancashire, those involved in cannabis cultivation are mainly Albanian or Vietnamese.

Criminal exploitation occurs when victims are forced or coerced to commit crime. This is the most commonly reported form of exploitation seen in National Referral Mechanism referrals, and victims are often UK nationals. The most common examples, including for UK nationals, involve drugs offences, such as distributing drugs or cultivating cannabis. This is reflected in Lancashire investigations and is likely in part due to use of S.45 Modern Slavery Act which offers a defence for those who are faced with criminal liability for a criminal act they committed because of their modern slavery or human trafficking experience.

Labour exploitation is where a person is forced to work by way of threats, violence, deception, coercion, abuse of vulnerability, or abuse of position. It is typically seen in labour sectors with lower skilled and lower paid workforces. Ongoing labour shortages in some of these sectors have likely contributed to a rise in labour exploitation in the UK. Foreign nationals with travel debts or sponsorship fees have featured strongly in Lancashire intelligence with threats of visa breaches and deportation subsequently being the means of control.

Organised crime groups engaged in coerced drug distribution often prioritise children during recruitment, targeting vulnerabilities such as social isolation, poor economic opportunities and being in social care. It is highly likely that increased rates of absence and children missing in education provide opportunities for drug distribution organised crime groups to recruit victims, while also creating barriers to identify those already recruited. Almost two-thirds of British victims of modern slavery and human trafficking are children being exploited for criminality, many through county lines drug distribution in which organised crime groups transport and sell drugs in other areas, usually moving from cities into smaller towns and rural areas.

The war in Ukraine has reduced the number of seasonal workers coming to the UK from Ukraine. This has resulted in workers being recruited from countries further afield where there are typically fewer labour protections than in Europe. These seasonal workers from outside of Europe are at an increased risk of being exploited in their home countries during the recruitment process, such as in the payment of fees to local brokers leading to potential debt bondage.

Sexual exploitation typically occurs in brothels and escort agencies. Victims, particularly women and girls, are subject to sexual and often physical abuse, with many victims suffering long term psychological distress as a result of their exploitation.

Adult Services Websites remain the most significant enabler of sexual exploitation; however, the recent introduction of the online safety bill may result in displacement onto more clandestine advertising spaces, creating opportunities for OCGs to evade law enforcement detection.

The rising cost of living has almost certainly exacerbated and increased the risks of modern slavery and human trafficking. It is likely that organised crime groups will consider alternative ways to maintain profitability and offset rising costs onto victims, such as spending less on victim welfare. For victims of sexual exploitation, other likely adaptations include coercing victims into providing more risky sexual services, such as unprotected sex, to attract and retain a steady customer base.

Drugs and County Lines

Drug use, drug seizures and drug offences continue to increase within the UK with a total annual cost to society of over £21 billion. Cannabis is still the most widely used illegal drug in the UK particularly amongst young adults. Cannabis cultivation in the UK continues at an industrial scale and is often linked to other offences including benefit fraud, energy theft, modern slavery, robbery, and violence.

The threat of harm linked to the misuse of synthetic drugs such as benzodiazepines and gabapentinoid drugs has increased. This is particularly through poly drug use which remains significant and indicates an overall upward trend. Reported use of ketamine by those in treatment has seen an increase in recent years – with the numbers of young persons in treatment stating it as the 4th highest common substance, behind cannabis, alcohol, and ecstasy.¹¹ Overall, the latest information from the Crime Survey for England and Wales (CSEW)¹² shows no significant change in overall drug use with 6.8% using cannabis. Prevalence of use in the last year was below one percent for all other individual drug types, except for ketamine (2.9%) and new psychoactive substances (1.7%) in those aged 16 to 24 years. There was no statistically significant change in ketamine use, compared with YE March 2023 and YE March 2014 in those aged 16 to 24 years. However, there was an increase in those aged 16 to 59 years (0.8%), compared with YE March 2014 (0.6%).

The most direct harm from serious and organised crime continues to be through the distribution and supply of controlled drugs. The adverse impact of drugs and vulnerabilities associated with this crime remains one of the most significant threats within Lancashire. OCGs involved in drug supply can have a significant impact on local communities, particularly, the most vulnerable and deprived communities.

The secondary impact from drug dealing is the associated violence and threats, including the use of weapons and firearms by OCG`s to enforce territories and establish new drugs markets. Drug related violence continues at all stages of the supply impacting within communities and the police are working with partners to target businesses and locations that are enabling serious violence or County Lines activity.

Tough targeted enforcement continues to break the business models of criminal supply chains and professional enablers of the drugs market in Lancashire. Through Operation Warrior targeting activity, disruptions will likely have substantial impacts on the supply networks, whilst fulfilling a number of key intelligence gaps. Development of partnership intelligence regarding drug activity to disrupt offending and bring offenders to justice is continuing.

In its ten-year Drugs Strategy (Harm to Hope), the Government has set out a whole-system approach of how we are doing more than ever to cut off the supply of drugs by criminal gangs and give people with a drug addiction, a route to a productive and drug-free life, whilst also reducing the recreational use of drugs. Lancashire Drug and Alcohol Partnership (LDAP) and local partners are working to achieve the following outcomes:

- Reduced likelihood of drug and alcohol related deaths.
- A reduction in drug and alcohol related reoffending amongst prolific offenders within local areas.
- Increase in the numbers of drug and alcohol users, especially offenders, engaging in treatment as well as increases in those achieving and sustaining recovery.

¹¹ <https://www.gov.uk/government/statistics/substance-misuse-treatment-for-young-people-2023-to-2024/children-and-young-peoples-substance-misuse-treatment-statistics-2023-to-2024-report>

¹² [Drug misuse in England and Wales - Office for National Statistics](#)

- Reduced costs for local health services and police forces due to lower health and crime harms, and lower costs to the criminal justice system (as fewer people are dealt with by the courts).
- The strategy sets out several national targets and the Office for Health Improvement and Disparities (OHID) have set local (Lancashire) targets based on the national delivery expectations.

Legislation is used to promote the use of preventative measures such as ancillary orders and SOC offender management to protect individuals, control offenders and prevent criminality. The aim to address drug use through more meaningful consequences and focus on prevention to help reduce demand and shift behaviour and attitudes is a priority for all. Partners will continue to deliver ongoing safeguarding of vulnerable individuals being exploited through drugs supply, especially County Lines, including through cuckooed premises. Early engagement with perpetrators of violent offences linked to drug supply is hoped to divert and disrupt activity.

County Lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas [within the UK], using dedicated mobile phone lines or other form of “deal line”. They are likely to exploit children and vulnerable adults to move [and store] the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) and weapons.

Nearly every town and city across England and Wales is affected by county lines supplying heroin and crack cocaine. Most drugs are sourced from major cities including, Birmingham, Leeds, Liverpool, London, Manchester, Nottingham, and Sheffield. (*National Strategic Assessment of Serious Organised Crime 2023*)

It is recognised that the threat from County Lines OCGs will not be solved from disruption and prosecution alone. A greater understanding is required about the reasons individuals engage in criminality of this type to inform preventative strategies for education, early help/intervention and for the protection of those identified as high risk of exploitation from County-Lines. Lancashire is working closely with North West Regional Organised Crime Unit (NWROCU) and neighbouring forces to ensure that themes, trends, tactics and ‘cross border’ safeguarding opportunities are being addressed at an early stage.

Domestic Abuse

Domestic abuse accounts for over 17% of all recorded crime across Lancashire. Recorded domestic abuse crime by the police has reduced by 9% since 2021/22. The rate of recorded domestic abuse crimes per 1000 population for 2023/24 is similar to the national rate, but lower than that of the North West¹³.

The Crime Survey for England and Wales estimated that 2.1 million people aged 16 years and over (1.4 million women and 751,000 men) experienced domestic abuse in the year ending March 2023 a prevalence rate of approximately 5.7% of women and 3.2% of men, but there was no significant change in the prevalence of domestic abuse experienced in the last year compared with the previous year. It was also highlighted that in the year ending March 2023, the victim was female in 73.5% of domestic abuse-related crimes. The latest data for Lancashire (2023-24) shows that female victims account for 73% of domestic abuse related crimes.

¹³ [Domestic abuse in England and Wales – Data tool - Office for National Statistics](#)

Domestic abuse is a complex issue and has a significant impact on people's lives. Protection and support for victims is paramount as well as a swift and effective response to all reports of domestic abuse. People experience domestic abuse regardless of their gender, sexuality, ethnicity, age, or disability. It can, and does, happen to anyone, irrespective of their background or social standing.

The definition of domestic abuse is:

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence, or abuse between those aged 16 or over who are or have been intimate partners or family members. This can include but is not limited to the following types of abuse:

- Psychological
- Physical
- Sexual
- Financial
- Emotional.

An effective response to domestic abuse requires the support of partnership agencies including the local authority, police, social care, health, support groups, education, so that there continues to be improvement in support for victim survivors of domestic and sexual violence or abuse; and ensure that perpetrators are held accountable through timely, rigorous investigation and utilisation of the full range of tools available.

The Domestic Abuse Act 2021¹⁴ has created a statutory definition of domestic abuse, emphasising that domestic abuse is not just physical violence, but can also be emotional, controlling or coercive and economic abuse. The Act places a duty on local authorities to provide accommodation-based support to victims of domestic abuse and their children and there are now 190 units of safe accommodation across Lancashire. Other aspects of the Act include the response to domestic abuse, to prevent offending, protect victims and ensure there is support for those in need. The Domestic Violence Disclosure Scheme¹⁵, also known as Clare's Law enables the police to disclose information to a victim or potential victim of domestic abuse about their partner's or ex-partner's previous abusive or violent offending.

Op Provide has been highlighted as National Best Practice by the Home Office and forms part of the Homicide Prevention Tool kit. It is a partnership-based approach which sees police officers responding to domestic abuse reports alongside a trained NHS domestic abuse specialist. An independent evaluation of this approach by Liverpool John Moores University has shown that the number of victims engaging with safeguarding advice was increased by 45.7% to 67.2%. It also saw the number of victims engaging with prosecution increase by 26.9%.

Funded projects from the OPCC have included the Drive Project which aims to reduce the number of persistent repeat offenders and reduce the harm caused to victims and their children. The Drive Project is being delivered by Victim Support in close partnership with other local services to achieve long term behaviour change and reduce incidents of domestic abuse.

December 2023 #noexcuseforabuse launched. Local councils, Lancashire Police, support agencies and NHS have come together to create this campaign to raise awareness and

¹⁴ [Domestic Abuse Act 2021: overarching factsheet - GOV.UK](#)

¹⁵ [Domestic Violence Disclosure Scheme factsheet - GOV.UK](#)

understanding of domestic abuse and the help and support available to victims and perpetrators and how and where people can report their concerns.

Partners across Lancashire support the White Ribbon campaign¹⁶ with its aim to prevent violence against women and girls by addressing its root causes. They work with men and boys to change long-established, and harmful, attitudes, systems and behaviours around rigid gender norms and masculinity that perpetuate inequality and violence. The work undertaken is preventative as the aim is to stop violence before it starts.

Serious Violence

Serious Violence Duty

The Serious Violence Duty¹⁷, effective from January 2023, requires local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues. Prisons, youth custody agencies and educational authorities may also need to work with these core partners.

The legislation grants these authorities the power to share data and information with each other for the purpose of preventing and reducing serious violence. Authorities are encouraged to place an emphasis on early intervention with young people in order to prevent them from becoming either a victim or perpetrator of serious violence in the first place. Local areas are encouraged to adopt a 'public health' approach to tackling violence. The Serious violence in Lancashire Strategic Needs Assessment (SNA) is a significant contribution towards agencies and communities understanding the underlying root causes of violence in their local areas.

When we look at the risk factors for individuals, in close relationships and in communities we can see the often-fundamental unfairness which impact on health and life chances of our citizens. These inequalities drive poor mental health, substance misuse and the large numbers of young people not in education, employment, or training (NEET). In Lancashire we have a long history of strong partnership working. The 'Serious Violence Duty' strengthens that joint work and gives us the opportunity to tackle those root causes of crime more effectively together. We must recognise that in 2023 serious violence costs the public purse in Lancashire circa £356.5 million. Only by working together, acknowledging the social determinants that drive this violence and learning from the lived experience of our communities will we tackle this deep-rooted problem.

The Lancashire definition of serious violence (as agreed in 2019) includes:

- Homicide
- Knife & Gun crime
- Assault resulting in injury
- Rape
- Robbery
- Aggravated Burglary
- Domestic Abuse & Violence
- Child Exploitation (Sexual & Criminal)

¹⁶ [White Ribbon UK](#)

¹⁷ [Serious violence duty: Police, Crime, Sentencing and Courts Act 2022 factsheet - GOV.UK](#)

Violence and the fear of serious violence can affect every member of Lancashire’s communities and occurs in multiple scenarios, contexts, or situations. It is not bound by any restrictions as it crosses cultures, race, gender, socio and economic statuses, e.g., hospital admission rates for violence are around five times higher in the most deprived communities than in the most affluent (Bellis et al 2012).

Nationally serious violent offences typically make up just 1% of all crime recorded by the police, however, they cause some of the most serious harms to individuals, communities, and societies. It is clear that there is a strong link between drugs and serious violence and the related harm and exploitation from County Lines operations. The changing drugs market is identified as one of the drivers of violent crime.

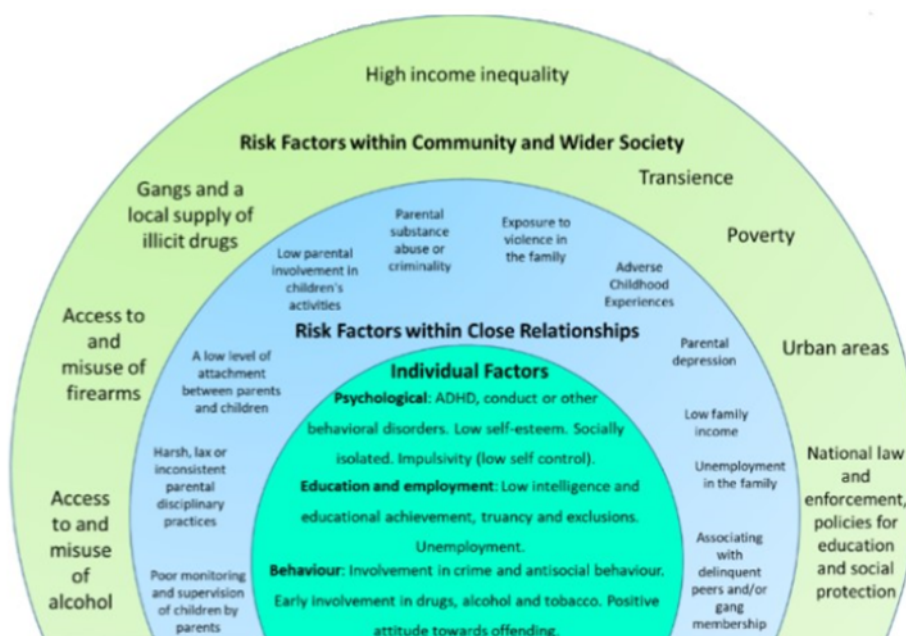
Violence reduction Network

The Lancashire Violent Reduction Network was created in 2019 and through a public health approach and highlighting the causes of the causes, it has become apparent that partnership working is necessary to impact upon serious violence and all violent crime. The causes of the causes can be placed under a number of headings with many factors to be considered

- Alcohol and drug use
- Child poverty and unemployment
- Education, employment, and training
- Parenting, families, and communities

Within each of these are a number of factors which include health, mental health, hospital admissions for substance misuse, alcohol specific conditions, child development, school attendance, levels of children in low-income families, deprivation, and adult unemployment amongst others.

The image below highlights the risk factors for serious violence.



The LVRN produces a Strategic Needs Assessment annually citing not only crime data, but other partnerships data relating to the risk factors mentioned above (see Appendix 1).

In 2024 there was a JTAI (Joint Targeted Area Inspection) which looked at the effectiveness of the multi-agency response to children aged 10 or over who are at risk of or affected by serious youth violence and/or criminal exploitation¹⁸. Appendix 2 details the strengths and improvements stated within the inspection. The headline findings stated that leaders from across the local area partnership of agencies have a shared commitment to addressing the causes and impact of serious youth violence and the criminal exploitation of children. Underpinned by a helpful single strategy, leaders across the partnership have developed a unified public health and trauma-informed approach to addressing serious youth violence and criminal exploitation. There is clear understanding of the causes of serious youth violence and the work to tackle it is extremely well supported by the Lancashire Violence Reduction Network (LVRN). There is a high degree of visibility and connectivity between leaders who are determined in their aspiration to prevent serious youth violence and to deliver trauma-informed and child-centred services that improve children's lives.

Homicide

The term homicide covers offences of murder, manslaughter, and infanticide. The loss of life through homicide has a devastating impact, shattering families, affecting local communities, increasing the fear of crime, and challenging the trust and confidence that the public have in policing.

Offences of homicide can be varied in their nature and are ultimately the most tragic ending to a broad range of criminal offences, types or behaviours. These crimes include but are not limited to domestic abuse, knife crime, drug-related crime, and serious violence. In July 2022, the government published the Beating Crime Plan, which places an absolute focus on homicide and reducing homicide rates in communities.

A Lancashire Homicide and Near-Miss Problem Profile was produced in 2023 and informed a national Problem Profile. The findings were that spontaneous/random violence, youth knife crime and domestic abuse account for a significant proportion of homicide and near-miss offences.

A particular vulnerability of victims was identified due to age and lifestyle. 55% of homicide victims were aged over 40 years with 19% being specifically in the age group of 46 to 50 years. Three quarters of the 35 older victims were male and in 86% of offences, the victim was classed as White North European ethnicity.

In a number of offences, the older victim had been subjected to a period of abuse and exploitation (County Lines cuckooing) or for financial gain by the offender and this has culminated in the killing of the victim. In the majority of cases the victim had been beaten to death.

There are a number of Lancashire strategies that aim to tackle and reduce threat, harm and risk across different areas of policing and the reduction of homicide cannot be achieved by a single activity or by focusing on one area of criminality – it must run as a golden thread throughout all that Lancashire does. If there is success in reducing all crime and in particular violent crime, then by consequence there will follow a reduction in homicide occurrence. Compared with other offences, homicides are relatively low volume and year on year

¹⁸ [Joint targeted area inspection of the multi-agency response to serious youth violence in Lancashire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

variations need to be interpreted with some caution. However, the occurrence of homicide in Lancashire has steadily increased over recent years in line with the national trend.

Strategic Themes for Lancashire homicide prevention:

- Spontaneous violence and knife crime
- Serious organised crime
- Domestic abuse
- Gender-based violence including VAWG
- Child homicide
- Mental health, drugs, and alcohol
- Organisational reviews and learning processes
- Data and intelligence

Gun and Gang crime

Serious Organised Crime is often hidden and/or unreported, and while the type of crime evolves, the adverse impact of drugs and the associated vulnerabilities and violence remains one of the most significant threats to Lancashire. Organised Crime Groups (COGs) supplying controlled drugs use violence, threats, weapons, and firearms to enforce territories and establish new drugs markets.

Organised Crime Groups (OCGs)/gangs involved in drug trafficking are commonly involved in a wide range of criminality including firearms. Access to and misuse of firearms has been identified as a risk factor for serious violence. The level of gun crime in the UK is one of the lowest in the world. Nevertheless, the potential for harm from OCGs/gangs with access to firearms, make eliminating the criminal use of firearms a priority threat for UK law enforcement.

Most shootings in the UK are committed by street gangs involved in many types of criminality, such as armed robberies and drug distribution. Victims of gun crime are generally known to the police which indicates that criminals use firearms in feuds with other criminal groups for protection, punishment or to extend their criminal enterprises.

It is the aim to identify and deter young people from engaging in or being drawn into OCGs through working with partners to deliver awareness and education programmes for them and their families and identify opportunities for offenders to be diverted away from criminality and prevent them from being pressurised into returning to gangs once they leave custody.

Prioritisation of targeting areas experiencing high levels of gang activity is undertaken in order to reduce the number of people killed, injured or exploited as a result of gangs and serious violence, by the use of environmental enforcement and planning processes as well as Civil Orders.

Multi-agency partnership tactic, 'Clear, Hold, Build'¹⁹ is being used to rescue areas in Lancashire most blighted by organised crime groups. This approach sees the pursuit of gang members to clear an area; maintain grip and hold the location, so another gang cannot take control in the vacuum; and then work to build the community into a more prosperous area, less susceptible to the draw of crime groups.

¹⁹ [Government announces crackdown against organised criminal gangs - GOV.UK](https://www.gov.uk/government/news/government-announces-crackdown-against-organised-criminal-gangs)

Knife crime

In 2023/24 knife crime (Home Office criteria) accounted for 1% of all recorded crime, whilst the use of knife or other sharp instrument accounted for 3% of all crime, and all violence against the person 42% of all crime.

Knife crime accounts for 2% of all violence against the person. Whilst volumes of knife crime are increasing within Lancashire, the proportion to which it makes up the total amount of crime is consistent and reflective of the national and regional picture and therefore not highlighted as an outlier. Knife crime has been a national issue for decades; however, it has become an increasing concern and fear for communities following greater media focus.

Using national data to understand the prevalence of knife crime, whilst Lancashire as a police force area was found to have a lower proportion of knife crime than the national average, and indication that levels may be lower than forecasted, a year-on-year increase has been found for knife crime in Lancashire since 2019 meaning it is still of great concern. Knife crime over this period has been estimated to cost Lancashire's services over £152 million.

Reasons for knife crime can vary dramatically depending on the context, however, there have been recognised influential factors such as children growing up in toxic environments where violence has become normalised, young people fearing becoming a victim of crime and therefore carrying a knife as protection, and young people having a lack of trust for authorities to protect them and therefore feeling a need to 'take it into their own hands'. This is something that has been reflected by the young people in Lancashire through the 'Youth Violence Consultation' where many feel the main reason for carrying a knife is for protection, which may indicate why it is non-serious knife crime that is increasing as opposed to serious. These young people emphasised that the way to resolve this problem is centralised around feeling safer and more trusting of services.

When reviewing all crime types contributing to knife crime within Lancashire from 2019 to 2023, 7 categories made up over 90% of the total:

- Violence with injury (26.8%)
- Possession of weapons (25.2%)
- Violence without injury (13.4%)
- Robbery of personal property (9.1%)
- Criminal damage (5.9%)
- Public fear alarm or distress (5.2%)
- Other offences public order (4.6%)

During this period, serious violence related knife crime equated to 41% of the total.

A Lancashire Knife Crime Problem Profile was produced in October 2023 by the Lancashire Violence Reduction Network which provides a localised picture of the issue, identifies hotspot areas, opportunities for reducing the impact and harm caused by knife crime, and targeted interventions to be considered in all areas across the county.

The Home Office recently published 'Consultation on new knife legislation proposals to tackle the use of machetes and other bladed articles in crime' (June 2023).²⁰

²⁰ [Consultation on new knife legislation proposals to tackle the use of machetes and other bladed articles in crime \(accessible\) - GOV.UK](#)

Operation Edge encompasses Lancashire's knife crime enforcement activity and includes knife bins, weapon searches in public spaces, high visibility patrols and education in schools and colleges.

Violence against Women and Girls

The term 'violence against women and girls' refers to acts of violence or abuse that disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, 'honour'-based abuse (including female genital mutilation forced marriage, and 'honour' killings), as well as many others, including offences committed online. It is also recognised that victims of any of these offences are not exclusively women and girls. (VAWG National Strategy 2021)²¹.

Violence against women and girls (VAWG) has been referred to as a 'global pandemic' due to the magnitude of women and girls affected by violence. Almost a third of women aged 15 to 49 years who had been in a relationship reported that they had been subjected to some form of physical and/or sexual violence by their intimate partner.

The World Bank highlighted that not only does VAWG have devastating impacts on survivors and their families, but there are also significant social and economic costs of VAWG. It has been estimated that the cost of VAWG is up to 3.7% of a country's Gross Domestic Product (GDP), equating to more than double what most governments spend on education.

There has been an upward trend of VAWG in Lancashire over the past few years with the most common investigations being for stalking and harassment and violence with injury. Lancashire has a long-standing commitment to tackling domestic and sexual violence abuse and this commitment is embodied in the prioritisation of the Chief Constable's Plan on a Page, the OPCC's strategic priority to tackle domestic and sexual violence within the Police and Crime Plan 2024-2029²², and the Children's Safeguarding Assurance Partnership (CSAP) and Lancashire Safeguarding Adults Board (LSAB) priority re: domestic abuse.

Many of the factors that affect individuals' risk of violence arise through their circumstances and experiences in early life at an individual, relationship, community and societal level. To successfully prevent violence against women and girls in the future it is essential to tackle the root causes of violence, addressing the risk factors at each level with equal importance which includes challenging societal and cultural norms that can lead to violence. There is a need to place greater emphasis on the wider determinants of health and address wider system issues such as parenting, poverty, unemployment, education, housing, and homelessness.

Op Night Guardian – tackling violence against women and girls in the night-time economy, involves proactive work including the deployment of uniform and plain clothes officers in key areas to ensure that women and girls can enjoy a safe night out in the county.

Rape and Serious Sexual Offences

Sexual offences account for less than 4% of all recorded crime but with 4888 offences reported during 2023/24, this equates to 13 offences daily. Reported rape offences to the police equate to 4 per day. In 2023/24 all sexual offences were similar to the previous year from 4890 to 4888. Reporting of rape offences increased from 1450 offences to 1490 (an increase of 3%).

²¹ [Tackling violence against women and girls strategy - GOV.UK](#)

²² [The Police And Crime Plan - Lancashire Police Crime Commissioner](#)

Nationally and locally there has been a small reduction in rape and sexual offences in the last 3 years (comparing 2021/22 to 2023/24)²³.

Rape and sexual offending are among the most serious and high-impact crimes against the person. The impact of Rape and Serious Sexual Offending (RASSO) on victims, their families and their communities cannot be underestimated. These crimes are committed primarily by men against women and girls but can also be perpetrated against men and boys. They occur in all communities and involve offenders and victims with different protected characteristics, from a range of socio-economic backgrounds.

Rape cases are complex by nature and maintaining positive and supportive engagement with the victim / survivor will encourage stronger lines of communication and connection to the case. RASSO victims are all too often targeted by offenders because of one or more protected characteristics or other form of vulnerability. These factors may provide ease of access or opportunity for the offender, who may also hope that a vulnerable victim will be less likely to report the crime, and less likely to be believed if they do.

In many cases there will be no visible sign of injury and rape is most commonly perpetrated by someone known to the victim. Significant psychological evidence shows that the neurological response to the trauma of rape and sexual assault can impair a complainant's ability to give a clear and coherent account of the event. Some victims may return to the suspect after the event and/or contact them with friendly messages to reduce the risk of being targeted again by the perpetrator, or because they want to block out the abuse in order to return to a sense of normality. To those who are not experts in this field, these responses to rape can appear counter-intuitive and impact unfairly upon perceptions of the credibility of a complainant and an allegation.

Shame, guilt, fear of the process, fear of not being believed, shock, cultural context, embarrassment, language barriers and fear of reprisal from the community are just some of the hurdles that victims might need to overcome to report an incident to the police and support a prosecution.

Operation Soteria Bluestone - In December 2022, Lancashire Constabulary was one of 14 forces to join a nationwide expansion programme which aims to transform the way rape and serious sexual offences are investigated. The programme is led by National Police Chief's Council (NPCC) and Home Office funded research and will result in a national operating model which will be rolled out to all 43 Home Office forces. This evidence-based, academic-led project aims to ensure consistency and quality in the investigation of Rape and Serious Sexual offences.

The government report that there were 68,000 offences of rape recorded by the police in the year to June 2023 within a wider backdrop of high numbers of all types of sexual offending. The Tackling Violence Against Women and Girls Strategy research shows that 'many perpetrators of these crimes continue to offend even if they have been prosecuted, with some cases resulting in an escalation of behaviours'.

Given the unique nature of this offending, the significant amount of public concern relating to the offenders, and the need to improve confidence that the justice system appropriately addresses and punishes these offences, these offences have therefore been the focus of the Serious Sexual Offences Sentencing and Release Arrangements reforms (Sentencing Bill 2023)²⁴.

²³ [Police recorded crime and outcomes open data tables - GOV.UK](#)

²⁴ [Sentencing Bill - Parliamentary Bills - UK Parliament](#)

The Bill and sentencing reforms aim is that rapists (and those convicted of the most serious sexual offences) remain in prison for the whole of their custodial term, and that they are subject to proper supervision in the community on their release, with a suitable licence period.

Neighbourhood Crime

Acquisitive crime

During 2023/24 there have been 16215 reports for the three areas of Organised Acquisitive Crime combined i.e. Burglary, Robbery, Vehicle offences. This is similar to the previous year where 16258 offences were recorded. These three areas of OAC account for 13% of all crime. Burglary has seen a decrease of 2% , robbery a 9% increase, and vehicle crime has shown no change.

Serious and/or organised acquisitive crime (SOAC) strikes at the heart of people's feelings of safety in their homes and communities. It is not just a 'volume crime'. It affects people daily and failing to target it damages public confidence in policing. It can have long-lasting and profound effects on victims. Offences are increasingly characterised by higher levels of violence and a greater proportion are being committed by organised criminals. A partnership approach is undertaken to protect communities and build resilience to SOAC.

SOAC covers a large area of criminality, which for the Lancashire Control Strategy, has been defined as:

serious or organised
burglary (domestic & commercial),
personal & business robbery,
theft from a person, and
theft of and from a motor vehicle.

Methods of theft have continued to evolve, with offenders turning to new technology to facilitate thefts such as electronic compromise thefts often committed by organised crime groups. Offenders also continue to employ traditional methods of theft such as car key burglaries. High levels of organisation have been demonstrated through the use of new technologies and subsequent disposal via 'chop shops' and exports. The high levels of organisation make it difficult for law enforcement to recover vehicles with criminals using further methods such as tampering with vehicle information to avoid detection. Additionally, the breaking down of vehicles into component parts again reduces the chances of a vehicle being recovered, making identification more difficult.

Lancashire Constabulary's approach to effectively prevent, reduce and investigate acquisitive crime is rooted in the development of a clear understanding of the nature of offending, the type of perpetrators (their motivation), the sphere of operation (both geographically and in terms of their organisation) and the scope of the offending (local, regional and national). Local partnership working aims to prevent offending/reoffending.

Robust intervention is needed to change offending behaviours of those committing SOAC. Without this many will reoffend and impose further misery and harm on victims. SOAC often funds drug misuse and addiction and can lead to a cycle of crime, particularly when offenders are using heroin and crack.

Offending

Proven reoffending rates²⁵ across Lancashire, produced by the Ministry of Justice, have increased from three years ago, when they were at the lowest during the last ten years. The figures have increased from 24% to 28% which puts them on parity of five years ago and pre-Covid. The number of offenders and reoffenders from three years ago are the smallest recorded during the last ten years, but it must also be recognised that the last two years have also seen smaller numbers than previously recorded with the exception of three years ago.

During the last ten years the cohort size for adults has reduced by 59% (n=2675), whilst juveniles has reduced by 89% (n=120). The juvenile reoffending rate is higher than the adult rate, and the latest 12-month period has seen the number of reoffences per juvenile reoffender be at its highest recorded rate during the last ten years.

HM Prison and Probation Service (for the North West Region) aims to:

- Strengthen partnerships to reduce the impact of organised crime in custody and in the community.
- Develop the Indeterminate Public Protection Prisoners action plan to support IPP prisoners towards successful reintegration into society.
- Develop a model of best practice for the effective management of women in the Criminal Justice System which will inform the way in which other national and regional teams work with women.
- Explore and where appropriate implement alternative delivery models for Interventions across HMPPS, delivering high quality interventions to the right prisoners and people on probation at the right time.
- Improve employment outcomes by having a more integrated and collaborative approach across HMPPS and with key stakeholders.
- Improve accommodation outcomes by having a more integrated and collaborative approach across HMPPS and with key stakeholders.
- Explore innovative ways of maximising the availability of unpaid work opportunities across the region.
- Improve the offender journey by implementing a more seamless and coordinated approach during critical transition points from prison to Approved Premises, from closed to open prison and from the Youth Custody Service into the main estate.
- Explore and identify opportunities for joint leadership development, interchanges and joint succession planning for our staff across HMPPS to improve understanding of the whole system and foster a whole system approach.

In taking the priorities forward HMPPS will engage with stakeholders and partner agencies as appropriate at national, regional, and local level and where applicable take account of the voice of “lived experience”. The needs of all groups of offenders will be taken into consideration as will all the protected characteristics represented within this population.

Child and Youth Justice Service

Lancashire Child and Youth Justice Service (CYJS) is a statutory, multi-agency service co-ordinated by the local authority and overseen by the Youth Justice Management Board. CYJS supports children aged 8-18 who have either committed an offence or have been identified as at risk of doing so (children under the age of 10 are supported via the Prevention arm of the

²⁵ [Proven reoffending statistics: October to December 2022 - GOV.UK](https://www.gov.uk/government/statistics/proven-reoffending-statistics-october-to-december-2022)

service). The service is underpinned by three core values when working with children, families, the local community, and victims:

- Child-First
- Trauma-Informed
- Restorative

CYJS aims to:

- Prevent and divert children from the youth justice system.
Intervention to prevent and divert children from the youth justice system addresses key community safety issues such as violence, exploitation, and anti-social behaviour. These initiatives provide early intervention for children at risk of entering the criminal justice system.
- Reduce re-offending and harm.
Working as a partnership alongside children and families we tackle multiple factors crucial for reducing re-offending. This includes providing access to housing, education, employment opportunities, health support, and family assistance.
- Reducing the number of children entering custody.
We offer the Youth and Crown Courts strong alternatives to custody for children at risk of being remanded to youth detention accommodation or facing a high likelihood of a custodial sentence.
- Increasing victim and public confidence.
With the victim's consent, CYJS reaches out to all victims to offer tailored services and interventions that meet their specific needs.

Cyber crime

Cyber crime accounted for 4% (n=5152) of all crime during 2023/24 and saw a reduction in reporting of 12% from the previous year.

Cybercrime is the term used to describe crimes committed online – through computers, laptops, game consoles, tablets, and smartphones. There is an ever-growing and diversifying threat from cybercrime. Cybercrime tools and techniques continue to evolve in complexity. The borderless nature of cybercrime provides a challenge, particularly for length and outcomes of investigations.

The harm to the public is not always so visible. More crime is online, taking place behind closed doors, on the dark net and through encrypted apps. There are many different types of cybercrime, including online fraud, phishing, cyber bullying, revenge porn and sexual grooming. The National Crime Agency (NCA) now estimates that there are between 680,000 and 830,000 people in the UK (1.3% to 1.6% of the adult population) who pose varying degrees of sexual risk to children and assess that viewing indecent images of children increases the risk of offenders escalating to contact abuse. (Strategic Assessment of Organised Crime 2023)

Investigations involving crypto currency have grown exponentially. It is not only the number of investigations which is increasing – it is also their complexity. Greater knowledge within frontline policing resource has increased requests for support and assistance. This is positive, but places additional demand on the Lancashire Cybercrime team. Operation Eucalyptus, in

which £20 million pounds' worth of crypto currency was recovered, showed how much demand is generated when crypto currency is part of a larger criminal investigation.

An area of significant growth in cyber-crime relates to ransomware attacks and there has been a huge increase in demand for these investigations. In 2021 there were four reports of ransomware attacks in Lancashire. In March 2022 there was an average of three ransomware attack reports a week. Offenders are predominantly based outside the UK and there is minimal opportunity for a positive criminal justice outcome. There is, however, a significant demand to gather the data and intelligence required on a national level.

The NCA report of cyber criminals offering ransomware as a service online and enabling fraud, and drug cartels using encrypted apps to communicate and cryptocurrency to launder their proceeds. Also, major tech companies are rolling out end-to-end encryption in a way that they know will make it harder for law enforcement to detect and investigate crime and protect children. Online is the new frontline.

Trading Standards highlight various forms of online scams which can be aimed at different age groups. They include purchase scams which often begin on platforms such as Facebook or Instagram, with items appearing much cheaper than can be found through trusted retailers. Prize draw scams are often a way for the perpetrators to obtain financial information from the victim, as are phishing scams – which aim to obtain your personal details, often by the victim clicking on a link that downloads a virus onto their device.

Community issues

Anti-social behaviour

Anti-social behaviour accounts for 11% of total incidents recorded by the police in 2023/24. Yearly totals have been reducing over the last three years. Compared to 2022/23 there was a 7% reduction during 2023/24.

There has been significant progress in getting tough on anti-social behaviour (ASB) with a focus on Neighbourhood Policing (NHP) improving engagement; partnership-working; and targeting those issues and people who cause the most harm in Lancashire's communities. Numerically the number of reported ASB incidents to the police has been reducing.

Previously it was identified that Lancashire Constabulary had a gap in understanding the issues that concerned communities. This could be considered communities' "silent demand" on policing around the problems they want solved and the crimes they want prevented. They feel these factors directly affect their lives and safety. The ability to understand and address these is critical to their feelings of confidence and legitimacy.

In July 2022, a Lancashire-wide anti-social behaviour survey was launched to get a full picture of the scale and types of antisocial behaviour (ASB), to identify hotspots and to look at how the police and local partners can work better together to get tough on ASB and to keep local communities safe. Results from the survey were independently evaluated and shared with partners through Lancashire's Community Safety Partnerships to form a joined-up response to tackling anti-social behaviour across the county.

Survey results showed that 27% of residents had witnessed ASB in the previous 12 months, while 39% had been directly affected by anti-social behaviour. Most incidents of ASB occur close to residents' own homes with 42% occurring at people's home address or on their street and 23% within a 15-minute walk of where they live. Intimidating behaviour, verbal abuse and drug dealing were reported as some of the top concerns for residents across the county.

Some national priority areas such as knife crime (0.8%) and sexual offences (0.4%) appear to be of less concern to Lancashire communities. While in comparative surveys the public rank these issues as more serious than those above, this suggests a difference between the conventional understanding of risk and harm, and people's lived experience.

Alcohol remains a significant factor in crime and ASB in Lancashire. Alcohol-related hospital admissions are nearly three times the national average in Blackpool, double the national average in Blackburn with Darwen and 50% higher in the rest of Lancashire. There are no significant trends in the alcohol harm data. Alcohol-related crime and ASB have peaks associated with Friday and Saturday evenings, and that remains unchanged. The night-time economy (NTE) remains significant for crime and ASB related to alcohol, but it has not changed significantly. The key locations remain Blackpool and Preston. Operation Night Guardian is the Lancashire wide response to NTE issues, including drink spiking. (FMS 2022).

The full survey insights formed a key part of a series of ASB summits held to tackle the issue across Lancashire in a joined-up partnership approach.

In March 2023, the Government's ASB Action Plan announcement saw Lancashire benefit from £2m to pilot new ways of addressing anti-social behaviour and tackle hot spots. Lancashire was one of only 10 forces chosen for extra funding. The boost means increased, visible police patrols, dedicated to tackling anti-social behaviour and the issues that matter most to people. It is vital for community confidence that these crimes will be quickly and visibly addressed.

Under the branding of Op Centurion, a partnership response was launched in Lancashire in July 2023 to tackle ASB across all fourteen districts. Lancashire Talking, the Constabulary's online and in-person survey, also reported confidence in the police response to ASB increasing since the launch of Op Centurion, particularly in the hotspot areas that have seen additional foot patrols.

Community Alcohol Partnerships (CAP) are in place across Lancashire and are part a of a UK wide initiative to tackle underage drinking and reduce the risk and vulnerability for young people in communities. Localised action plans are put in place to:

- Tackle alcohol/substance related anti-social behaviour, vulnerability, and risk-taking behaviour under 18's.
- Prevent young people becoming involved in violent crime.
- Ensuring compliance with Check 25, enhancing a responsible retail ethos within the specified geographical area.
- Reduce the proxy sale of alcohol to under 18s.
- Enhance alcohol awareness for young people and adults, including parents.
- Enhance diversionary activities for young people.

Hate crime

2023/24 saw 2483 crimes with a Hate Crime flag recorded - an 8% decrease compared to the previous year - 2700 offences. Recorded hate crime accounts for 2% of all crime across Lancashire. Nationally there has been a 10% reduction in recording of hate crimes since 2021/22, compared to 18% across Lancashire.

The national definition of Hate Crime is used across Lancashire: "Any incident that constitutes a criminal offence, perceived by the victim or any other person as being motivated by prejudice or hostility."

Hate crimes do not just affect the individual victim, but also their communities who share the targeted protected characteristic and so it is vital that hate crime reports are dealt with robustly, but with sensitivity. The majority of reported hate crimes are racially motivated, but an increase has been noted in the reporting of sexual orientation and transgender motivated hate crimes recently.

A joint approach is used by all local authorities to tackle Hate Crime, with direction and focus from the Pan-Lancashire Strategic Hate Crime Strategy and Delivery Plan and the governance body the Strategic Hate Crime & Cohesion Group (SHCCG).

Lancashire aims to prevent hate crime by addressing and raising awareness of the beliefs and attitudes that can lead to hate. The importance of preventing Hate Crime is recognised and partners are committed to challenging those attitudes that can lead to discrimination and divisions within the local community.

It is aimed to reduce the number of Hate Crime incidents, improve detection rates of Hate Crime in the county and provide positive outcomes for victims. The partnerships will focus on several settings that have emerged as high-risk environments for Hate Crime, including public transport, the night-time economy, educational institutions, key occupations, and the internet.

Road Safety

The 1988 Road Traffic Act, Section 39, puts a statutory duty on the local authority to promote road safety. This is undertaken through investigating road casualties, introducing engineering solutions, providing education and engagement, and seeking to reduce killed and serious injuries on our roads. Key partners in road safety include the local authority, Lancashire Fire and Rescue Service and Lancashire Constabulary.

Whilst the council have a duty to promote road safety, they also work closely with constabulary colleagues who are responsible for the enforcement of many traffic offences. The police play a key role in providing road safety in Lancashire and utilise their enforcement powers which includes:

- Enforcement of speed limits
- Dangerous driving
- Drug/drink driving
- Failure to wear a seat belt.
- Mobile phone usage whilst driving

Lancashire covers a wide geographic area with a mix of rural and urban centres that make a one size fits all solution for road safety impossible. The number of people killed or seriously injured in a road traffic collision in Lancashire have broadly returned to pre-pandemic levels, though are still significantly below what they were ten years ago (24% reduction since 2014). There were less reported casualties in 2023 than in 2022 and fewer were killed or seriously injured. Lancashire, when compared with similar Counties has a higher rate of road traffic collisions when population is accounted for.

Whilst we seek to minimise the number of persons killed and seriously injured on the roads of Lancashire, accidents will happen. The aim is therefore to, where possible, mitigate the severity or outcome of the accident through, education, engineering, and awareness. Focus on the most vulnerable groups or those at higher risk remain the priority as these are the areas that can have the biggest impact.

Other road safety considerations for Lancashire include:

- The afternoon school run, and evening rush hours are peak times for collisions and casualties.
- 1 in 4 casualties are in the 16-25 age range.
- Males make up 59% of all casualties.
- Cyclists and powered 2 wheelers account for 16% of casualties.
- In all accidents the top contributory factor was either an error by the driver/rider or a reaction failure which includes, for example, failing to look properly or misjudging another user's direction or speed.

Any work that the Road Safety Teams undertake will consider those groups in society that are shown to be at a greater risk. The data for Lancashire shows that the following groups are at a higher risk:

- Young road users (16-25 years of age)
- Motorcyclists
- Pedestrians who are children
- Cyclists

Another cohort identified in the data are the over 65s who continue to be a concern and therefore remain a focus for the road safety team.

Education and engagement have been undertaken across the County, and this includes targeting the groups mentioned above to increase their safety whilst using the road networks across Lancashire. Whilst the police enforce speed limits across the county, Councils and partners actively promote behavioural change by undertaking speed surveys, deploying temporary road safety signs, and supporting the siting of Speed Indication Devices in local areas. Other partner interventions to improve road safety across the county include local safety schemes, speed limit orders, 20mph zones, and minor road safety improvements.

Disorder and protests

There were 99 events in the year 01/12/23 to 30/11/24²⁶, which represents a reduction from 122 the previous year, i.e. a reduction of 19%. The majority of events were football/sport related. Other events included public safety events, concerts/festivals, cultural nationalism, and internationally inspired.

Public Order/Public Safety covers 14 thematic areas:

Public Safety Events, Football, Other Sports, Organised Cultural Marches, Cultural Nationalism, Anti-Fascism, Animal Rights, Environmentalism, Workforce Disputes, Anti-Racism, EU Exit, Anti-Government, Other Community Tension-driven Public Order and Unlicensed Music Events (UME).

Protests and disorder throughout 2023/24 in the UK and which may continue into 2024/25 include:

- Public sector strikes (particularly NHS)
- Israel/Palestine war
- Ukraine/Russia war
- Climate change
- Football

²⁶ [Lancashire Constabulary, Special Operations Section](#)

In 2023 the government reported that the serious disruption caused by a small minority of protestors has highlighted that more needs to be done to protect the public and businesses from these unacceptable actions. New measures were needed to bolster the police's powers to respond more effectively to disruptive and dangerous protests.

The following measures in the Public Order Bill²⁷ (as below) commenced in May 2023 with an aim of improving the police's ability to manage protests and take a proactive approach to prevent such disruption happening in the first place:

- the definition of serious disruption in the Public Order Bill
- locking on
- going equipped to lock-on
- interference with key national infrastructure
- amending the seniority of police officer in London who may attach conditions to an upcoming protest or prohibit a trespassory assembly to match that applicable in forces outside of London

Following the disorder and protests in the summer of 2024 that took place nationally following the tragic incident in Southport, partners in Lancashire including the police, local authorities, Fire and Rescue Service, North West Ambulance, and members of the voluntary, community and faith sectors worked alongside communities across Lancashire to minimise any escalation in community tension.

Engagement/Consultation

Partnership consultation/workshops

Three local consultation workshops were held with partners in June 2024. Below is an overview of the responses to the discussions held at each event.

Discussion 1

Do the Pan-Lancashire threats match the local partnership ones?

- What do we know
- What information/intelligence do we currently have
- What are the gaps

The audience were shown a list of the current top 12 threats across Lancashire which had been assessed using the MORILE matrix (Management of Risk in Law Enforcement)

- Anti-Social behaviour
- County lines/ Violence related to drug supply
- Cyber crime
- Domestic abuse
- Exploitation of young people
- Fraud
- Gang crime
- Homicide
- Knife crime
- Modern Day Slavery/Trafficking

²⁷ [Public Order Bill: factsheet - GOV.UK](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118444/public_order_bill_factsheet.pdf)

- Road Safety
- Violence against women and girls

Key points included:

- Anti-social behaviour
 - The differences between urban and non-urban areas – location.
 - Youth behaviour, neighbour behaviour, alcohol related behaviour.
 - Youth provision.
 - Vulnerable people.
- Health
 - Mental health – service provision.
 - Links to deprivation, poverty, housing conditions.
 - Drugs – substance misuse linked to different types of drugs (cocaine, ketamine, cannabis), vaping amongst young people.
 - Health inequalities.
- Domestic abuse
 - Vulnerable people/families.
 - Lenient sentencing for perpetrators.
- Night time economy
 - Vulnerable people – in particular, females.
 - Drugs use.
 - Violent behaviours/general behaviour.
- Shoplifting was mentioned at all three events – with the national/local increase in the number of offences. It was suggested that it was still an under-reported offence. Questions were raised as to whether it was out of need (poverty), cost of living, or a more organised crime element to it.

Discussion 2

What data/ information do partnerships need to enable us to deliver a public health approach to reducing crime and anti-social behaviour?

- There were lots of discussions around additional datasets that could be of use including:
 - Education
 - Health (mental health, general health data etc)
 - Social care
 - Substance misuse
 - Trading Standards
- Timeliness of data – up to date.
- More ward level information – to enable specific targeting of problems.
- Lived experiences.
- Community information/intelligence.

Discussion 3

What has worked well (best practice) and what would improve the success of Community Safety Partnerships?

- Lots of positive responses with partnership working and examples of how it has worked effectively.

- Promote successes more, share good practice – also a better mechanism for doing this.
- More effective data sharing.
- Have data/intelligence available to enable be more proactive rather than reactive.

Lancashire Young Peoples Alcohol & Tobacco Survey 2022

The results of this latest survey were published in 2023. The participants were surveyed from the end of 2022 to February 2023.

17 schools participated across 10 districts. The target age group was 14–17-year-olds with the majority of respondents being in the 14-15 age range.

Alcohol Consumption

The trend in Lancashire since 2005 has shown an increasing proportion of young people who say that they never drink alcohol. However recent national surveys indicate that youth drinking is no longer declining, but stabilising; this is also reflected in the Lancashire data.

- 60% young people claim to drink alcohol this is 9% higher than the North West regional average and 2% higher than the national survey.
- 1 in 10 are claiming to drink at least once a week and 7% identify themselves as regular binge drinkers (4% decrease since 2015,).
- 40% have never drunk alcohol (decrease of 5% since 2017).
- 71% are drinking at home under the supervision of their parents (increase of 6% since 2020). 71% also source alcohol from parents/guardians.
- 10% are drinking in pubs / clubs.
- 16% drink outside on the streets or in parks.
- 31% claim to buy alcohol themselves. A large increase in the number buying from shops (up from 7 to 21%) As well as an increase in the number buying from pubs/clubs (up from 1 to 7 %).
- There is a general trend towards a more controlled attitude towards alcohol. 69% feel in control when drinking with 16% drinking due to peer pressure and 35% drinking just to get drunk.
- There are clear differences in behaviour by gender. Females appear to be slightly more reckless but also more worried about being left on their own or their drink getting spiked.
- 51% think that 'getting drunk is fun' (increase of 2% since 2020).
- 52% think that 'it is normal to get drunk' (increase of 5% since 2020).
- 36% are not worried about the long-term health effects (increase of 6% since 2020).

Experience of knives

- 15% of young people have witnessed an incident (increase of 4%, was 11% in 2020).
- 8% have considered going out carrying a knife (was slightly less than 9% in 2020).
- 3% have actually gone out carrying a knife (a decrease of 2% from 2020).
- 2% have taken a knife from home (decrease of 2% from 2020).
- 2% have been a victim of knife crime, the same as in 2020.
- 50% who had bought knives , bought it from a shop.
- 53% were not asked for ID when buying a knife.
- Males are more likely to consider going out carrying a knife than females.

Attitudes Towards Knives

"I don't really come across any issues with knives where I live"
60% of young people agreed with this statement (North West figure 61%).

"I feel more on edge about knives because of all the stories in the news and on social media"
58% agreed with this statement, with more females being worried (North West figure 59%).

"It is easy for young people to buy a knife if they wanted to"
54% agreed with this statement (North West figure 55%).

Lancashire Talking

Community feedback has been obtained using Lancashire Constabulary's community survey tool 'Lancashire Talking'. The survey asks the residents for their top 5 community issues. The results have been taken from an 18-month period from April 2023 to September 2024.

The key community issues include

- Road safety (speed, nuisance motorbikes, parking, highways obstruction)
- Anti-social behaviour
- Drug dealing and drug taking
- Environmental (rubbish/litter, dog fouling)
- Burglary

The survey also asks the question around confidence that issues are being dealt with. Similar questions are also asked within the OPCC Public Perceptions Survey and the Crime Survey for England and Wales (CSEW).

Public Confidence –

The police are dealing with ASB –

- Agree 49%
- Disagree 30%

The police are dealing with crime issues that matter in this area –

- Agree 53%
- Disagree 26%

I have confidence in the police

- Agree 63%
- Disagree 28%

OPCC Public Perceptions Survey – Winter 2023/24

The police are dealing with ASB –

- Agree 45%
- Disagree 39%

The police are dealing with crime issues that matter in this area –

- Agree 52%
- Disagree 33%

I have confidence in the police

- Agree 59%
- Disagree 35%

Crime Survey for England and Wales (CSEW)

Police and local council are dealing with ASB and crime issues that matter in the local area (12 months to June 2024)

- 43% agree for Lancashire – there has been a steady decline since 2020 from 57%.
- Nationally 47% - there has also been a decline since 2020 from 52%.
- The range for the most recent period varies from 34% to 62%.

Conclusion

The strategic assessment process has considered local and national risks and threats to enable the local Community Safety Partnerships to identify their priorities for the coming 3-year period. This assessment document provides a Pan-Lancashire overview and has been compiled using local data, information from local and regional strategies, and consultation events with local partners. The local district profiles will provide further information to enable the partnerships to create their local plans and priorities.

Victims have been at the heart of this process whether that be a specific characteristic or group. A number of the risks and threats identified do not sit in isolation and require a partnership approach to tackle the issues. Cross cutting themes are evident throughout – the links to organised crime, exploitation, violence, health issues, and probably most of all – vulnerability. There is now a recognition that a public health approach is required to tackle issues, by looking at the wider determinants of crime and understanding root causes to enable an early intervention and preventative approach.

As the process continues, the Community Safety Agreement will be updated, and partnership plans developed to combat these issues within the communities of Lancashire. The governance will be provided by the Lancashire Community Safety Partnership Board (LCSPB).

Appendix 1 – Violence Reduction Network

Key findings from the **Lancashire Violence Reduction Networks Strategic Needs Assessment 2024**²⁸ includes:

Individual Factors

Across all local and unitary authorities in pan-Lancashire:

- a) Self-reported high anxiety is worse than the England national average.
- b) Good level of development in relation to the expected early learning goals at the end of reception is below the England national average.
- c) Average attainment 8 score (academic performance) in secondary school is below England national average.

Education is an extremely important factor when looking at opportunities and life outcomes. Good education is strongly linked to a reduction of violence for individuals (Blum & Libbey, 2004). Persistent school absence is more common in children from families with multiple problems (Ministry of Housing, Communities and Local government, 2017), which can have an impact on individuals becoming involved in violence.

Close Relationship Factors

Across all of the local and unitary authorities in pan-Lancashire, there is a higher rate of:

- a) children in care.
- b) domestic violence and abuse in households with children.
- c) 11 out of 14 of the pan-Lancashire Districts have a higher than the national average percentage of unemployment.

When reviewing the breakdown of looked after children across Lancashire the largest proportion is due to abuse or neglect. Those children who are in care or classed as 'looked after' are identified as having poorer health outcomes, more vulnerable and a strong link between children in care and offending with over a 1/3 of children in young offender institutes and over a 1/2 in secure training centres identified as previously being in care (Taylor, 2016).

Income and unemployment are two of the domains linked to deprivation and health inequalities. Nordin and Almen (2016) identified evidence that demonstrated there is a relationship between long-term unemployment and violent crime. Across the region there is wide variation regarding salary and employment. Blackpool, Blackburn with Darwen and Burnley have the highest unemployment rates with Burnley, Blackpool and Rossendale having the lowest average salaries. These statistics should be taken into account in preventing serious violence.

Communities and Wider Society Factors

- a) Across all of the local and unitary authorities in pan-Lancashire, there is a higher rate of children in absolute low-income families and living in fuel poverty.
- b) There is a wide variation in deprivation levels across Lancashire-14, with Blackpool identified as the most deprived area in England, with Ribble Valley ranked 282 out of 317 local authorities.

²⁸ [LVRN-Strategic-Needs-Assessment-2024.pdf](#)

c) Blackpool, Preston, and Blackburn with Darwen have the highest percentage of serious violence across the Lancashire-14 districts.

Across Lancashire the average age is 41.3 years compared to the England and Wales average of 40.4 years. However, the age population varies across the region and some areas such as Blackburn with Darwen have a relatively young population with approximately a quarter of their population (25.7%) under the age of 18 (Blackburn with Darwen JSNA, 2023).

Knowing the age demographic for our area is important to ensure we develop interventions relevant to the appropriate age cohort to ensure we reduce the risk of them becoming a perpetrator or victim of violent crime.

There has been extensive research to highlight the correlation between deprivation and violence within communities, with strong arguments for social factors determining both ill-health and violence hence the need for a public health approach.

The estimated cost of serious violence in Lancashire has increased year on year since 2021, showing a 6% increase from 2022 to the most recent year, 2023. This trend is reflective of the rate of serious violence overall.

Some of the highlights of the last 12 months for the network have included the launch of the 'Champions' mentorship programme which is now supporting children/young people all over the county age 10-25 to divert them from crime and focus on their positive life chances. The 'ED Navigator' service has now been devolved to the local ownership of each hospital trust and we have therefore developed a greater understanding of the health data which allows us to target unreported violent crime in hot spot locations. Lancashire Violence Reduction Network has delivered free 'Trauma Informed' training to over 10,000 frontline professionals. We hope that a lasting legacy of our network will be more empathic and compassionate communities in which our populations foster a sense of belonging in our most disadvantaged neighbourhoods. To this end, Lancashire system leaders have pledged their commitment to making Lancashire a 'Trauma Informed' county. Our work in driving trauma informed practice in schools and the closer working relationships with the Lancashire and Cumbria prisons are also worthy of note in terms of prevention and public protection. The Lancashire Violence Reduction Network remains resolute in its vision for our county to be a place where young people and their families can live and work free from violence.

Appendix 2 – Joint Targeted Area Inspection – Serious Youth Violence

JTAI – Serious youth Violence²⁹

This was a JTAI (Joint Targeted Area Inspection) which looked at the effectiveness of the multi-agency response to children aged 10 or over who are at risk of or affected by **serious youth violence and/or criminal exploitation**.

Inspectors evaluated how we as a partnership:

- collate and share information and intelligence to understand risk and the implications of serious youth violence within the local community/ies

²⁹ [Joint targeted area inspection of the multi-agency response to serious youth violence in Lancashire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

- use this information and engage with communities to inform our decision-making in relation to interventions and commissioning services
- engage meaningfully with children, parents, and carers to understand their needs and views
- develop and implement approaches to prevention, including the role of education providers and multi-agency interventions in places and spaces to address risk and improve safety for children
- support the workforce, so they have the skills, the knowledge, and the right working conditions to help and protect children
- evaluate and oversee our responses to serious youth violence

Strengths

- The positive impact of the partnership's public health and trauma-informed response to children affected by serious youth violence.
- The scale and reach of place-based interventions, which are highly effective in educating and diverting children away from risk within the community.
- The strength and maturity of partner relationships at both a strategic and operational level.
- The range of multidisciplinary preventative and early help services, including youth services.
- The effectiveness of the health offer for children supported by the Youth Justice Service and the flexible and needs-led support provided by the emergency department navigators and community and primary health services.
- The positive impact of police-led targeted operations, disruption activity, safeguarding action, and the diversion of children away from the criminal justice system.

Areas for Development

- How consistently staff in partner agencies understand and apply the thresholds for holding child protection strategy meetings and conducting child protection enquiries. This includes increasing awareness of formal escalation processes.
- The quality and impact of practice across partner agencies for children at the highest level of risk.
- How quickly the partnership is acting to shape and target services in the light of the increase in numbers of children from British Asian backgrounds at risk from serious youth violence and criminal exploitation.
- How well the increased vulnerability to criminal exploitation, serious youth violence and potential unnecessary criminalisation of children with special educational needs and who are neurodiverse is recognised and acted on, including the timely access to specialist diagnostic health assessments.

- The quality and effectiveness of record-keeping, information-sharing in the MASH and other multi-agency meetings, and quality assurance systems across the partnership.
- How consistently staff from all agencies recognise children at risk from serious youth violence and criminal exploitation as children first and use appropriate child-centred language to describe their risks, needs and behaviours.
- The depth of professional curiosity and the frequency of appropriate professional challenge, and in particular, how well these behaviours support assessment and planning.
- The inclusion of key practitioners from across the partnership at meetings for individual children and groups of children.
- The access to, and provision of, education for children at risk of serious youth violence, in particular those who are excluded from schools.
- The timeliness with which education, health and care plans for children affected by serious youth violence are reviewed and updated.
- The robustness of the response and the effectiveness of the interventions when working with families who are more difficult to engage, who are resistant to services offered, and who withdraw their consent to working with practitioners.

Report to the Community, Cultural, and Corporate Services Scrutiny Committee

Meeting to be held on Wednesday, 12 February 2025

**Report of the Director of Strategy and Innovation
 Strengthening our approach to partnership working**

Part I	Corporate Priorities: Better lives for all; Economic ambition, Stronger communities and Thinking differently.
Electoral Division(s): (All Divisions);	
Contact: Kieran Curran, Head of Corporate Strategy and Policy, Tel: 01772 536068, kieran.curran@lancashire.gov.uk	

Summary

Purpose of the Report

Following the formal adoption by the Community, Cultural and Corporate Services Scrutiny Committee of a work programme to examine enhanced partnership working at the county council, officers were tasked with finalising recommendations and reporting back to the Committee.

Recommendation

The Community, Cultural, and Corporate Services Scrutiny Committee is asked to agree the establishment of:

1. a registry of our current partnership landscape
2. an evaluation toolkit to assess partnership activity
3. a partnership protocol
4. Production of a summary Annual Report on Key Partnerships

Background

1. Following the formal adoption by the Community, Cultural and Corporate Services Scrutiny Committee of a work programme to examine enhanced partnership working at the county council, officers were tasked with finalising recommendations and reporting back to the Committee. This report identifies several proportionate actions intended to assess and improve how the county council works with partners.



2. This work builds on an initial report discussed by the Committee at its 18 April 2024 meeting (*Partnership Working: Proposals to Review, Co-ordinate and Improve Collaboration*), which defined the initial scope of this review.
3. The Committee accepted the report's recommendation to adopt a specific work programme on partnerships, as part of the Committee's annual schedule of actions. The Committee also agreed to work with officers to propose a more detailed, proportionate workplan and asked officers to report back to the Committee within 12 months, at which time the full Committee would review the proposals.
4. Following discussions with the Chair and Deputy Chair, several feasible, deliverable ideas for enhancing partnership working were assessed and a subsequent list of recommendations is submitted to the Committee.

Partnership working in the Council Plan 2025-30

5. The Council Plan is a strategic document outlining the county council's vision, ambitions, and priorities for the next five years. It serves as a blueprint for decision-making and service delivery, ensuring that the council's efforts align with the needs and aspirations of the community. During its development, the county council sought views from partners on the plan's proposed priorities and considered a wide range of previous feedback from partners on other, related plans.
6. The Council Plan details several actions the county council will take to deliver high-quality public services in partnership with others. The Plan states ("Working in partnership", p. 51): "Much of what we do is delivered alongside other organisations in the public, private and voluntary sectors. We will strengthen this collaboration and align our priorities and plans with our partners wherever possible, so that we're working together towards our common goals."
7. This emphasis on collaboration aligns with the Committee's ambitions to support a general improvement in partnership working and reflects a shared sense that the county council is committed to enhancing its capabilities in this area.

Progress to date

8. The county council is actively engaged in partnership working and has arrangements in place which allow for the outcomes from partnership working to be reported timely and accurately. In 2023/24 the council identified its key partners as:
9. Lancashire Community Safety Partnership Board, focused on reducing crime and disorder
10. Lancashire SEND Partnership which unites all the organisations in Lancashire that offer special educational needs and disability services for children, young people, their parents and caregivers.



11. The City Deal, a joint initiative between the county council, Preston City Council and South Ribble Borough Council, the Homes and Communities Agency, and central government. The extended City Deal Agreement between the parties was signed in September 2024.
12. The Lancashire South Cumbria Integrated Care Board (ICB) established to replace the eight Clinical Commissioning Groups in the area. Progress made on partnership working is regularly reported through the Health and Adult Services Scrutiny Committee. The council also collaborates with our health partners through the Lancashire Place Partnership and the Adult Social Care & Health Partnership, to seize the opportunities offered by health and social care integration.
13. The formation of the new Lancashire County Combined Authority (CCA), with the council in partnership with Blackpool Council and Blackburn with Darwen Council, followed extensive stakeholder consultation, demonstrating the council's willingness to embed regional partnership working and collaboration. The CCA's governance structures (including the business board and advisory boards), resulted from close partnership working with unitary and district councils across Lancashire. As the council looks to the opportunities afforded by the government's Devolution White Paper, and the potential for an evolving partnership landscape in the future, the county council will continue to engage and consult with important stakeholders.
14. In addition, the council's constitution provides more details on the council's important joint arrangements (section 7) and describes the governance arrangements for managing the council's company interests through the Company Member Cabinet Committee (section 5.25).
15. The council has conducted a companies review and regularly reviews its appointments to Outside Bodies. This focus is ongoing for 2025 including reviewing training and support for members and officers involved in partnership activity.
16. The county council now looks to build on these governance arrangements for strategic partnerships in the spirit of continued improvement. A fuller analysis of our activity, looking at how we are managing and evaluating partnerships, can embed this good practice and improve service delivery and assure delivery of the Council Plan.

Options and Proposals

17. The Committee has asked officers to prepare "recommendations on how partnership working could be improved and best practice shared, to come back to the committee as part of the committee's work plan in 2024/25."
18. It is intended that any final recommendations taken forward by the Committee will be shared with the Executive Leadership Team.



19. Any outputs from these recommendations will be reported back to the Committee by the end of 2025.

Scoping and Mapping

- ***Development of a registry of our current partnership landscape***

Methodology: Online survey of senior officers and follow-up engagement with senior managers.

20. Moving beyond our strategic partnerships, we want to look at a broader range of partnerships to assess how they are aligned with the Council Plan. The Corporate Strategy & Policy Team is developing an online survey for senior officers (Head of Service and above) to identify their involvement in specific partnerships, the statutory, legislative and/or regulatory basis for that involvement, and any related governance and finance arrangements. The team will promote the survey to senior managers at an upcoming SLT session and engage with individual Directorate Leadership Teams (DLT). This work will lead to the creation of an initial database of existing partnerships, which will be reported to the Executive Leadership Team and to the Committee and serve as the basis for further work.

21. The survey – which could be conducted annually in the future – will initially support a wider review of partnership working arrangements, including any cost implications and the degree to which specific partnerships are aligned to the Council Plan.

22. The Committee has previously expressed an interest in setting up Task and Finish groups to support a review of partnership working and may wish to identify Members to work with officers to finalise and promote the survey.

Evaluation

- ***Development of an evaluation toolkit to assess partnership activity***

23. The Corporate guidance to support officers and Members in engaging with, evaluating, or reporting on, partnership activity, or assessing partnerships in the light of our corporate objectives requires consolidation and update given the new Council Plan. Officers in Corporate Strategy & Policy and Legal Services are reviewing a draft evaluation toolkit aligned with the "principles of partnership working" detailed in the April 2024 report and based on previous, similar toolkits used by the county council. This toolkit is intended to elicit the data that will enable an informed evaluation of individual partnership activity and may include actions or mitigations agreed to either start, develop, or end a specific partnership as appropriate and following consultation as appropriate.

Corporate Partnership Framework



- ***Development of a wider partnerships protocol***

24. If approved, an evaluation toolkit could sit within a wider corporate partnership framework or protocol that contains questionnaires and checklists providing guidance and criteria for establishing, monitoring and assessing partnership activity, a revised partnership agreement template, a 'value for money' Partnership Assessment tool, and other guidance for officers in managing partnerships on behalf of the council.
25. Officers have reviewed previous iterations of these types of policy tools, previously adopted by the county council, with a view to revising and updating them in light of current priorities.
26. A protocol would assist members and officers in considering whether or not a proposed partnership is necessary or advantageous in the furtherance of a county council objective, policy or function and, if so, to determine the most appropriate partnership model and detailed arrangements regarding the operation of the partnership.
27. The document is also to be used when reviewing existing partnership arrangements to ascertain whether or not the county council's involvement continues to be an efficient and effective use of resources and also to ensure that the issues identified herein have been and/or continue to be considered and addressed. The new framework will be concise and accessible to ensure consistent best practice across our partnerships.

Governance and Oversight

- ***Production of an Annual Report on Key Partnerships for Members and senior management***

28. The Interim Auditor's Annual Report on Lancashire County Council (December 2024) considered how the county council delivers its role within significant partnerships, in order to assess whether it is meeting its objectives. The report noted the work done by the Committee and stated that "the council has been proactive and have set out a programme of work to review and enhance partnership working".
29. The report made an improvement recommendation on how arrangements can be enhanced: "The county council could consider establishing suitable arrangements to ensure oversight of council-wide partnership working is provided to Members. This could include an annual report on key Council partnerships." The report was reviewed by the Audit, Risk and Governance committee in January 2025.

It is recommended to the Committee that officers take up this suggestion as part of its support for the Committee's review of partnership working. If adopted, any work undertaken by officers as part of this review (e.g. findings



from a partnership survey, development of a partnership framework and associated evaluation tools, etc.) will be collated into an annual report for Compliance and Assurance Board to inform the Council Annual Governance Statement.

Consultations

30. N/A

Context and Implications

Legal (including Human Rights)

31. There are a number of legal forms which a partnership may take. Incorporated bodies are legal entities in their own right and must be established and operate in accordance with statutory requirements. Unincorporated partnerships do not need to adhere to any prescribed legal framework. It is essential that both incorporated and unincorporated partnerships have in place, from the outset, robust governance arrangements, where each partner's objectives, roles and responsibilities, financial and in-kind contributions are clearly defined. Decision making, monitoring and audit arrangements must be set out along with other mechanisms, designed to manage risk.

32. The legal team will continue to provide advice in respect of the proposals and the creation of legal documentation to support partnership working. The legal team has previously produced a partnership working questionnaire which formed part of a previous partnership working toolkit. This can be updated and integrated as appropriate within a revised partnership framework. The questionnaire provides a useful starting point to evaluate an existing partnership or to focus minds on the material considerations to take into account in the formation of new partnership arrangements.

Financial

33. The financial obligations undertaken by the county council for any of the partnerships identified as part of these proposals will be reviewed as part of this proposed piece of work.

Equality and Diversity

34. The Council Plan includes several commitments to delivering inclusive services to all, building community cohesion, and safeguarding individual rights. Our partnerships should be assessed in light of those commitments, and others in the plan, and the proposed evaluation toolkit specifically detailed above includes approaches to testing how partnership activity address our commitments to equality and diversity.

Risk Management

35. Risks associated with our involvement with specific partnerships will be identified and assessed as part of the proposals detailed in this report. Currently, the



county council carries a risk of potentially failing to manage its partnership activity effectively.

Appendices

Appendix	Title
n/a	

List of Background Papers

Paper	Date	Contact/Tel
<i>Partnership Working: Proposals to Review, Coordinate and Improve Collaboration</i>	18 April 2024	Kieran Curran (01772) 536068
<i>Interim Auditor's Annual Report on Lancashire County Council</i>	December 2024	

Part II Reason

36. N/A



Report to the Community, Cultural, and Corporate Services Scrutiny Committee

Meeting to be held on Wednesday, 12 February 2025

Report of the Executive Director of Resources

Property Services Update

(Appendix A & B refers)

Part I	Corporate Priorities: Better lives for all;
Electoral Division(s): (All Divisions);	
Contact: Sarah Robinson Head of Property sarah.robinson@lancashire.gov.uk	

Summary

Purpose of the Report

The Head of Property was asked to attend a Scrutiny meeting in October 2024 to update on the Property service and strategy. Having recently joined the authority, she gave an overview of the Property service and development of the strategy including the governance arrangements and involvement of key stakeholders. The presentation is included at Appendix B for information. As highlighted in the presentation, it was agreed that the February scrutiny meeting would receive a report on the following areas:

- What data we collect and how it is used – including the Property Asset Register
- Information on occupancy /use and disposal–working with partners in Estates and Facilities
- Strategic Property processes & decision making
- Strategy development – progress update

Recommendation

The Community, Cultural, and Corporate Services Scrutiny Committee is asked to consider the details in the report contained at Appendix A.

Background

1. The Head of Property was invited to attend Scrutiny in October 2024 to give an overview of her role and was invited back to the February 2025 meeting to present on the above information.

2. The previous Head of Service attending Scrutiny in September 2023 and committed to returning after 12 months however she is no longer in post.
3. This report relates to the Property Strategy which is currently being developed.

Options and Proposals

4. To update Members on the Property Service and Property Strategy development

Consultations

5. The Estates and Facilities service have contributed to the content of this report.

Context and Implications

Legal (including Human Rights)

6. Any legal implications will be included as part of the wider Property strategy.

Financial

7. Any financial implications will be included as part of the wider Property strategy.

Equality and Diversity

8. Equality and Diversity will be considered as part of the wider Property Strategy with equality impact assessments undertaken.

Risk Management

9. Risk Management is included within all Property Service activities. Risk management actions are not included in this report but will be included as part of the wider Property strategy.

Appendices

Appendix	Title
Appendix "A"	Council estate, use and occupancy of council buildings and asset disposal February 2025
Appendix "B"	SRobinson Presentation 31.10.31

List of Background Papers

None

Part II Reason

10. N/A App



Council Estate, Use and Occupancy of Council Buildings and Asset Disposal

Property Service

February 2025

Title	
Version number	1.0
Document author(s) name and role title	Sarah Robinson – Head of Property
Document owner name and role title	Sarah Robinson – Head of Property
Document approver name and role title	

Date of creation		Review cycle	
Last review	20/01/2025	Next review date	

Version	Date	Section/Reference	Amendment

Introduction

The council's property portfolio, inclusive of freehold, leasehold and management interests, has an approximate value of £2.2 billion on the asset register. The total running cost of the operational portfolio was approximately £25 million (2023-24) with maintenance carried out on a risk-based prioritisation basis. This excludes school premises where the running costs are managed through individual school budgets and maintained through a combination of Condition Grant from the Department for Education managed by the council and devolved capital funding to schools.

Within the property assets portfolio there is a vast range of different types of building and land holdings. Several premises are well-designed, and purpose built or have been subject to recent investment to ensure they are fit for purpose. Some premises may reflect the historic service delivery models of the time when they were acquired or last benefitted from significant investment whilst others are constrained by their site and location with limited opportunity for re-development.

By nature of some of the characteristics of such premises it may not always be possible to dispose or re-purpose them for example, heritage assets and those with restrictive covenants, and so the council must find the best use for those assets within such constraints or an alternate model for their future management.

What data do we collect and how is it used?

Property Asset Management System

The property asset register sits within PAMS (Property Asset management System) and is maintained by the Property Review and Performance Team. This system holds information on all of LCC's land and property assets. Information held within the asset register is used by a number of different teams across the authority including Property Review, Building Group, Estates, Facilities Management (FM) and Capital Team.

The following information is held as part of the core property record in PAMS:

- Name and address of the property
- Tenure
- District
- Site and building areas
- Date built
- Site type
- Site specific information eg Listed status, CCTV etc
- Floor plans

PAMS also holds additional building information including:

- Condition surveys
- Inspection reports
- Asbestos reports
- Leases and licenses

Other information sources used to inform portfolio management include:

- Running costs budget - monitored by FM
- Energy usage - monitored by the Energy Team
- Occupancy information – collected by FM and Property Business Partners

Condition

Premises condition is based on a visual (non-intrusive) survey to identify building fabric and mechanical & electrical condition related works. Condition surveys record the status of the building at the time of the survey and this does not include suitability, structural surveys or building aesthetics. Condition surveys are undertaken typically on a five-year cycle, therefore older surveys could be approximately five years old.

Newer surveys focus on urgent and essential items to keep premises safe, warm, and dry. Condition is assessed in accordance with government guidance with four priority categories (P1,2,3 & 4) with P1 being works assessed as health and safety concerns, risk of building closure, breaches in legislation or other reputational risk. Due to the extent of high priority items only Priority 1 works are considered for the Building Condition Led Programme.

The operational buildings in the corporate asset register cover those used for office-based activity, service delivery bases, and residential homes for adults and children. Each year approximately one fifth of our buildings are surveyed for a condition assessment.

At its meeting on 16th January 2025 Cabinet Agreed to the Condition Led Capital Investment Programme for schools 2025/26 which will see approximately £14 million provided for essential work subject to DfE (Department for Education) funding confirmation in April. The Condition Led Capital Investment Programme for Operational Buildings is due to go to Cabinet later this year.

Running Costs

The primary purpose of the budget is to cover all operational overheads for buildings, including energy, utilities, rates and rents, cleaning and the day-to-day/reactive repair & maintenance (R&M) of the corporate portfolio. The premise of the R&M spend is currently to ensure that as a minimum, statutory health and safety requirements are delivered.

Carbon output

The carbon dashboard shows the carbon emissions of properties on a corporate energy contract. This is calculated on a per metre square basis and helps to identify poor performing buildings as part of a 'worst first' approach.

Occupancy/Use of Buildings

Occupancy is understood in different ways dependent on the use of the premises. For corporate buildings, which are primarily used as office bases, a data dashboard brings together several sources of information that help us to understand the extent to which premises are being used and for what purpose. This includes data on usage levels of room bookings for meetings, team focus, and collaboration workspaces, where the Condeco booking system is in use, and data on access to premises utilising the corporate access control system and wi-fi connectivity across each site. The data contributes to intelligence-led decision-making taking account of utilisation levels of properties by service area and informs where opportunities to optimise accommodation may exist.

Use of other front-facing premises can be more appropriately measured by service user data e.g., use of library premises can be understood by footfall, PNET (public PCs) logins, and attendance at events. Residential and Day Services are measured through bed occupancy and day services by the number of service users and bookings.

Furthermore, Property Review Team works on a Business Partner Model where Property Asset Business Partners work closely with services to align property asserts with the organisation's strategic goals. Business Partners work closely with services to understand their delivery requirements and utilisation of buildings.

The revised [Premises Use Policy](#) was agreed by Cabinet in September 2023. The policy supports the use of the county council's premises by setting out the criteria to be considered when deciding whether to facilitate use by third party/external organisations. This aims to ensure consistency of approach and use that supports a sustainable portfolio. Online booking is being introduced to capture premises use by third parties, which along with other data sets on building usage, will provide greater insight on utilisation across the portfolio.

Commercialisation of buildings is an area that could be explored to bring an income into the authority. Some elements of commercialisation are already taking place, for example the lease of office space within County Hall. However, further opportunities will be considered across the portfolio.

Strategic Property processes and decision making

Property Review Process

The property portfolio is continuously reviewed as part of our business-as-usual processes, predominantly through the Business Partner model which involves Property Officers engaging with services on a regular basis.

The Business Partner model is set up so that each of our Property Service Review team officers is closely linked to several county council services, working closely with each of their services' senior management team to understand service direction and requirements to plan future premises requirements, and to encourage services to consider different and more efficient ways of utilising our own premises and exploring partnering opportunities.

Working closely with services means the team can contribute to decision making, and inform on property implications of service changes, and consider and plan the property portfolio ahead of changes in service delivery, rather than reactively following service decisions. Through this joined up, corporate approach, the Business Partners also consider their services' requirements and ambitions alongside those of their team colleagues, enabling fully corporate strategic property planning across directorates and services.

Our asset challenge process enables us to review each asset in a timely manner based on strategic direction, (rather than on a rolling programme) to ensure we only keep the buildings we will need. Through the asset challenge process, we can identify any premises that are surplus to operational requirements, premises where investment could improve utilisation or premises that can be repurposed. We strive to provide a fit for purpose, flexible property portfolio, maximising use and minimising costs and carbon emissions.

Property reviews can be initiated for several reasons. This may be a full, strategic review of the asset register or a review of a particular asset group linked to a service strategy. A review may be driven by changes in working practice or where the cost of maintenance potentially outweighs the benefits of retaining a property. The property review process will identify options for reconfiguration or rationalisation i.e., those that are proposed to be vacated and, if necessary, nominate alternative premises, including partnering opportunities, for the staff and services to relocate into.

Decision Making

Where works are required to facilitate the outcome of a review, a business case is presented to Capital Sub-Group for consideration and where appropriate a report is brought to Cabinet for decision making.

Where there is a requirement to consult on the reconfiguration of a service, the decision making also takes place through the cabinet process. The scheme of delegation also allows for some decisions to be taken by the Head of Property and the Head of Estates.

The Property Service will ascertain whether there is any on-going county council requirement for a property. If no alternative use is identified a report will be submitted to the Head of Estates and Head of Property recommending that the property be declared surplus to the operational requirements of the county council.

Where agreed, management of the surplus property is then passed to the Estates service as interim custodians until the asset is disposed of.

Disposals

Disposal process

When land or buildings are no longer required for the day-to-day provision of a service or strategy and become surplus to requirements, the following options need to be considered:

- (a) a relevant use by the community as a result of a formal approach for a community asset transfer in compliance with the community assets policy,
- (b) circulation to public sector partners for potential interest to be considered for disposal on a 1-1 basis at market value,
- (c) a disposal on the open market.

Each sale is to be considered on its own set of property circumstances regarding the particular method of sale and timing of disposal. The council is to comply with the statutory provisions contained in s123 of the Local Government Act 1972 to obtain the best consideration that can be reasonably obtained for the disposal of land along with other statutory considerations. Methods of sale include by tender, auction, 1-1 agreement with partners and variations within those methods. There is close work with legal, planning, highways and other colleagues depending on the nature of the asset.

Where surplus property is made available on the open market or community transfer (in compliance with the policy), this is advertised on the council's website: [Land and property sales - Lancashire County Council](#)

Community Assets

Property assets are held for the delivery of Lancashire County Council's service priorities and for the benefit of the community. Equally, disposal of surplus property for capital receipts enables the council to direct and invest resource into local services and infrastructure. The Community Asset Policy seeks to balance those demands and is aligned both to our statutory requirements and our local approach. As the council addresses its strategic priorities, work is underway to reconfigure our property portfolio with the aim of retaining a more focused and sustainable set of buildings, premises, and land. It is recognised that as some assets are no longer needed for the delivery of council services the community may be well placed to take on their management where certain conditions can be met. An active approach to community use, management

and ownership of vacant accommodation or surplus assets can support the corporate ambitions and objectives in the Council Plan.

The [Community Assets Policy](#) was revised in January 2023. Where surplus premises are identified as suitable for asset transfer, they will also be advertised on the councils website.

Strategy development

Work is ongoing to produce a Property Strategy for the county council covering the period 2025-2030. CIPFA advice and guidelines are being followed, alongside exemplar strategies. Current strategies from public sector partners have been researched and good practice noted.

The Property Strategy and associated delivery plan will provide an overview of our land and property estate, together with our main priorities for managing and developing those assets over the next five years. In aligning with the Council Plan objectives, the strategy will include its own objectives and ambitions that demonstrate the council's commitment to Strategic Asset Management and to achieving the benefits that can be delivered through effective and efficient use of the portfolio.

The strategy is being drafted with the intention of being reviewed annually and amended within five years to ensure our estate fully supports the four key priority areas of the Council Plan. This will help us continue to build a better Lancashire where everyone can live their best life through stronger communities, a growing economy, and high-quality public services.

The strategy will explain how we will review, manage, and make decisions about our portfolio to ensure that it meets the requirements of our service delivery to the people of Lancashire and will include our governance for the same.

Work is currently progressing to bring together information from colleagues across the county council to describe how we will manage property, our asset review process, our decision making, and how we will prioritise spending on our property portfolio to address such issues as condition, health and safety and suitability.

These colleagues include experts from the following services:

- Property Service
- Estates Service
- Facilities Management Service
- Finance (Capital and Revenue)
- Legal Services

In addition, work is progressing to gather information from Directors, Heads of Service and other senior manager colleagues in our public facing services, as well as our corporate services, to understand service plans, ambitions, and directions, to be able to draft a strategy that can be implemented into a proactive plan for a portfolio, where

possible ahead of, or alongside service changes. This is to ensure that our property continues to support our service delivery to the people of Lancashire in the most efficient and effective way possible.

The strategy is in the initial stages of being drafted and will firstly be considered by officers through the governance structure for property.

The Property Strategy will follow adoption of the strategy and will provide clear actions and timescales for delivery.



Asset Management Service – overview

Sarah Robinson

Overview

- Role of the Team and current priorities
- Property strategy – our aims
- What we will bring back in February 2025



Role of the Team

- Capital programmes
- Strategy and Performance
- School Planning and provision
- Building Design and construction
- Business Partner model

Current Priorities

- School planning
- Construction programmes-Send & Basic Need
- Prop scheme – school support
- Property Strategy

Property strategy – Aim

"to oversee the development and implementation of a corporate asset management strategy and corporate asset management plan which aligns with Lancashire County Council's strategic goals and financial objectives"

Delivered by a Task and Finish group



Membership

- Chair -Executive Director Growth, Environment, Transport and Health
- Director of Finance and Commerce
- Director of Growth and Regeneration
- Director of Environment and Planning
- Strategic Property Lead
- Head of Property



Property strategy – Governance arrangements

The Property Rationalisation Task and Finish Group report to:

- Resources Directorate Leadership Team
- Growth, Environment, Transport and Health Directorate Leadership Team
- Cabinet / Executive Leadership Team

Frequency of Meetings – every 4-6 weeks



Property strategy – key stakeholders

- Property strategy key service stakeholders include:
 - Asset Management Service
 - Facilities Management Service
 - Estates Service
 - All occupying services – working with Directors and Heads of Service
 - Finance Service
 - Change Service



What we will bring back

- What data we collect and how it is used – including the Property Asset Register
- Information on occupancy /use and disposal–working with partners in Estates and Facilities
- Strategic Property processes & decision making
- Strategy development – progress update



Report to the Community, Cultural, and Corporate Services Scrutiny Committee

Meeting to be held on Wednesday, 12 February 2025

Report of the Director of Law and Governance

Work Programme 2024/25 - Actions and Assurances Update

(Appendices 'A' and 'B' refer)

Part I	Corporate Priorities: Better lives for all
Electoral Division(s): (All Divisions);	
Contact: Bryan Magan, Tel: (01772) 533138, Democratic Services Manager, bryan.magan@lancashire.gov.uk	

Summary

Purpose of the Report

This report provides members of the Community, Cultural and Corporate Services Scrutiny Committee with details of the work programme for 2024/25, and an update on any actions and assurances.

Recommendation

The Community, Cultural, and Corporate Services Scrutiny Committee is asked to:

- (i) Note the work programme for 2024/25 at Appendix 'A'.

Background

1. Members will recall that an informal work programming meeting was held on the 27 June 2024 at which Portfolio Holders and Senior Officers presented reports and PowerPoint presentations detailing amongst other things work areas of priority. This enabled members to agree a draft work programme for 2024/25.
2. Following this meeting, the programme was finalised, reported to, and approved by the Scrutiny Management Board at its meeting held on 23 July 2024.
3. Members should note and be assured that, as part of a work programme logistics planning process, the Chairman and Deputy Chairman of the Committee, lead Scrutiny Director for this Committee, and your Democratic Services Support Officer, meet in 'scoping' / preparation meetings to help develop any reports and PowerPoint presentations to be submitted to the scrutiny committee.

4. A copy of the current work programme is set out at Appendix 'A' for the committee to note and comment on as appropriate.

Actions and Assurances

Item	Information	Action/Assurance
Committee Work Programme Updates	Work under way to develop presentations and reports to support the informal evidence gathering day scheduled for 24 February 2025 – key stakeholders informed and invited.	To note the update.
	Meeting scheduled for 27 March 2025 cancelled due to election communication period. All work programme items re-scheduled to February Meeting	To note the update.

Options and Proposals

5. Any options or proposals associated with reports identified on the work programmes within Appendix 'A' will be considered as part of each report individually.
6. Any in-year requests to add new topics on to a work programme are considered by the Scrutiny Management Board.

Consultations

7. The work programme was developed in consultation with relevant Portfolio Holders and Senior Managers as part of the session delivered in June with members of the Health and Adult Services Scrutiny Committee.

Context and Implications

Legal (including Human Rights)

8. Any legal information or implications associated with reports identified on the work programmes within Appendix 'A' will be considered as part of each report individually.

Financial

9. Any finance information or implications associated with reports identified on the work programmes within Appendix 'A' will be considered as part of each report individually.



Equality and Diversity

10. Any equality and diversity information or implications associated with reports identified on the work programmes within Appendix 'A' will be considered as part of each report individually.

Risk Management

11. Any significant risks associated with the reports identified on the work programmes within Appendix 'A' will be considered as part of each report individually.

Appendices

Appendix	Title
Appendix 'A'	Work Programme 2024/25 - Actions and Assurances Update

List of Background Papers

Paper	Date	Contact/Tel

Part II Reason

12. N/A



Community, Cultural and Corporate Services Scrutiny Committee Work Programme 2024-2025

The Community, Cultural and Corporate Services Scrutiny Committee Programme details the planned activity to be undertaken during the forthcoming municipal year.

The Community, Cultural and Corporate Services Scrutiny Committee has responsibility to review and scrutinise the work of the county council and external organisations on matters relating to community safety and cohesion, and county council support services. Accordingly, the work of the Community, Cultural and Corporate Services Scrutiny Committee will focus on the following areas:

1. Cultural Services
2. Community Services
3. Crime and Disorder (Community Safety Partnership – statutory function)
4. Corporate Services including Communications, Digital Services, Customer Access Services, Facilities Management, Asset Management, Procurement, and Democratic Services.

The programme is determined following a planning session at the start of the municipal year. This includes provision for the rights of county councillors to ask for any matter to be considered by the committee. Coordination of the Overview and Scrutiny Committee programmes is undertaken by the Scrutiny Management Board. This is in line with the Overview and Scrutiny Committees' Terms of Reference, as set out in the county council's [Constitution](#) (Section 6).

Cabinet Members

The Cabinet portfolios aligned to the Community, Cultural and Corporate Services Scrutiny Committee's responsibilities are:

[County Councillor Philippa Williamson](#), Leader of the Council

[County Councillor Alan Vincent](#), Cabinet Member for Resources, HR and Property (Deputy Leader)

[County Councillor Peter Buckley](#), Cabinet Member for Community and Cultural Services

The areas of responsibility for each Cabinet Member are set out at [Appendix A – Scheme of Delegation to Cabinet Members](#) to the county council's constitution.

Community, Cultural and Corporate Services Scrutiny Committee Programme 2024-2025

Committee Meeting Schedule						
Scrutiny Activity	26 Sept 2024	31 Oct 2024	09 Dec 2024	12 Feb 2025	24 February 2025 Informal – Inquiry Day	27 Mar 2025
Service Area Report to Committee	Procurement / Purchasing set against context of value for money – our approach and plans following Procurement Act 2023 and the subordinate legislation of the Procurement Regulation 2024	Asset Profile	Strategy for change management	Property Services Update	Lancashire Community Safety Partnership Annual Strategic Assessment Laser focus on Anti-social behaviour and Domestic Abuse or violence against women and girls	All scheduled items moved forward to 12 February 2025 as a result of election notice period.
		Outline and introduction – main item 12.02.25		"How digital capabilities are enabling better decision making across the Council"		
	National Portfolio Organisations	'Workforce Matters' - (HR, Absenteeism Recruitment and Performance Management)		Note: moved back from October		
Annual Report to Committee				Lancashire Community Safety Partnership Annual Strategic Assessment		
Planned Decision Scrutiny Review						
Short Scrutiny (Rapporteur) Review Update						

Other Scrutiny Review Update						
Cabinet Member Required Attendance	Cabinet Members for Resources, HR and Property, and Community and Cultural Services	Cabinet Member for Resources, HR and Property	Cabinet Member for Resources, HR and Property	Cabinet Members for Resources, HR and Property, and Community and Cultural Services	Cabinet Member for Community and Cultural Services	

Notice of Motion approved by Lancashire County Council on 17 October 2024: Committee agreement is needed to include this in the work programme and allocate this item to a meeting date.

This Council notes that 1,112 knives were taken off the streets of Lancashire during one week of targeted action in November 2023, and there has been an increase in knife crime across the whole country. In 2023 the Criminal Justice Bill was introduced to give police more powers to tackle knife crime. The Government has also introduced a new law preventing the use of zombie-style knives and machetes.

This Council is aware that legislation alone cannot address the complex challenges of knife crime. A multi-agency approach is needed to remove dangerous knives from our streets and keep residents safe.

This Council therefore resolves:

- (i) To ask the Interim Chief Executive to write to the Home Secretary welcoming the new law to ban zombie-style knives and machetes which are known to be used in many gang related crimes.
- (ii) To ask the Interim Chief Executive to write to the Police and Crime Commissioner for confirmation that knife crime will continue to be a priority for the Police as per the previous Commissioner, and that Operation Centurion will continue with stop/search and stop/check as targeting those who carry these deadly weapons is vital in keeping people in Lancashire safe.
- (iii) To ask the Community, Cultural and Corporate Services Scrutiny Committee to consider this Council's enforcement activity on the illegal sale of knives including to underage children, and opportunities for further communicating the danger of carrying knives.

Community, Cultural and Corporate Services Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
26 September 2024	National Portfolio Organisations	Delivering better services. Supporting economic growth.	<p>That:</p> <p>(ii) The Cabinet Member for Communities and Cultural Services gives consideration to writing a letter to the Police and Crime Commissioner to seek support and continuation of the Safer Lancashire Neighbourhoods Fund.</p>	Response from the Cabinet Member received on 11 October 2024 and presented to the committee at its meeting held on 31 October 2024.
31 October 2024	Workforce Matters	Delivering better services.	<p>Reports on the following matters be presented at a future scheduled meeting of the Community, Cultural, and Corporate Services Scrutiny Committee:</p> <ul style="list-style-type: none"> a. A report providing information on posts that are difficult to recruit to. b. A report on proactive actions taken to retain staff. c. A report providing information on live staffing issues, including long term sickness absence, maternity, paternity, caring responsibilities and for the report to cover employee assistance factors such as phased returns/reintegration, remote working and maintaining professional competency. <ol style="list-style-type: none"> 1. Information on lowest paid posts in the Growth, Environment, Transport and Health and Resources Directorates be shared with the Committee. 2. Briefing notes on the following matters be provided to the Committee: <ul style="list-style-type: none"> a. An update on the National Graduate Management Trainee programme at the county council. 	

			<p>b. A note on the definition of lean and agile in public sector and for this to cover aspects of culture and behaviour change.</p>	
<p>09 December 25</p>			<p>Briefing notes on the following be circulated to the Committee:</p> <ul style="list-style-type: none"> • Further information on what the future of local government looks like, the cultural changes needed and how this will be supported. • Further information on a narrative that explains the change agenda and the future of the organisation. • Further information on officer governance arrangements to support change. • An overview of how wider change outside of the change portfolio will be supported (including the role of the Change Influencers Network and proposed 'Change Clinics'). • How elected members will be kept engaged as individual programmes progress. <p>The Committee consider the county council's approach to Artificial Intelligence (AI) and digital change at a future meeting as part of progress against the digital strategy.</p> <p>Scrutiny Management Board be asked to support the engagement and encouragement of member involvement, and challenge through effective forward planning of scrutiny activity –</p> <ul style="list-style-type: none"> • Ensuring that work programme timetables were aligned to key milestones of programmes within the change portfolio. • Ensuring that members and all organisation leaders be engaged, as work progresses, as to the major change portfolio as a whole in order to maintain sight of inter-dependencies and overall delivery. 	

