

**Lancashire County Council**

**Community, Cultural, and Corporate Services Scrutiny Committee**

**Thursday, 18th April, 2024 at 2.00 pm 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 6 February 2024 (Pages 1 - 8)**

To be confirmed and signed by the Chair.

**4. Partnership Working: Proposals to Review, Co-ordinate and Improve Collaboration (Pages 9 - 16)**

**5. Lancashire Community Safety Agreement and Performance Update (Pages 17 - 60)**

**6. Work Programme 2023/24 (Pages 61 - 86)**

**7. 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.



**8. Date of Next Meeting**

The next meeting of the Community, Cultural and Corporate Services Scrutiny Committee will be held on Tuesday 21 May 2024 at 10.30 am in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

County Hall  
Preston

H MacAndrew  
Director of Law and Governance



**Lancashire County Council**

**Community, Cultural, and Corporate Services Scrutiny Committee**

**Minutes of the Meeting held on Tuesday, 6th February, 2024 at 2.00 pm in  
Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

**Present:**

County Councillor Ged Mirfin (Chair)

**County Councillors**

J Shedwick	N Khan
M Dad BEM JP	Y Motala
C Edwards	J Parr
S Hind	R Woollam
T Hurn	A Hindle

County Councillor Anna Hindle replaced County Councillor Azhar Ali OBE for this meeting.

**1. Apologies**

None.

**2. Disclosure of Pecuniary and Non-Pecuniary Interests**

None.

**3. Minutes of the Meeting Held on 12 December 2023**

**Resolved:** That the minutes of the meeting held on 12 December 2023 be confirmed as an accurate record and signed by the Chair.

**4. Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People**

The Chair welcomed County Councillor Peter Buckley, Cabinet Member for Communities and Cultural Services, County Councillor Ash Sutcliffe, Lead Member for Cultural Services and Skills, Andy Walker, Head of Service Business Growth, Steve Lloyd, Head of Cultural Services, and Heather Fox, Cultural Development Manager, to the meeting.

A presentation was provided on REMADE: Cultural Investment Strategy for Lancashire and covered how the strategy would facilitate the remaking and recognition of culture to deliver Lancashire Enterprise Partnership's vision for Lancashire through its main priority areas, desired outcomes, and economic growth dimension.

A report and presentation were also provided to the committee detailing the role of culture and its impact and presented the draft Cultural Strategy Services Strategy 2024 – 28 which expanded on these themes. The report highlighted the reviews to the existing strategy and a refresh to inform the direction of the service for the next four years to deliver better outcomes for the people of Lancashire.

The committee thanked the officers for the detailed report and presentations, copies of which are attached to the minutes.

Comments and queries raised from the committee were as follows:

- The committee requested more detail surrounding the profiles of the eighteen existing National Portfolio Organisations (NPOs) within Lancashire, and how the county council has previously been successful in attracting funding, so that the number of NPOs continue to grow at a successful rate, and further support could be given to organisations approaching the end of their four-year funding cycle. The members were informed how the portfolio status gave organisations more security than one off funding applications and work was being done to improve organisational development and delivery to increase organisations interested in bidding, including collaborative training between NPOs to enable groups to reach higher levels of national funding.
- The committee requested further insight into the relationship between the location of NPOs within Lancashire and where funding was coming from.
- The committee raised the issue of many local cultural assets and events occurring within the county which were often not picked up at a wider level, it was felt it was important to tap into local knowledge of cultural events, and councillors could support this by sharing local knowledge.
- A concern was raised regarding individual organisations not having the upfront capital to pay for consultancy surrounding sponsorship opportunities that in turn could drastically increase their outreach and fundraising. It was therefore queried whether the council could provide a package support to help cover the cost of events and leverage sponsorships in.
- The committee queried the role of the third sector when engaging with local communities, cultural diversity and fostering inclusion. As a result, it was encouraged that funding strategies poured effort into bottom-up engagement with communities and building the capacity of voluntary and third-sector organisations to facilitate wider outreach across Lancashire. In response to the queries, members were informed that while it was a work in progress,



efforts were ongoing to reach grassroots-level activities and uncover organisations in localities.

- The committee discussed the need for connectivity within the county, utilising culture to share diversity. It was highlighted that various areas across Lancashire may not have the knowledge and experience of different cultures and their celebrations and therefore requested that work should be done to raise the community's awareness of diversity profiles within the county. It was highlighted that the Lancashire 2050 Framework and the proposals within the CCA Authority under the Cultural and Tourism section encapsulated these concerns around pan Lancashire working. It was noted that the Cultural, Physical and Activities Network (CPAN) was also in place across the districts trying to bring everything together.
- The relationship between cultural events and the retail and hospitality industries was discussed and the committee recommended that, because of their significant economic output, a directory of festivals across the county should be publicised.
- The committee queried over the specific example of Preston Guild Hall and its recent closure. Concerns were raised over losing citizen and tourist footfall to larger cities like Manchester and Liverpool, and the overall decline of culture in the area. In response to the concerns, members were advised that while the officers worked with Preston City Council closely, it was ultimately under their jurisdiction.

The Chair thanked the Cabinet Member and officers for answering the committee's questions.

**Resolved:** That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services and where possible, be used to inform the draft Cultural Services Strategy for 2024 - 2028:

- i. Consideration be given to how the county council can further support, grow, and work with our National Portfolio Organisation holders that exist in Lancashire to attract even more funding including a breakdown of the rubric contained in the ACE Create IT Strategy Document.
- ii. A piece of work to take place to understand the footprint of where NPO organisations are located within Lancashire and whether they are eligible for National Lottery Heritage Funding, National Lottery Community Funds and Sports England at a district level.
- iii. Examination of individual District Local Plans / Core Strategy documents produced by districts to better understand their cultural strategies.
- iv. Information to be provided on the role of advocacy organisations the county council works with such as Arts Lancashire, Digital Lancashire, Lancashire Cultural Network and Visit Lancashire.



- v. Development of a Directory of Festivals in Lancashire to be considered and regard be given to how significant events and festivals are shared wider in Lancashire. Consideration be given to a package of support to be provided for events where sponsorship can be leveraged in.
- vi. Consideration be given to the role of culture as part of the Corporate Cohesion Strategy and Workforce Equalities Strategy update which is due to be presented to the committee in May 24.
- vii. Refer the report provided to the committee to Children, Families and Skills Scrutiny Committee for them to review the report in terms of the updates provided on Education and Skills.
- viii. Officers to revisit a series of reports produced and commissioned since 2012 including The Work Foundation on The Creative Economy in Lancashire and the LCC Scrutiny Task Group Report – Towards a Stronger Sense of Place.
- ix. A further report to come back to the committee in November 2024 to update the committee on how work is progressing.

## **5. Lancashire Culture and Sport Fund / Crowdfund Lancashire**

County Councillor Peter Buckley, Cabinet Member for Communities and Cultural Services, County Councillor Ash Sutcliffe, Lead Member for Cultural Services and Skills, Steve Lloyd, Head of Cultural Services, and Heather Fox, Cultural Development Manager, presented a report to the committee.

The report provided an insight into Crowdfund Lancashire which was the crowdfunding platform that administered the Lancashire Culture & Sport Fund. Crowdfund Lancashire and the Lancashire Culture and Support Fund empowered Lancashire communities to shape the culture and sport offer where they live, giving community groups autonomy to fund and deliver projects that are of need in their locality.

The committee thanked the officers for the detailed report. A copy of the presentation can be found in the minutes.

Comments and queries raised from the committee were as follows:

- The committee raised concerns surrounding engaging with young people who were excluded from education and other services. In response to the concerns, members were informed that oversight in this area connected various departments, including Children Family Well-Being and Education Improvement.
- Following on from discussions surrounding young people out of education, officers also highlighted work that was being done to increase overall engagement with young people, in response to current research that younger



generations were the least connected and were the most likely to suffer social isolation. As such, research and outreach efforts were ongoing to involve more young people with community facilities and social spaces such as libraries.

- The committee discussed how the wider benefits of culture, not just its intrinsic and standalone value, should be emphasised. The Sports Fund was praised for its contributions in steering young people away from antisocial behaviour and as such, the committee recommended that more funding should be assigned to these projects.
- The committee wanted to know how groups within their local areas could find out about funding available to them, as many would be unaware such programmes exist. In response to the question, members were informed that the relationship between Active Lancashire and Arts Lancashire had grown significantly, enabling communication across different organisations, heightened awareness of funding available, and council involvement through letters of endorsement.
- The committee raised concerns over noticeable reduced funding for Youth Clubs in certain districts. The officers advised that this was not part of Cultural Services, but Children and Family Services; it was noted that communications with this department would take place and an update reported to the committee.
- The committee raised a query surrounding the total amount of funding the fund had to allocate. In response, members were informed that the pledge of funding was allocated in the February 2022 budget and consequently was not a one-off initiative, but an effort to build up involvement in communities. The committee was asked by officers to consider a recommendation in the report that the maximum matched funding be lowered from £20,000 to £15,000 to increase the scheme's flexibility and outreach potential. Committee members agreed to support this recommendation.
- Regarding the officer's other recommendations, concerns were raised by the committee as to the similarity in concept of recommendations ii and iii, and the consequential futility of including both, and the wording of recommendation iii in the report in which projects from low-income areas are proposed to be prioritised. The committee agreed to support recommendations i, ii and iv from the report and agreed not to support recommendations iii.
- The committee raised the subject of involving sport or celebrity mentors to help promote the Lancashire Culture and Sport Fund and enhance the county's reputation. In response, the members were informed about the improvements to the council's relationship with external partners who have the most connections across sports arenas.
- In addition, the committee suggested that the council should work with national bodies such as Football League to increase outreach potential.



- The committee requested that alternative grant or funding avenues be actively signposted to groups who have been unsuccessful in their Crowdfund application. The officers confirmed this advice was actively provided.
- Regarding options for increased community outreach, the committee recommended that links with high-capacity venues such as football grounds should be explored to host other events and facilitate greater community engagement and awareness. In response to this question, the officers confirmed that many collaborative projects with notable groups like football teams were ongoing, but that avenues for venue usage would also be explored.

The Chair thanked the Cabinet Member and officers for answering the committees' questions.

**Resolved:** That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services:

- i. That the following recommendations from the report be supported:
  - a. To continue to reach Lancashire residents and community groups in more areas so all districts have an equitable share of the Lancashire Culture & Sport Fund.
  - b. To continue to target under-represented areas and communities through working with district councils and community organisations.
  - c. To lower the current maximum pledge of £20,000 to £15,000. This would allow the panel to support more projects at higher pledge amounts, meaning more funds could be spread across the county and increasing the likeliness of more projects reaching their crowdfunding target.
- ii. That recommendation iii from the report to prioritise those projects in low-income and for under-represented areas not be supported at this time.
- iii. Officers to consider how venues can be utilised and accessed more for community events, allowing communities to have greater access to venues and facilities that are available in Lancashire.

## 6. Work Programme 2023/24

The committee considered the work programme for the 2023/24 municipal year.

The committee requested that regarding the update for recommendations to Council Estate, Use and Occupancy of Council Buildings and Asset Disposal, a request be made for property asset disposals to be detailed further so that members could see where exactly land had been disposed of was located.





**Resolved:** That the Community, Cultural and Corporate Services Scrutiny work programme for 2023/24, be noted.

**7. Urgent Business**

There were no items of urgent business.

**8. Date of Next Meeting**

The next meeting of the Community, Cultural and Corporate Services Scrutiny Committee will be held on Thursday 21 March 2024 at 10:30am in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

H MacAndrew  
Director of Law and Governance

County Hall  
Preston





**Community, Cultural, and Corporate Services Scrutiny Committee**  
Meeting to be held on Thursday, 18 April 2024

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
Delivering better services;

**Partnership Working: Proposals to Review, Co-ordinate and Improve Collaboration**

Contact for further information:

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**Brief Summary**

This paper proposes a programme of work to review, support, and enhance partnership working at the county council, overseen by the Community, Cultural and Corporate Services Scrutiny Committee with appropriate and regular consultation with, and input from, our service Directorates and external partners.

**Recommendation**

The Community, Cultural and Corporate Services Scrutiny Committee is asked to adopt the proposed work programme and, collaborating with officers, develop a workplan to take forward the proposals contained in the report as part of the Committee's scheduled actions for the coming year. Officers will report on progress to the Committee in 12 months, including on development of a registry of partnerships.

**1. Introduction**

This paper proposes a programme of work to review, support, and enhance partnership working at the county council, overseen by the Committee with appropriate and regular consultation with, and input from, our service Directorates and external partners. The proposed programme seeks to extend research and evidence-gathering previously conducted by the Committee and its Chair which acknowledged, as a basic premise, the benefits of partnership working. Some of this work is reflected in this paper. If accepted, the Committee may wish to commission further work from officers to take this programme forward.

Partnership approaches are built on the premise that no single agency can deal with, or be responsible for dealing with, complex public policy and service delivery issues. There are a range of ways of describing what constitutes a partnership approach. In simple terms, however, partnerships are a cooperative relationship between two or more organisations to achieve a common goal. Partnerships have been seen as effective platforms for public sector service delivery and reform since the Blair governments and have been taken forward by successive administrations since 2010.

It is acknowledged across local government that, while elements of partnership working have created better outcomes for communities, residents, and taxpayers, good practice is not evenly distributed across the sector. There may be a 'will' for partnership working to succeed but quite often this is not backed up with a 'way' for it to happen. However, research and other learning has demonstrated that excellence is achievable. Wider adoption of proven, replicable approaches to partnership working can improve democratic and managerial oversight and accountability, the quality of public service delivery, and value for money.

Subject to approval and further planning, the proposed body of work will identify:

- Principles of good practice developed by thought leaders across the public sector and specific frameworks and tools aimed at testing and improving partnership working in local government.
- The legislative frameworks governing the county council's partnership approach and a "map" of our current partnership landscape.
- How we currently manage partnerships, including ensuring accountability through appropriate governance arrangements.
- How we measure the effectiveness, efficiency and impact of our partnership working, including value for money, and knowing we have made a difference.
- Post-review, develop a corporate framework governing our overall, strategic, and cultural approach to partnership working, including common standards designed to: support officers engaged in partnership activity, streamline processes, avoid duplication of time and effort, and aid evaluation of impact.

If agreed, the Committee will be supported in this work by the Corporate Strategy and Policy Team, which will work with the Chair and Deputy Chair to establish a workplan, co-ordinate evidence-gathering from internal and external partners, and facilitate a set of final recommendations, aided by Corporate Services colleagues, especially in Law and Governance and including Democratic Services. Any recommendations from this piece of work will be prepared by and for the Committee and submitted within 12 months via the appropriate channels, all aimed at establishing a corporate approach to partnership working that can better assure efficacy and efficiency.

The following section briefly reflects on some of principles of partnership working which the Committee has acknowledged as foundational to its thinking.



## 2. Principles of partnership working

The proposed work will draw on sector studies and identify specific steps to embed this research, and thereby establish a better partnership culture across the county council. Much of this outside works comes with ready-made evaluation and development tools to assess the effectiveness of, and plan improvements in, our partnership working. For example, [research conducted by the Nuffield Institute for Health](#) commissioned by the Office of the Deputy Prime Minister midway through the Blair governments identifies six principles to be used in evaluating partnerships:

**Principle one: Acknowledgment of the need for partnership.** Recognising that interdependent partnership working is a "good thing" but also respecting that some 'core' business does not require partnership working.

**Principle two: Clarity and realism of purpose.** Once partners agree that sufficient commonalities exist to sustain a long-term relationship. more specific aims and objectives need to be defined.

**Principle three: Commitment and ownership.** Partnership working is only sustainable if shared agreements are reinforced internally via strong leadership and embedded operational practice by staff.

**Principle four: Development and maintenance of trust.** Maintaining commitment means avoiding situations where one or two partners set the agenda and being sensitive to all agencies' requirements.

**Principle five: Establishment of clear and robust partnership arrangements.** Partnership working should be as clear and unambiguous as possible with each partner knowing what they are responsible for and how accountability works.

**Principle six: Monitoring, review, and organisational learning.** These are vital in terms of performance assessment but also with respect to building trust. Success criteria needs to be made clear and agreed upon by the partnership itself.

Similarly, the [Local Government Association](#) – focusing specifically on partnerships between county and district councils – has identified seven "drivers" of collaboration across local government:

**People and trust.** High levels of trust between political and managerial leaders are vital and require continued time and attention.

**Formal structures** such as leaders' groups, joint committees or growth boards provide a framework for collaboration and decision-making.

**Joint posts.** More extensive joint officer arrangements deliver benefits for the councils directly involved and wider district/county relationships.

**One size doesn't fit all.** County-wide collaboration can leverage economies of scale across place, help avoid duplication, and support efficient service delivery. There may also be value in more granular, hyper-local partnerships to leverage unique



opportunities, such as where a particular business type has clustered or where there is acute need (e.g., housing).

**A mobilising topic or initiative** focusing on outcomes for people, places and communities is the most powerful driver of collaboration. The pursuit of a particular challenge, such as economic and housing growth, shared services, or the future of high streets has proved to be a powerful mobilising force.

**A shared understanding between leaders of what is on the table** for discussion is a prerequisite for sustained collaboration, giving clearly defined boundaries.

**This is difficult.** The historically hierarchical nature of government in England can create barriers to collaboration from the perspective of both types of council.

Lastly, [research from the Joseph Rowntree Foundation](#) looking specifically at the role of elected members in supporting efficient partnership working acknowledged the growing importance of partnership working to local government; bringing public, private and voluntary sectors together, boosting transparency, improving service delivery and reinvigorating community activity. Concerns remain, however, around the relative costs and efficacy of partnerships and their impact on lines of democratic accountability. Their report concluded that councils' role in ensuring both publicly accountable, equitable and quality service delivery and in providing a strategic overview of local provision must be maintained and strengthened.

### 3. Legislative framework

Partnership working between agencies, both statutory and non-statutory is an important way in which policy issues are tackled at both local, sub-regional, and regional level. Many of the key partnerships in which the county council is heavily involved have a statutory or regulatory basis. Partnerships can be incorporated, creating separate legal entities in their own right, for example, a company limited by guarantee, company limited by shares or a limited liability partnership. However, most of the partnership arrangements entered into by the county council will be unincorporated, such as agreements to work together in accordance with s75 Health Act 2006, collaboration agreements where the county council takes on the role of Accountable Body for the receipt of government funding to deliver a specific project, or even a simple forum to work better together and share good practise or learning.

As part of the "mapping" phase of the proposed work programme, officers will identify the legal basis for partnerships to prioritise evaluation. Officers will also look to revise a previous corporate partnership toolkit used by the authority to monitor and evaluate partnerships, including a database of key partnerships.

### 4. Undertaking the review

The actual work to be conducted under these proposals will seek to join theory to practice in a structured way, leading to a set of standard approaches governing our approach to and assessment of key partnerships, which will be identified as part of



this work. Subject to approval, it is intended to conduct the work across the following phases:

### **(a) Scoping and Mapping**

This phase will: determine which partnerships will be in or out of scope (i.e., purely contractual relationships may not be considered) and identify partnerships which can serve as case studies for a "lessons learned" approach (e.g. Community Safety Partnership, City Deal/LEP), drawing on the work already submitted by officers to the Committee; working with Law and Governance, create a register of the main partners we work with and the attendant partnerships, using survey methodology and engagement with senior officers across the council; formulating a fact-finding "checklist" of questions to be asked of each in-scope partnership (e.g. their legislative basis, spend/cost and other inputs, an assessment of management and accountability mechanisms, risk sensitivity, SWOT analysis, evidence of impact etc.). Key to this phase will be the establishment of an officer "policy and partnerships" working group to inform and coordinate all further phases of the work programme (as well as aiding policy and strategy development more widely), which will also report into the Compliance and Assurance Board. This phase will seek, wherever possible, to identify and combine individual pieces of work (e.g., the partnership survey) that is either already in progress or in the planning stage. The council has previously created a partnership toolkit for use when evaluating or setting up any form of partnership working. The review will consider the extent to which existing partnerships have made use of the toolkit. It will also be reviewed, updated and adapted appropriately to reflect current good practise and may form part of a future partnership working framework as appropriate.

### **(b) Evidence gathering and benchmarking**

This phase will: invite key partners and sector experts, at the Committee's discretion, to share insights with the Committee at its regularly scheduled meetings; gather expertise from other councils and sector leaders such as the Local Government Association and County Councils Network or drawing on partnership-specific work in the sector (e.g. the recent Local Government Association-National Association of Local Council ["One Community"](#) research or using work completed by the Local Government Association/Association of Directors of Adult Social Services collaboration, Partners in Care and Health); focus on identifying structures, approaches and tools used by other large councils (e.g. Cambridgeshire) to manage and monitor partnerships; work with existing processes, such as Audit, to leverage data and analysis that already exists in terms of evaluating and benchmarking our partnership landscape; develop and use a "value for money" partnership assessment tool as well as other existing metrics such as ISO 44001 (formerly British Standard 11000), the first-ever international standard on collaborative business relationships.

Officers leading existing partnerships may be asked to complete template reports and conduct a review of their partnerships arrangements for submission to the Committee with support from the Corporate Strategy and Policy Team or wider Resources Directorate.



### **(c) Draft corporate partnership framework**

This phase will: build on the evidence and analysis developed above to produce a standard set of flexible approaches to govern our partnership working, including an overarching "partnerships protocol" and checklists of criteria for establishing, evaluating, and reporting on partnerships and a revised partnership agreement template.

### **(d) Recommendations of how partnership working could be improved**

This phase will submit draft recommendations for consideration by the Committee by Spring 2025.

## **5. Issues for consideration**

The selection of partners invited to submit information to the Committee will be at the discretion of the Committee and coordinated with any relevant lead officer. Again, this work should, where necessary and appropriate, involve suitable internal consultation so that the Committee acknowledges all relevant current work. Several suggestions have been made which may potentially lead to information gathering and recommendations on:

- How we engage with the new Integrated Care Board and the Community Safety Partnership, building on work already submitted to the Committee.
- The range of partnerships involved in the work of Education and Children's Services.
- How we partner with the Voluntary, Community and Social Enterprise sector, taking forward work already planned by colleagues in Adult Social Care and Public Health with a view to refreshing the current VCSE Partnership Agreement
- The role of Parish Councils in local service delivery.
- Our strategic partnership working with, for example, the Environment Agency, and National Highways.
- The Lancashire Armed Forces Covenant Hub, delivered in partnership with the NHS, Army, and University of Central Lancashire.
- Our engagement with public utility companies and other public realm agencies.
- Emerging ideas around county-district relationships as referenced by the Local Government Association report above, including the potential to explore shared service agreements where there is mutual interest among partners (building on existing public realm collaborations).
- How we continue a strong relationship with the private sector.
- Identifying current efforts to review and refresh existing partnership agreements.





## **6. Conclusion**

Working in partnership has become increasingly important within public policy and is viewed as a key tool to tackle complex challenges, involving co-operation between actors working towards common goals. Nonetheless, working in partnership can also be problematic, especially when lines of accountability or the demonstration of impact are unclear.

A revised partnership framework will give practical guidance and support to staff involved in partnership activity. A "one-council" approach to partnership working can support delivery of our corporate priorities, provide clearer lines of accountability to the council and therefore the public, and promote excellence and value for money across the council. The challenge now facing the county council is to assure our partnership arrangements and the proposed work programme is intended to start a conversation and lay a foundation for accountable and effective partnership working, now and in the future.

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Legal**

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. The legal team will provide support in respect of the proposed review 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 refreshed and integration as appropriate within the 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.

### **Finance**

The financial obligations undertaken by the county council for each of the partnerships identified as in scope will be reviewed as part of this proposed piece of work.



## **Risk management**

A risk analysis will form an essential element of the review of each of the partnerships identified under the proposed work programme and any findings will be submitted to the Committee as the work programme progresses.

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

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A



**Community, Cultural, and Corporate Services Scrutiny Committee**  
Meeting to be held on Thursday, 18 April 2024

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
Delivering better services;

**Lancashire Community Safety Agreement and Performance Update**  
(Appendices 'A' - 'C' refers)

Contact for further information:

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**Brief Summary**

This report forms the annual report to the Community, Cultural, and Corporate Services Scrutiny Committee, meeting the requirements of a Crime and Disorder Committee to oversee and review the delivery of joint responses on community safety as required under the Police and Justice Act 2006.

The report provides the following information:

1. Update on performance and actions being taken to address the key issues in the current Community Safety Agreement
2. Draft timetable for production of new Strategic Assessment and Community Safety Agreement
3. Update on Lancashire response to Serious Violence Duty
4. Update on Scrutiny Committee Community Safety recommendations from January 2023 and Community Safety Working Group recommendations from September 2023
5. Update on Home Office review of Community Safety Partnerships

**Recommendation**

The Community, Cultural and Corporate Services Scrutiny Committee is asked to consider the report and performance update with a view to identifying any recommendations to further support this area of work.

## Detail

### 1. Update on performance and actions on the key issues in the Lancashire Community Safety Agreement

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.

Each local government area is required to have a strategy group or community safety partnership 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, chaired by the County Council's Chief Executive, Angie Ridgwell, is the county strategy group for Lancashire. The Office of the Police and Crime Commissioner, though not one of the responsible authorities, has a representative on the Board.

The Lancashire Community Safety Agreement 2022 – 2025 (**Appendix 'A'**) was considered by the Community Safety Working Group and updated in September 2023. It is based on the Lancashire Strategic Assessment 2022 – 2025 which gives an account of long-term issues and threats from crime and anti-social behaviour across Lancashire.

The Strategic Assessment is the key evidence base that underpins the Community Safety Agreement, local partnership plans, the Police and Crime Plan and the Constabulary Control Strategy. The key issues identified in the Strategic Assessment and forming the focus of the Community Safety Agreement are:

- Domestic abuse
- Violence
- Exploitation (criminal and sexual)
- Serious organised crime
- Road safety
- Anti-social behaviour

It is recognised that there are many cross-cutting issues between the key issues, particularly in terms of the underlying causes and the need to take a public health and prevention approach.

Local / district community safety partnerships utilise the information contained in the strategic assessment and district profiles to address the key priorities in their area through development and delivery of a local partnership plan.

The Lancashire Community Safety Partnership Board is responsible for ensuring partnership arrangements are in place to enable delivery against the Community Safety Agreement. The Delivery Framework in section 8 of the Community Safety

Agreement (**Appendix 'A'**) aims to identify a partnership or board with lead / strategic responsibility for each key issue, together with the delivery mechanism. These partnerships are responsible for reporting progress and activity to the Lancashire Community Safety Partnership Board. The role of the Board is to ensure that partnership working is in place, so that plans are delivered and appropriate strategic support is identified as required.

In addition, the Lancashire Community Safety Partnership Board receives a Performance and Priorities Update each quarter produced by the Partnership Analyst, and a Performance Dashboard has been developed to give an up-to-date picture of trends, Lancashire's relative position, costs and other headline indicators for each of the themes identified in the Community Safety Agreement. This is available via MADE (multi agency data exchange): [Community Safety Agreement Outcomes Framework Monitoring](#)

A Performance Update report was presented to the Community Cultural and Corporate Services Committee in January 2023 which provided an overview of each of the key issues, including national and legislative framework, the Lancashire picture, how we work in partnership and key areas of focus. The report was intended to provide the Scrutiny Committee with an overview of the key community safety issues in Lancashire and how they are tackled through partnership working.

An update on key data and performance for each of the key issues is attached at (**Appendix 'B'**).

## **2. Draft timetable for production of new Lancashire Strategic Assessment and Community Safety Agreement**

The undertaking of a Strategic Assessment is a statutory requirement for community safety partnerships as outlined in the Crime and Disorder Act 1998. The Strategic Assessment is produced every 3 years, and is the result of 6 months research, analysis, engagement and consultation with key stakeholders, community safety partners and all local authorities. The next Strategic Assessment will be developed during 2024, and the proposed timetable for its production is attached at (**Appendix 'C'**).

Elected members from the county and districts will be invited to the local workshops to be held from May – June 2024, and the final document will be presented to Scrutiny in early 2025. The Community Safety Working Group may also wish to meet to consider the draft Strategic Assessment in the autumn.

## **3. Lancashire response to Serious Violence Duty**

The Serious Violence Duty (the Duty), which came into force in January 2023, requires the specified authorities (local authorities, police, fire and rescue, specified criminal justice agencies and health) to work together to jointly undertake a needs assessment and produce a plan for reducing serious violence. The Crime and Disorder Act 1998 has also been amended to ensure that serious violence is an explicit priority for community safety partnerships and make sure they have a



strategy in place to tackle serious violence. There is an emphasis on reducing youth violence through prevention and early intervention.

Partners in Lancashire can build on the work of the Lancashire Violence Reduction Network of partners in meeting the requirements of the new Duty. The Violence Reduction Network has already produced a needs assessment and local profiles for each district / unitary area and a 5 year strategy for reducing violence. Lancashire has been assessed in terms of readiness to deliver the Duty, and is ranked highly.

The Duty specifies a convening role for the Office of the Police and Crime Commissioner, with a new Lancashire Serious Violence and Community Safety Board established, chaired by the Chief Executive of the Office of the Police and Crime Commissioner, to provide governance around the Duty. It was agreed that whilst the Duty attaches to each Specified/Relevant Authority in Lancashire the responsibility for the delivery of the Serious Violence Duty will sit with all Lancashire community safety partnerships, with each local partnership preparing a serious violence plan for their area.

To assist delivery of the Duty, the Home Office are channelling funding through Police and Crime Commissioners in 2023/24 and 2024/25. The majority of the funding is for labour costs and it has been used to employ five coordinators to support the delivery and coordination of the Duty. These posts include specific health, education and multi agency support panel co-ordinators who will assist local community safety partnerships to produce and develop local serious violence plans and navigate complex organisational structures.

The Police and Crime Commissioner's Safer Lancashire Neighbourhoods Fund will deliver the non-labour allocation of funding. Community safety partnerships can apply to the Safer Lancashire Neighbourhoods Community Fund for interventions that have a focus on serious violence, with £62,350 allocated to projects in 2023/24.

The first meeting of the new Lancashire Serious Violence and Community Safety Board was held in December 2023, at which district community safety partnerships reported on progress in meeting the Duty.

#### **4. Update on Scrutiny Committee recommendations**

At its meeting on 16 January 2023 the Community Cultural and Corporate Services Committee considered the Lancashire Community Safety Agreement and Performance Update. A number of recommendations were shared with the Cabinet Member for Community and Cultural Services and officers. The recommendations included looking at alternative partnership arrangements as examples of best practice, including local level working groups in the overall community safety partnership structure and updating the Committee on the Home Office review of community safety partnerships, all of which are in progress.

In addition, there was a recommendation to establish a working group to support the annual review of the Lancashire Community Safety Agreement. The working group met 3 times in July, August and September 2023 and made a number of

recommendations, particularly focussed on improving communication links with elected members on community safety issues.

A bitesize briefing on community safety was held on 29 January 2024. A meeting of officers and county councillors nominated to sit on local community safety partnerships is being arranged to provide support and a better understanding of the community safety landscape, work that is already underway, and partnership arrangements. This meeting will take place on a regular basis going forward.

The Cabinet Member for Community and Cultural Services is invited to attend meetings of the Lancashire Community Safety Partnership Board and receives the papers, and consideration is being given to the best way to ensure elected members are kept informed about the Lancashire Community Safety Partnership Board and wider community safety issues.

Work continues to map out the full network of support around community safety partnerships which will be shared with the Community, Cultural and Corporate Services Scrutiny Committee at an appropriate time. As part of the engagement for the development of the new Strategic Assessment and Community Safety Agreement, a meeting will be arranged involving councillors, wider stakeholders, and community groups. Work on the new Community Safety Agreement will incorporate development of diagrams to explain which partners are involved in each of the six key issues.

## **5. Home Office review of Community Safety Partnerships**

In March 2023 the Government published its Anti-Social Behaviour Action Plan and consultation on Community Safety Partnerships and Anti-Social Behaviour Powers.

The plan included a mix of measures targeting anti-social behaviour in different settings, as well as the causes of it, and covers drug use, homelessness, environmental crimes and anti-social behaviour within properties, as well as measures for dealing with those who commit anti-social behaviour. In particular it included funding via Police and Crime Commissioners for hotspot police and enforcement patrols. Lancashire was one of the pilot areas for hotspot policing, receiving £2m which has funded Operation Centurion.

A review of Police and Crime Commissioners in 2022 recommended that the Home Office undertake a full review of community safety partnerships across England and Wales to improve their transparency, accountability, and effectiveness. In March 2023 the Government launched a consultation as the first part of the community safety partnership review, focusing on accountability and the role of community safety partnerships and Police and Crime Commissioners in tackling anti-social behaviour. Officers from Lancashire County Council submitted a response.

In November 2023 the Government published its response to the Community Safety Partnerships Review and Antisocial Behaviour Powers consultation which concluded that the responses were broadly supportive of the changes proposed to strengthen the relationship between Police and Crime Commissioners and community safety partnerships. There was also broad agreement to proposals to promote and expand anti-social behaviour powers. Further guidance and legislation is expected on how

the proposals will be taken forward. A full copy of the Government's response was circulated to Scrutiny Committee and Community Safety Working Group members in December 2023 and can be found [here](#).

In November 2023 the Government published a further consultation for phase 2 of the Community Safety Partnership Review which considered the wider role and remit of community safety partnerships in the local partnership landscape, as well as issues such as funding, performance management and oversight. The consultation and Lancashire County Council response were shared with Scrutiny Committee and Working Group members. As further information on the Community Safety Partnership Review is received it will also be shared.

## 6. Committee Role

The Community, Cultural, and Corporate Services Scrutiny Committee undertakes the requirements of the Crime and Disorder Committee to oversee and review the delivery of joint responses on community safety, in so far as the partners' actions relate to the work of the Lancashire Community Safety Partnership Board as a whole. This duty arises from the Police and Justice Act 2006 which introduced Crime and Disorder Committees to fulfil this scrutiny function.

The Committee exists as a 'critical friend' of the Lancashire Community Safety Partnership Board, considering the strategic level approach on crime and disorder and should not seek to challenge operational actions.

Reviewing, considering and commenting on the current Community Safety Agreement, and the activities undertaken to address the key issues, serves as a constructive approach for the Committee to fulfil its statutory requirement to scrutinise the strategic activity in the arena of crime and disorder. The focus of the Committee's scrutiny should be on the collective work of the partnership rather than the activities of the individual agencies.

All district community safety partnerships across Lancashire have scrutiny functions in place as set out in the legislation, to review their community safety plans as well as other community safety related topics.

## Appendices

Appendices 'A' – 'C' are attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

<b>Appendix</b>	<b>Title</b>
Appendix 'A'	Lancashire Community Safety Agreement 2022 – 2025
Appendix 'B'	Update on key data and performance for each of the key issues in the Community Safety Agreement
Appendix 'C'	Proposed Strategic Assessment Timetable 2024





## Consultations

N/A

## Implications:

This item has the following implications, as indicated:

## Risk management

Crime and Disorder

The Lancashire Strategic Assessment and Lancashire Community Safety Agreement 2022 - 2025 fulfils the statutory obligations of community safety partners as set out in the Crime and Disorder Act 1998.

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

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A







# Lancashire Community Safety Agreement 2022~2025

[www.saferlancashire.co.uk](http://www.saferlancashire.co.uk)



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## 1. Executive Summary

The Lancashire Community Safety Agreement sets out how the responsible authorities will work together to identify and address shared priorities in relation to reducing crime and disorder. It is a statutory requirement of the County Strategy Group, the Lancashire Community Safety Partnership Board.

It is informed by the Lancashire Strategic Assessment which provides an account of the key long term issues and threats from crime and anti-social behaviour across Lancashire and is the key evidence base supporting the Community Safety Agreement, the Police and Crime Plan and district community safety plans. The Strategic Assessment (along with 14 local district profiles) is the result of six months research, analysis, engagement and consultation with key stakeholders, community safety partner agencies and all 14 Local authorities in Lancashire.

The key risks and threats identified across Lancashire are:

- Domestic abuse
- Violence
- Exploitation (criminal and sexual)
- Serious organised crime
- Road safety
- Anti-social behaviour

Lancashire has mature partnership arrangements in place and partners are committed to addressing community safety issues. The responsible authorities, as defined in legislation, work in partnership through the Lancashire Community Safety Partnership Board, district community safety partnerships and the complex and evolving structure of partnership arrangements in the County.

Membership of the Board comprises Lancashire County council, 12 district councils (Lancaster, Wyre, Fylde, Preston, Ribble Valley, Pendle, Burnley, Rossendale, Hyndburn, South Ribble, Chorley and West Lancs), Lancashire Constabulary, Lancashire Fire and Rescue Service, Probation Service, and Lancashire and South Cumbria Integrated Care Board. Board meetings are also attended by representatives from Lancashire Police and Crime Commissioner's office, Blackpool Council and Blackburn with Darwen Council.

The key issues identified in the Strategic Assessment are addressed through our priorities:

- Working together to protect the vulnerable
- Working together to protect our communities from harm
- Working together to empower our communities to feel safe

The Community Safety Agreement is anchored in the Lancashire Community Safety Partnership Board, however the key issues are owned and delivered across a wide range of partnerships and agencies. The Community Safety Agreement is an overarching, strategic document, with the detail of operational and local delivery included in local community safety plans and other action plans owned by thematic groups reflected in the delivery framework.

In recent years there have been many changes, both nationally and locally that impact upon the work of partners involved in community safety including new legislation around anti-social behaviour, domestic abuse, safeguarding and serious violence. The Covid pandemic had a significant impact on community safety, and the longer term impacts remain to be seen.

Addressing the key community safety issues and risks affecting our communities requires multi-agency engagement, and our approach to empowering our communities to feel safe includes taking a public health, trauma informed, strength based approach and working together through a number of initiatives and programmes including: Changing Futures programme; reducing reoffending: safer streets: team around the school and family hubs.

A number of cross cutting themes have been identified as intrinsically linked to addressing key community safety issues including:

- Reducing vulnerability and building resilience
- Improving mental health
- Tackling drug and alcohol abuse
- Data, information sharing and community feedback.
- Prevention and early intervention
- Drawing on community and lived experience to plan and develop our services

The Lancashire Community Safety Agreement **is** reviewed annually to ensure that it remains current. Lead strategic boards and partnerships for each of the key issues ~~will~~ report on progress to the Lancashire Community Safety Partnership Board on a regular basis. The Board also receives quarterly performance reports and an annual performance and priorities update produced by the Partnership Analyst.

The Lancashire Community Safety Partnership Board is accountable to the Community, Cultural, and Corporate Services Scrutiny Committee of Lancashire County Council.

## 2. Introduction

The primary aim of this Community Safety Agreement (CSA) is to set out how the responsible authorities will work together to identify and address shared priorities in relation to reducing crime and disorder. The Community Safety Agreement is a statutory document that is a requirement for two tier local authority areas such as Lancashire, as is a County Strategy Group to bring together all relevant partners at district and county level responsible for community safety activity. In Lancashire the County Strategy Group is the Lancashire Community Safety Partnership Board, established in 2019.

Community Safety responsibilities are primarily set out in the Crime and Disorder Act 1998 (as amended), as well as the Police and Justice Act 2006 and the Police Reform & Social Responsibility Act 2011. Collectively this legislation specifies the requirement for responsible authorities and co-operating bodies to form partnerships at both a district and county level to address community safety issues. These partnerships are required to undertake an annual strategic assessment and formulate partnership plans at a district level, and a community safety agreement at a county level, to address crime and disorder, substance misuse, anti-social behaviour and re-offending. The Police, Crime, Sentencing and Courts Act 2022 placed an additional duty on community safety partnerships to work to reduce serious violence.

The specified responsible authorities are: all local authorities; police; fire and rescue service; probation service and integrated care partnership. The Police Reform and Social Responsibility Act 2011 saw the introduction of Police and Crime Commissioners, and whilst not a responsible authority in legislation, there is a duty of mutual co-operation.

The Lancashire Community Safety Agreement sets out how we will work together to address the key community safety issues for the communities of Lancashire. It is owned by the Lancashire Community Safety Partnership Board, which brings together representatives from the responsible authorities to set the strategic direction and coordinate partnership activity to help people to feel safer by tackling crime and disorder. District partnership plans reflect the strategic direction whilst being tailored to local need and are developed and delivered by local community safety partnerships (CSPs). A number of related Lancashire partnerships and strategies are also integral to addressing our key community safety issues.

We have a strong history of partnership working in Lancashire and are committed to continuing to make it a safe place to live, work and visit. Key partners include:

Blackburn with Darwen Council	Lancashire Police & Crime Commissioner
Blackpool Council	Lancaster City Council
Burnley Borough Council	Pendle Borough Council
Chorley Borough Council	Preston City Council
Fylde Borough Council	Probation Service
Hyndburn Borough Council	Ribble Valley Borough Council
Lancashire Constabulary	Rossendale Borough Council
Lancashire County Council	South Ribble Borough Council
Lancashire Fire and Rescue Service	West Lancashire Borough Council
Lancashire and South Cumbria Integrated Care Board	Wyre Borough Council

### 3. Context

In recent years there have been many changes both nationally and locally that impact upon the work of partners involved in community safety.

#### Changes to legislation -

**Anti-Social Behaviour:** The Anti-social Behaviour, Crime and Policing Act 2014 introduced simpler more effective powers to tackle anti-social behaviour to provide better protection for victims and communities including a new Community Trigger and Community Remedy to give people a greater say in how agencies respond to complaints. Updated statutory guidance from the Home Office released in December 2017 (further updated in 2021) has brought greater clarity around the use of the tools and powers introduced by the Act. More importantly it strengthened the focus on victims and communities. In Lancashire there has been great use of the new powers to the advantage of our most vulnerable. Particularly, using Community Protection Warnings and Notices and Public Space Protection Orders.

In March 2023 the Government published its Anti-Social Behaviour Action Plan and Community Safety Partnerships and Anti-Social Behaviour Powers consultation launch. The Anti-Social Behaviour Action Plan includes a mix of measures targeting anti-social behaviour in different settings, as well as the causes of it, and covers drug use, homelessness, environmental crimes and anti-social behaviour within properties, as well as measures for dealing with those who commit anti-social behaviour. The Community Safety Partnerships and Anti-Social Behaviour Powers consultation launch includes proposals to strengthen a number of anti-social behaviour tools.

The Action Plan included additional funding via Police and Crime Commissioners for an increased police presence to tackle anti-social behaviour, targeting hotspots. Lancashire is a pilot area for hotspot policing, receiving £2m over 2 years. The recently launched Operation Centurion will see extra police patrols in anti-social behaviour hotspots across the County.

[Anti-social Behaviour Action Plan \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

**Domestic Abuse Act 2021:** The Domestic Abuse Act received Royal Assent and became an Act of Parliament on 29 April 2021. The Act aims to introduce greater and tighter legislation that is vital to the protection of victims of domestic abuse and their families. The Act affects both how professionals support survivors of domestic abuse and their children and how they respond to alleged perpetrators. Immediate changes included a statutory definition of domestic abuse; the introduction of a Domestic Abuse Commissioner; new duties on all Local Authorities to provide support for survivors of domestic abuse and their children residing in safe accommodation, of which implementation is overseen by a newly established Lancashire Domestic Abuse Partnership Board. Other changes include new offences created, as well as changes to some current offences and processes, and revised domestic abuse protection notices and orders (which will be developed at a later date).

**Safeguarding:** A number of pieces of legislation have been introduced in recent years to provide authorities with additional tools, powers and statutory duties to tackle community safety and safeguard vulnerable people particularly the Care Act 2014, Counter-Terrorism and Security Act 2015 (and subsequent amendments in 2019), Serious Crime Act 2015, Modern Slavery Act 2015 and



Psychoactive Substances Act 2016. More recently the Children and Social Work Act 2017 and subsequent statutory guidance has been introduced regarding inter-agency working to safeguard and promote the welfare of children.

Working Together to Safeguard Children 2018 provides statutory guidance for inter-agency working for Local Authorities, Clinical Commissioning Groups (now Integrated Care Partnerships), Police and other organisations to safeguard and promote the welfare of children. The Children's Safeguarding Assurance Partnership (CSAP) provides the partnership oversight.

The Lancashire Safeguarding Adults Board is ultimately responsible for all safeguarding/adult protection activities in the County.

**Serious Violence:** The Police, Crime, Sentencing and Courts Act 2022 includes various duties that will affect partners and partnerships. A range of detailed factsheets are available:

<https://www.gov.uk/government/publications/police-crime-sentencing-and-courts-bill-2021-factsheets>

The Serious Violence Duty 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. There is an emphasis on early intervention with young people in order to prevent them from becoming either a victim or perpetrator of serious violence.

Lancashire has made good progress in reducing serious violence through the work of the Violence Reduction Unit, established in 2019 and renamed Lancashire Violence Reduction Network, funded by the Home Office. It is one of 20 established in the areas most affected by serious violence. Violent crime cost Lancashire £346 million in 2017- 2018, but the human impact is much greater. The Lancashire Violence Reduction Network consists of a collaboration of specialists who bring partners and organisations across Lancashire together to better understand why violence happens and to take action to prevent it. [Tackle Violence Together | Lancashire Violence Reduction Network \(lancsvrn.co.uk\)](https://www.lancsvrn.co.uk)

The work of the Lancashire Violence Reduction Network has put Lancashire in a strong place to meet its commitments under the Serious Violence Duty. Lancashire received one of the highest judgements in the country for how we were assessed as being ready for the Duty. Five out of the eight areas that were measured were judged as the highest level of preparedness. Partners now need to work on the operational embedding of the duty and it has been agreed that the responsibility of the Serious Violence Duty sits with local Community Safety Partnerships in Lancashire, supported by the Violence Reduction Network and Office of the Police and Crime Commissioner. A new Lancashire Serious Violence and Community Safety Board is being established to provide governance.

**Licensing Act 2003:** Licensing is about regulating licensable activities on licensed premises as defined within the Licensing Act 2003. The Licensing Act has 4 objectives: the prevention of crime and disorder; public safety; the prevention of public nuisance; the protection of children from harm. Each district council is defined as a Licensing Authority and their approach to fulfilling this function is outlined in their Statement of Licensing Policy.

A number of Lancashire community safety partners are defined as Responsible Authorities in Licensing. These include Lancashire Constabulary, Lancashire Fire and Rescue Service, Lancashire

Trading Standards, Lancashire Director of Public Health and Wellbeing, Lancashire Safeguarding Children's Board and district environmental health teams.

## Wider Context –

**Impact of Covid pandemic:** From March 2020, the Covid pandemic had a significant impact on residents and businesses across the county. Local businesses have struggled to survive, which has in turn put a financial burden upon residents – this affects their livelihood and wellbeing. There has been the impact of social isolation for both the young and the elderly, and a reliance on technological advancements throughout this period, as residents became housebound. As young people were not able to socially interact due to the pandemic restrictions put in place, those at risk of exploitation became even more so.

When looking at crime, the impact of restrictions and increased guardianship of residential locations with more of the population being at home for longer periods of time reduced the opportunity for offenders to commit such offences as burglary. Reductions in robbery, theft, violence and sexual offences are thought to have been directly linked to the closure of retail and the night-time economy. Transport-related incidents also reduced as a result of dramatic reductions in the volume of traffic on the County's roads.

Crime in 2021/22 increased as would have been anticipated after the lockdown periods throughout the previous year. However more recent data has shown that in 2022/23 compared to 2021/22, all crime, burglary, violence against the person, sexual offences have all shown reductions. There have however been an increase in theft offences – in particular shoplifting and making off without payment, which have seen increases of 16%.

In the short term, all theft offences have been increasing since the removal of pandemic restrictions, but there is less volume than in 2018/19 and 2019/20. In relation to property – theft of pedal cycles and vehicles have seen notable increases during 22/23 compared to the previous year (the theft type offences highlighting that with 'free' movement there is opportunity for offenders to commit crime, as opposed to the restrictions within the pandemic period).

**Cost of living increases:** There is increasing evidence that the current sharp increase in the cost of living is impacting on crime and anti-social behaviour. Shoplifting offences are increasing across the county and other theft offences including fuel from garage forecourt amongst others are also increasing. Previous research has shown that during times of hardship and recession this offence type increases, as it also includes the theft of copper, lead, and stone for example, with these commodities being traded for cash.

**Beating Crime Plan:** published in 2021, the Beating Crime Plan sets out the Government's plan to deliver on the shared vision of fewer victims, peaceful neighbourhoods and a safer country. It sets out the Government's strategic approach: cutting homicide, serious violence and neighbourhood crime; exposing and ending hidden harms; building capability and capacity to deal with fraud and online crime. It sits alongside other strategies and plans, including the new domestic abuse and national cyber security strategies.

**National Drugs Strategy – From Harm to Hope:** There are significant implications associated with drugs and alcohol. Individually impacting on health, crime, healthy relationships and wider societal impacts about feeling safe, criminality around serious organised gangs and feeling safe in the community. In December 2021 the Government published a 10-year plan to cut crime and save lives

by reducing the supply and demand for drugs and delivering a high-quality treatment and recovery system. Drug and alcohol misuse is a major cause of crime and antisocial behaviour: 300,000 heroin and crack addicts in England are responsible for 50% of all burglaries, robberies and other acquisitive crime; drug misuse drives 50% of all homicides and over a third of those in prison are there due to crimes relating to drug use. The UK is now Europe's largest heroin market and a target for international drug trafficking gangs.

Nationally there will be an investment of over £3 billion over the next three years and Lancashire will benefit from significant funding through the Supplemental Substance Misuse Treatment and Recovery Grant. Lancashire County Council's funding has been confirmed as £4.2 million for 2023/24. Funding is focused on treatment and recovery and local targets have been set.

Local government and delivery partners are the foundation of the Strategy and each local area is required to have a strong partnership that brings together all the relevant organisations and key individuals. The Lancashire Alcohol and Drug Partnership, formed in 2022, aims to reduce the impact of drugs and alcohol by delivering activities in a collaborative approach to complement and supplement other strategic partnerships around the three strategic priorities: Breaking drug supply chains; Delivering a world-class treatment and recovery system; Achieving a generational shift in demand for drugs.

**Violence Against Women and Girls:** In July 2021 the government published its Tackling Violence Against Women and Girls (VAWG) Strategy, followed by a National Action Plan in December 2021. Lancashire Constabulary and the Police and Crime Commissioner have led on the response in Lancashire, including the launch of Operation Night Guardian in December 2021 which aims to protect pub and club goers by deterring and detecting drink spiking offences.

Co-ordinated by the Police and Crime Commissioner, a VAWG summit was held in December 2022, announcing the intention of the OPCC to bring together partners to tackle VAWG in Lancashire through the establishment of a strategic board and the development of the strategy. A Violence Against Women and Girls Strategic Board has been established and is taking forward work to develop a strategy.

The Office of the Police and Crime Commissioner and Lancashire Constabulary have jointly established a Scrutiny and Advisory Group, made up of six members of the community following application, interview and vetting. This group will support policy and communications developments around VAWG.

Partnership bids for the Safer Streets 5 funding have a VAWG focus, with proposals to expand delivery of the Bystander project across the county, empowering students to speak up and out against VAWG, and enhanced CCTV projects to keep women and girls safe when accessing the night time economy.

**Hate Crime:** The Pan Lancs Hate Crime Strategy 2022 - 2025 sets the strategic direction and coordinates a partnership response to address hate crime within the region. It is underpinned by a comprehensive delivery plan which will remain a live document and will be governed by the Strategic Hate Crime Group.

<https://www.lancashire.police.uk/media/1347311/pan-lancashire-hate-crime-strategy-2022-2025-final.pdf>

**Counter Terrorism** - The Contest strategy sets out nationally the Government's approach to tackle terrorism and extremism. Across Lancashire agencies must work together to deliver all four elements of the strategy referred commonly as 'the 4 P's; Prevent, Pursue, Protect and Prepare. The Contest Board provides strategic governance and oversight of the delivery of the Contest strategy by partner agencies to ensure a consistent and coordinated approach is in place to mitigate the risk from terrorism related activity within Lancashire and the wider threat to national security. The Contest Strategy was updated in July 2023.

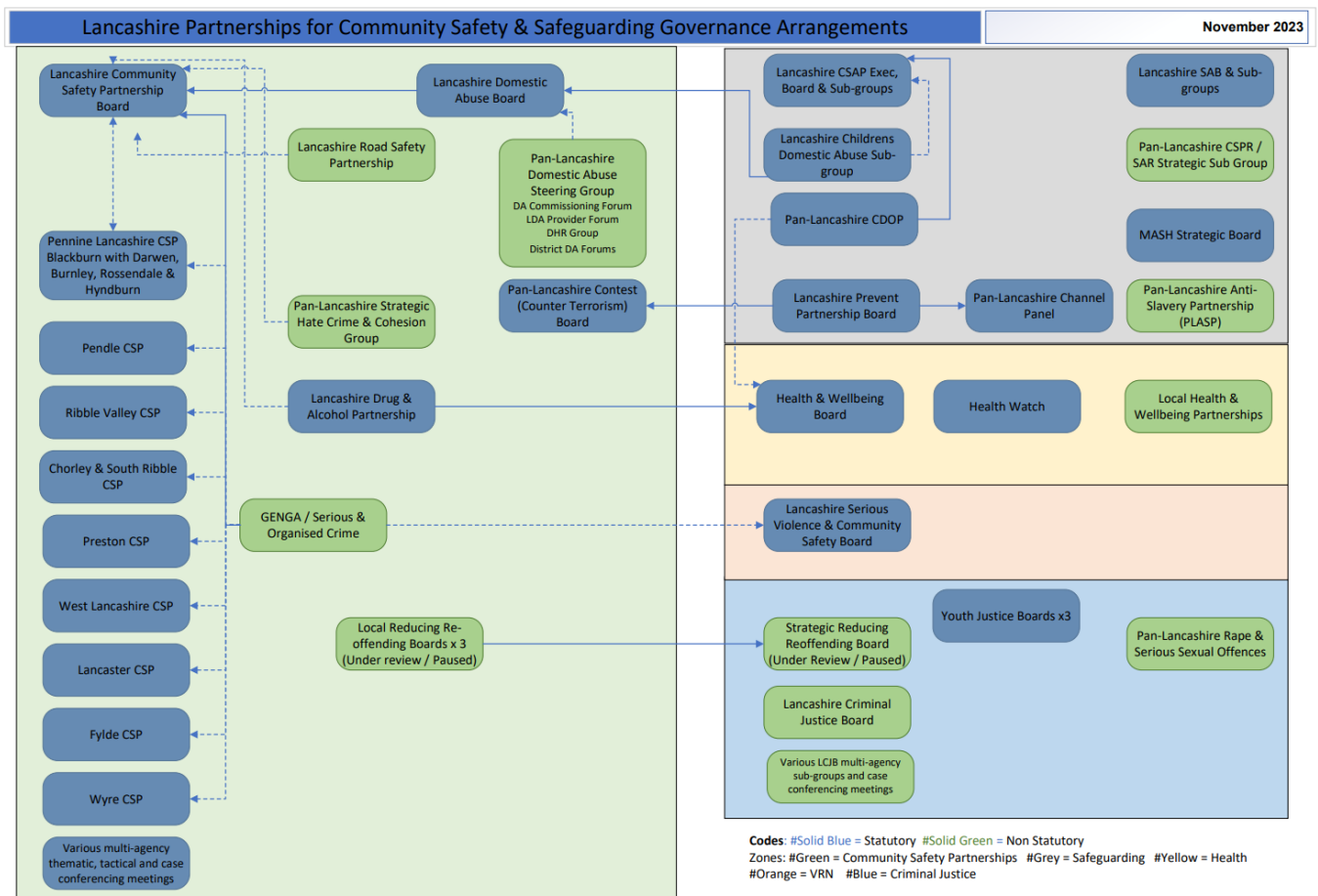
**Community Safety Partnership Review:** In March 2023 the Home Office launched a Government Consultation as part of its Review of Community Safety Partnerships and Anti-Social Behaviour Powers. The CSP review arose from part two of the review of Police and Crime Commissioners, which found that, whilst the importance of local partnerships such as CSPs was widely acknowledged, they were not being used as effectively as they could be and recommended a full review of CSPs. The targeted consultation was the first part of the CSP Review, which focused on the accountability of CSPs and the role of CSPs and PCCs in tackling anti-social behaviour. Further details about the timescale and outcomes of the review are not known at this stage.

## 4. Governance and Partnership Structure

In Lancashire the County Council works in partnership with the 12 district councils (Lancaster, Wyre, Fylde, Preston, Ribble Valley, Pendle, Burnley, Rossendale, Hyndburn, South Ribble, Chorley and West Lancs), Lancashire Constabulary, Lancashire Fire and Rescue Service, Probation Service, and Integrated Care Partnerships through the Lancashire Community Safety Partnership Board. Board meetings are also attended by representatives from Lancashire Police and Crime Commissioner's office, Blackpool and Blackburn with Darwen Councils.

Lancashire has mature partnership arrangements in place and partners are committed to addressing community safety issues. However, the landscape in which partners operate is complex and continually evolving and in 2020 the Lancashire Community Safety Partnership Board commissioned a review of governance and partnership arrangements.

The diagram below illustrates the current Lancashire community safety partnership arrangements (currently under review).



## Governance Review

The Lancashire Community Safety Partnership Board and Police and Crime Commissioner commissioned a review of Governance and Partnership Arrangements in September 2020 around existing practice, governance and partnership arrangements with a view to providing initial recommendations for rationalisation. The review focused on Community Safety, Safeguarding and Health & Wellbeing. Its scope included partnership and governance arrangements operating at county, district, and unitary levels in Lancashire. A report was presented to the Lancashire Community Safety Partnership Board in March 2021. The review acknowledged that the scale of the exercise and the complexity of the issues involved are challenging. Recognising the complexities around governance and partnership arrangements, rather than recommending a single definitive governance model at this stage, the review's findings represented a staging post and discussion point for assessing the optimum way forward. The Board agreed to take forward an overall Governance Framework, offering a choice between two alternative approaches for further consideration: a thematic model or a geographic clustering model, both of which were considered viable and both satisfy the key virtue of linking District and Unitary Councils to the county level in a clear, performance informed structure.

Following further consultation, the Board agreed in July 2021 to work towards establishing a geographically based model, and a Task & Finish Group was set up to implement the Board's decision. Through the Task and Finish Group work was undertaken to map the current and developing partnership structure identifying statutory and non statutory partnerships and lines of accountability, and to identify common issues / priorities across districts that offer the opportunity to work together in a geographical cluster. In the East of the County partners already work together in the combined Pennine Lancashire Community Safety Partnership.

Work continues to revise and clarify governance arrangements. A Tactical Community Safety Group linking into the Board has been established, focussed on joint priorities identified as part of the development of the community safety agreement and district community safety plans. A partnership or board with lead / strategic responsibility for each key issue has been identified together with the delivery mechanism, as detailed in section 8.

Lancashire Constabulary have developed a performance framework which includes Tactical Tasking and Coordinating meetings in each Business Command Unit (West, East and South) into which district community safety partnerships link, with a specific CSP agenda and local priority tasking meetings. The role of analysts within Lancashire Constabulary has been reviewed with local CSP Analysts re-named Tactical Tasking Analysts aligned to the above and the performance framework. The structure will see a Thematic Analyst aligned to the Senior Analyst to compliment pan-Lancashire work identifying specific themes/topics. CSP meetings will continue to receive a police report delivered by the local policing lead. CSPs now also provide regular reports to the Lancashire Community Safety Partnership Board, on a cluster basis, on how their priorities are agreed and addressed.

The development of the Lancashire Serious Violence and Community Safety Board, which will undertake a monitoring role for the implementation of the Serious Violence Duty across the County, will further support governance and accountability.

Lancashire County Council is developing a Stronger and Safer Communities Framework which will pull together details of the work that county council services do to help tackle key community safety issues. This will support links between county wide services and district community safety plans, and in particular will feed into local serious violence plans.

## 5. Evidence from the Lancashire Strategic Assessment

The Strategic Assessment is a statutory requirement for community safety partnerships as outlined in the Crime and Disorder Act 1998. The aim of the Strategic Assessment is to provide an account of long-term issues and threats from crime and anti-social behaviour across Lancashire. It is the key evidence base that supports the community safety agreement, local partnership plans and the police and crime plan.

The Lancashire Strategic Assessment 2022 – 2025 highlights the key community safety 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 communities. The highlighted risks and threats and the key themes in the Strategic Assessment form the basis of this Community Safety Agreement and inform local community safety and other partnership plans. The key risks and threats across Lancashire are:

- Domestic Abuse
- Violence
- Exploitation (criminal and sexual)
- Serious Organised Crime
- Road Safety
- Anti-Social Behaviour.

The Strategic Assessment (along with 14 Strategic Assessment local profiles) is the result of six months research, analysis, engagement and consultation with key stakeholders, community safety partner agencies and all 14 local authorities. The process included three area workshop consultations in June 2021 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 2020 has also provided an insight into young persons' behaviours, thoughts and perceptions around alcohol and knives.

This assessment is accompanied by 14 local Strategic Assessment 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. The Strategic Assessment local district profiles provide a breakdown of local threats and issues and demonstrate the geographic and demographic diversity of Lancashire. Local variations must therefore be considered in all approaches to tackling crime and disorder.

Hate crime is referenced in the Strategic Assessment, which highlights the impact on the wider community as well as the individual victim. 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 to tackling hate crime is co-ordinated by the Strategic Hate Crime and Cohesion Group.

[Strategic assessments and partnership plans - Lancashire County Council](#)

The Lancashire Community Safety Partnership Board endorsed the recommendations in the Lancashire Strategic Assessment 2022 – 2025 in November 2021. Lancashire County Council External Scrutiny Committee received the draft and also endorsed the recommendations.

## Links to other plans

Our approach continues to build on the strong history of partnership working at the county and district level and collaboration with other key organisations. In December 2021 the Police and Crime Plan for Lancashire 2021 – 2025 was launched by the Lancashire Police and Crime Commissioner. The Police and Crime Plan strongly aligns with the Strategic Assessment priorities at both the county and local level, and the Police and Crime Commissioner welcomes the approach adopted by community safety partners to deliver activity that supports the priorities of the Police and Crime Plan.

[The Police And Crime Plan - Lancashire Police Crime Commissioner \(lancashire-pcc.gov.uk\)](https://lancashire-pcc.gov.uk)

These Police and Crime Plan priorities align closely to the key risks and threats identified in the Strategic Assessment and taken forward in the Community Safety Agreement. The table below shows the links between the two. The table below illustrates the close alignment between key issues from the Lancashire Strategic Assessment, the Lancashire Police and Crime Plan and the Strategic Assessment Local Profiles produced for each of the 12 Districts in Lancashire.

<b>Key issue / risk / threat in Strategic Assessment / Community Safety Agreement</b>	<b>PCC priority / Police and Crime Plan</b>	<b>Strategic Assessment Local District Profile</b>
Domestic abuse	Tackling domestic abuse and sexual violence	Domestic Abuse
Violence	Disrupting and dismantling organised crime	Assault with injury / wounding Rape and sexual assault Robbery
Exploitation (criminal and sexual)	Disrupting and dismantling organised crime	Rape and sexual assault
Serious organised crime	Disrupting and dismantling organised crime	Serious Organised Crime Drugs / Substance Misuse
Road safety	Targeting dangerous drivers	Road safety Vehicle crime
Anti-social behaviour	Getting tough on anti-social behaviour	Anti-Social behaviour
	Cracking down on burglary and robbery	Burglary



## 6. Key Achievements

Partnerships across Lancashire continue to work together to address key community safety issues through their respective action plans, delivering a huge range of projects and initiatives.

Partnership working has developed and governance arrangements have improved, including the establishment of the Lancashire Community Safety Partnership Board in 2019 to provide strategic direction and ensure co-ordination of community safety activities across partners.

Below are some examples of recent achievements and successes.

- The Lancashire Violence Reduction Network was awarded a further 3 years funding 2022 – 2025. Successful workstreams include Champions Adult and Youth Projects, Emergency Department Navigators, Prisoners and Prisoners Family Support, Trauma Informed Lancashire.
- Investment in town centre CCTV throughout the County
- 4 successful Home Office Safer Streets bids which brought over £1.7m funding into Lancashire
- Lancashire Police and Crime Commissioner has awarded just over £938k through the Safer Lancashire Neighbourhoods Fund to support projects and initiatives that deliver on the priorities in the Police and Crime Plan.
- Lancashire Victim Support supported 20,063 victims of which 6,888 received specialist domestic abuse support from April 2022 – March 2023.
- The Office of the Police and Crime Commissioner secured £745k from the Home Office to support the Drive Programme which aims to reduce the number of persistent domestic abuse repeat offenders and reduce the harm caused to victims and their children.
- Delivery of diversionary activities for young people throughout the County, for example significant improvements to the youth provision in Clitheroe, Whalley and Longridge in response to increased reports of anti-social behaviour, and through Operation Marano as part of the multi agency response to the increasing incidents of anti-social behaviour and disorder in Skelmersdale.
- Lancashire was awarded £7.8 million from Safer Roads Fund for works to improve safety on roads in the County including resurfacing, enhanced cats eyes and the installing of significant distances of average speed cameras.
- The Police and Crime Commissioner's Office secured £125k from the Home Office for Project CARA which is an early awareness raising diversionary intervention for perpetrators of DA offences who receive a Police Caution.
- Support across the County for the White Ribbon campaign each November, supporting the global campaign to end men's violence against women.
- Further funding awarded from the Department of Levelling Up, Housing and Communities (DLUHC) to deliver the Changing Futures programme across Lancashire for a further year up to March 2025.
- £2million funding for hot spot policing to address anti-social behaviour awarded through the Office of the Police and Crime Commissioner April 2023 – March 2025. Operation Centurion went live in July 2023 and includes a pilot area in every district of Lancashire.
- Launch of Jack's Story by the Violence Reduction Network, a picture story book resource to use with individuals/groups to understand the impact of domestic abuse and violence on children, survivor/ victims and perpetrators.
- Working in partnership the Local Authorities have implemented numerous security measures across the Town Centres that aim to reduce the impact of any potential terrorist attack

## 7. Priorities and Key issues

The key issues identified in the Strategic Assessment are addressed through our priorities of:

- Working together to protect the vulnerable,
- Working together to protect our communities from harm,
- Working together to empower our communities to feel safe

### Working together to protect the vulnerable

<p><b>Domestic Abuse</b></p>	<p>Domestic abuse is an issue for all districts of Lancashire. It accounts for approximately 16% of all crime, however, this is likely to be an underestimation. Domestic abuse can be largely hidden but is a significant concern and an increasing problem for health and social care services. Domestic abuse includes a wide range of harm including physical, sexual, emotional and financial abuse.</p> <p>In Lancashire, the response to domestic abuse is co-ordinated through the Pan Lancashire Domestic Abuse Steering Group. Each Tier 1 area has also established Domestic Abuse Partnership Boards, under the statutory requirements of Part 4 (safe accommodation) of the Domestic Abuse Act 2021. However, all 3 areas have a wider remit to ensure all aspects around domestic abuse are being considered concurrently.</p>
<p><b>Exploitation (criminal and sexual)</b></p>	<p>Child Sexual Exploitation (CSE) was first identified as a threat in Lancashire in 2004 and it has remained a threat since. The Children’s Safeguarding Assurance Partnership (CSAP) Contextual Safeguarding Strategy 2021-24 states its aim to work together to support children and young adults who require a contextual safeguarding response, to reduce harm, increase safety and improve wellbeing and outcomes.</p> <p>In 2019, Lancashire’s Safeguarding Partners established a Pan Lancashire governance structure, supported by a centralised Joint Partnership Business Unit covering the Childrens Safeguarding Partnership Board, Safeguarding Adult Boards, and Child Death Overview panel (CDOP). This was reviewed in 2022 in light of the changing needs of local populations, new legislation, leadership and introduction of Integrated Care Boards. In 2023 partners agreed to move back to place on the Local Authority footprints of Blackburn with Darwen, Blackpool and Lancashire. Work is underway to improve the connectivity between CSAP and the Lancashire Community Safety Partnership Board.</p> <p>Through partnership working and a relationship-based, trauma informed, child and young adult-focussed approach, it aims to ensure that children and young adults are safeguarded from exploitation, modern day slavery and going missing. This includes looked after children placed in our area</p>

	<p>by other Local Authorities in view of their additional vulnerabilities, and to support the effective delivery of these strategic objectives by ensuring effective multi-agency data gathering, intelligence sharing and profiling. There are dedicated contextual safeguarding – exploitation teams working right across Lancashire from many different organisations including Children's Social Care, Police, Health and Schools who assess and support victims and help them escape the cycle of abuse.</p>
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## Working together to protect our communities from harm

<p><b>Violence</b></p>	<p>The Lancashire Violence Reduction Network, set up in 2019 and funded by the Home Office, leads work to reduce serious violence across the County. Nationally, 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.</p> <p>Lancashire Violence Reduction Network (VRN), one of the original 18 Violence Reduction Units, pioneers a new approach that brings together local partners in policing, education, health, and local government to deepen understanding of the root causes of violence and put interventions in place. Those interventions shown to be the most successful are rolled out to other areas in the county. In April 2022, the Lancashire Violence Reduction Network was awarded a further 3 years funding to 2025.</p> <p>The VRN produced a county wide needs assessment and local serious violence district profiles and has one-year and five-year work plans which incorporate both violent and knife crime pilot work streams. These include Champions Adult and Youth Projects, Emergency Department Navigators, Prisoners and Prisoners Family Support, Trauma Informed Lancashire.</p> <p><u><a href="https://lancsvrn.co.uk">Tackle Violence Together   Lancashire Violence Reduction Network (lancsvrn.co.uk)</a></u></p> <p>The work of the VRN is supported at district level through the requirements of the Serious Violence Duty, which 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. District Community Safety Partnerships are developing serious violence plans, in line with the Duty, supported by the Violence Reduction Network and Office of the Police and Crime Commissioner.</p>
<p><b>Serious Organised Crime</b></p>	<p>The Lancashire Constabulary Serious Organised Crime Strategy 2022 – 2025 is built on a fully engaged partnership approach, involving</p>

	<p>stakeholders and partners from the public sector, statutory community safety partners, other government and law enforcement agencies as well as the third and private sectors to ensure that all available information, resources, and powers are utilised to tackle serious and organised crime.</p> <p>Although published by the Police, it is a joint strategy involving the Police, local authorities, third sector organisations, and communities affected by serious organised crime and other high-risk criminality, and was approved by the Lancashire Community Safety Partnership Board in 2021. The Lancashire Constabulary Serious Organised Crime Strategy 2022 – 2025 reflects the 2018 national strategy of a 4P Framework to tackle serious and organised crime – Pursue, Prevent, Protect and Prepare:</p> <p>Delivery of the strategy is via multi-agency Genga groups in each area of the County, co-ordinated by the Police Serious Crime Tasking Group and linked to district community safety partnerships. The Genga Team assist in managing the threat from organised crime from Neighbourhood Policing through to specialist departments using a variety of overt and covert tactics. The delivery of the Serious and Organised Crime Strategy will also support key interdependencies across the Contextual Safeguarding Board and within the Lancashire Serious Violence Strategy and the Youth Violence Strategy as part of the Violence Reduction Network (VRN). Genga is embedded within the VRN to enable links to Serious and Organised Crime and prevention pathways to be explored.</p> <p>Genga was launched in 2011 to compliment the Home Office 'Extending Our Reach' pilot. Since its inception, Genga has grown in both strength and numbers and now have embedded Co-ordinators across all districts.</p> <p>In November 2022 Lancashire Police and the Police and Crime Commissioner launched Operation Warrior aimed at helping communities to become more resilient to organised crime. It involves a dedicated team of officers working with other agencies including HMRC, immigration, local authorities and organisations like the Regional Crime Unit and National Crime Agency, to bring offenders to justice and seize their criminal assets.</p>
<p><b>Road Safety</b></p>	<p>The Lancashire Road Safety Partnership is a partnership of all responsible agencies with a collective ambition of reducing road casualties through the management of speed, enforcement, engineering, emergency response, driver education and training and through developing collaborative approaches to education, awareness, engagement and other measures. The Partnership continues to go through a period of change and is currently considering its future form, function, strategy and method of delivery. It is unclear at this stage whether delivery of current or future LRSP strategies will continue via the LRSP JOG (Joint Operations Group).</p> <p>The current 2016 – 2026 LRSP strategy remains in place.</p>

	<p><u>Lancashire Road Safety Partnership – Making Lancashire's Roads Safer (lancsroadsafety.co.uk)</u></p>
<p><b>Anti-Social Behaviour</b></p>	<p>Anti-social behaviour (ASB) is the common term used to describe incidents or actions that cause damage or affect the quality of life of people. It can be any behaviour that causes harassment, alarm or distress to one or more persons not living in the same household and can include things such as noise, neighbour nuisances, abandoned vehicles, litter and vehicle nuisance, vandalism, graffiti and fly posting, verbal abuse, threatening behaviour, harassment and intimidation.</p> <p>Anti-Social Behaviour incidents reported to the police have reduced by 14% when looking at the twelve months to May 2023. Locations of concern have been in and around houses of multiple occupancy (HMO's), fast-food restaurants and supermarkets with moto and youth nuisance evident. Targeting of nuisance hotspots, issues and people along with the use of ASB legislation, tools and powers, including Community Protection Notices/Warnings (CPN/CPW) and Public Space Protection Orders (PSPO) play a key role in reducing reported ASB.</p> <p>Anti-social behaviour in Lancashire is addressed at the neighbourhood and district level, particularly through local Community Safety Partnerships. Local Authorities, the Police and other partners work together to address ASB using tools and powers where appropriate, as well as diversionary activities and safeguarding measures.</p> <p>Initiatives to reduce ASB, particularly youth related, have included local targeting of moto nuisance issues and the introduction of Community Alcohol Partnerships (CAP) within some areas of Lancashire. Community Alcohol Partnerships (CAP) are part of a UK wide initiative set up to tackle underage drinking and reduce risk and vulnerability for young people in communities.</p> <p>In 2023 the Police and Crime Commissioner secured £2 million funding as part of the Government's Anti-Social behaviour Action Plan to provide hot spot policing in areas that are experiencing high levels of anti-social behaviour. Piloted initially in Accrington, Burnley, Fleetwood, Blackpool, Chorley and Preston, Operation Centurion is being rolled out to all districts from October 2023.</p>

## Working together to empower our communities to feel safe

### Our Approach

Addressing the key issues and risks affecting our communities in Lancashire requires multi agency engagement to improve safeguarding, reduce vulnerability, reduce crime and anti-social behaviour and improve the wellbeing of our residents. Our approach to empowering our communities to feel safe includes working together through the following initiatives and programmes:

<p><b>Trauma Informed Lancashire</b></p>	<p>Led by the Lancashire Violence Reduction Network, Lancashire is working towards being a Trauma Informed County. Trauma Informed Lancashire is a movement supporting public, private and third sector organisations and communities in understanding how psychological trauma can impact individuals and considering implications for their services.</p> <p>Being a trauma informed county requires everyone to understand that different life experiences shape the options available to us and our way of being and can use this understanding to influence our interactions and decisions in work and daily life.</p> <p>6000 Multi-agency professionals have received basic awareness Trauma Informed training, the majority has been face-to-face and 15 organisations are now working towards the national TI charter mark from “One Small Thing”</p> <p><a href="#">Trauma Support &amp; Awareness   Trauma Informed Lancashire</a></p>
<p><b>Changing Futures</b></p>	<p>Funded by the Department of Levelling Up, Housing and Communities (DHLUC) and The National Lottery Community Fund, Lancashire was initially awarded £6.5m from Sept 2021-March 2024 to deliver Changing Futures Lancashire. The funding has subsequently been extended to 31 March 2025. Local organisations work in partnership to better support those who experience multiple disadvantage, including homelessness, substance misuse, mental health issues, domestic abuse, and contact with the criminal justice system. The Changing Futures Lancashire model has been co-produced with people who have lived experience of multiple disadvantages. Since the start of program up to 30 June 2023, 966 beneficiaries have been supported.</p> <p><a href="#">Changing Futures   Blackburn with Darwen Borough Council</a></p>
<p><b>Strength Based Approach</b></p>	<p>Strength based practice focuses on identifying the strengths, or assets, as well as the needs and difficulties of children, young people and families. Strengths-based practice focuses on individuals’ and families’ strengths (including personal strengths and social and community networks) and not on their deficits. It also encourages families to identify the support they require to address their needs. Strength-based practice is holistic and</p>

	<p>multidisciplinary and works with the individual and families to promote their wellbeing. It is outcomes led and not services led.</p>
<p><b>Public Health Approach</b></p>	<p>Health and wellbeing issues have become more and more apparent as factors underpinning community safety. Taking a public health approach is necessary to tackle the symptoms linked to crime and disorder. The causes of the causes or wider determinants include a wide range of social, economic and environmental factors. These include: alcohol and drug use; child poverty and unemployment; education, employment and training; parenting, families and communities.</p> <p>The Lancashire Health and Wellbeing Strategy, developed by Lancashire's Health and Wellbeing Board, sets out how we will work better together to deliver real improvements and address the inequalities in the health and wellbeing of Lancashire's citizens and communities.</p>
<p><b>Reducing Reoffending</b></p>	<p>Through the Reducing Reoffending Board, building on Integrated Offender Management and other integrated approaches to provide clear referral pathways and an effective partnership approach to deal with the individuals who cause the most harm to the community. The Reducing Reoffending Board are currently being reviewed by the Office of the Police and Crime Commissioner.</p>
<p><b>Violence Against Women and Girls</b></p>	<p>The publication of the Government's Tackling Violence Against Women and Girls Strategy in July 2021 reflected increasing concerns about and emphasis on the safety of women and girls. Within Lancashire, a number of successful bids have been submitted to the Safer Streets Fund with recent rounds focussing on violence against women and girls, in addition to targeting neighbourhood crime and anti-social behaviour.</p> <p>Co-ordinated by the Police and Crime Commissioner, a Lancashire Senior Leaders Violence Against Women and Girls Summit was held in December 2022 to co-ordinate an overarching strategy and framework to tackle violence against women and girls in Lancashire, Blackburn and Blackpool. A Violence Against Women and Girls Strategic Board has been established.</p>
<p><b>Team Around the School</b></p>	<p>Team Around the School and Settings, or TASS, is a collaborative way of working across services, schools and settings with children and young people at the centre of all we do. The aim is to address issues that impact on the education of our children and young people.</p> <p>The TASS approach is a mechanism for agencies, key stakeholders and communities to come together to improve outcomes for children and young.</p> <p>There are 5 geographical areas or placed based partnerships for TASS – Fylde Coast, Morecambe Bay, West Lancashire, Pennine Lancashire and Central Lancashire. Each has a Locality Group, meeting quarterly and an allocated Education Partnership Officer.</p>

	<a href="#">Team Around the School and Settings or TASS - Lancashire County Council</a>
<b>Family Hubs</b>	<p>The Lancashire Family Hubs Network is a universal family support service where children, young people and families can access information, advice and support on a range of needs and circumstances.</p> <p>10 Family Hubs will launch across the county on Monday 25 September 2023. A further 13 Hubs will open in phase two of the programme, which will start in 2024. Support will be available for all stages of family life, from pregnancy through to 19 years old or 25 for those with special educational needs and disabilities (SEND).</p> <p><a href="#">Family Hubs network partners - Lancashire County Council</a></p>

## Cross Cutting Themes

A number of key cross cutting themes are intrinsically linked to addressing the key issues identified, and to the approach taken as outlined above. The following themes are to be addressed within each key issue as appropriate.

- Reducing vulnerability and building resilience
- Improving mental health
- Tackling drug and alcohol abuse
- Data, information sharing and community feedback.
- Prevention and early intervention
- Drawing on community and lived experience to plan and develop our services

## 8. Our Activity - Partnership Delivery

The Lancashire Community Safety Agreement is anchored in the Lancashire Community Safety Partnership Board, however the key issues are owned and delivered across a wide range of partnerships and agencies. It is in the specialist boards and local district partnerships where the oversight and delivery of the focussed work will take place through their local community safety plans and other strategies such as the Lancashire Violence Reduction Strategy.

The Lancashire Community Safety Partnership Board took the decision to keep the Community Safety Agreement as an overarching, strategic document, with the detail of operational and local delivery included in local community safety plans and other action plans owned by thematic groups reflected in the delivery framework. The table below goes some way to show where the key issues detailed in this agreement are owned and actions delivered.



## Delivery Framework

<b>Key issue / risk / threat in Strategic Assessment</b>	<b>Strategic Groups</b>	<b>Strategy / Plans in place</b>	<b>Delivery mechanism</b>
<b>Domestic abuse</b>	Lancashire Domestic Abuse Partnership Board, Pan Lancs Domestic Abuse Steering Group,	Pan Lancs DA Strategy – to be revised, Perpetrator Strategy (draft), Safe Accommodation Strategy (draft)	District CSPs, Local DA Partnerships, MARAC / MARRAC
<b>Violence</b>	Violence Reduction Network, Reducing Reoffending Board	Lancashire Serious Violence Strategy, Other VRN strategies, Trauma Informed Child and Youth Justice Plan 2022-23	VRN, District CSPs,
<b>Exploitation (criminal and sexual)</b>	Children’s Safeguarding Assurance Partnership, Adult Safeguarding Board, Pan Lancashire Anti Slavery Partnership	Contextual Safeguarding Strategy 2021-24	District CSPs, Local safeguarding arrangements,
<b>Serious organised crime</b>	Genga groups	SOC strategy	Genga groups,
<b>Road Safety</b>	Lancashire Road Safety Partnership Executive Board, Strategic Roads Policing Board	Towards Zero Lancashire: Road Safety Strategy for Lancashire 2016-2026	LRSP Joint Operations Group,
<b>Anti-social behaviour</b>		District Community Safety Plans Child and Youth Justice Plan 2022-23	District CSPs,

## 9. Monitoring and Evaluation

The Lancashire Community Safety Agreement is reviewed on an annual basis to ensure that it remains current. The Agreement is intended to be flexible and to reflect changes in policy and legislation. The priorities will be frequently reviewed; looking at the available data and feedback from our communities ensuring we remain focussed on what is important.

Lead strategic boards and partnerships for each of the key issues report on progress to the Lancashire Community Safety Partnership Board on a regular basis, as do the district community safety partnerships. A Forward Plan details when the key partnerships will provide updates to the Board. Since July 2022 the Board has received updates from the partnership or board with lead responsibility for each key issue, and this process continues. Specific monitoring arrangements in relation to Serious Violence Duty are currently being finalised.

The Board also receives Quarterly Performance and Priorities Reports from the Partnership Analyst including updates on work to tackle the current issues across the county, per district through the Tactical Tasking and Coordinating meetings and district CSPs. In addition a performance dashboard has been developed to give an up-to-date picture of trends, Lancashire's relative position, costs and other headline indicators for each of the themes identified in the Community Safety Agreement. This is available to Board members and community safety partnerships through the Multi Agency Data Exchange (MADE) platform.

The Lancashire Community Safety Partnership Board is accountable to the Community, Cultural, and Corporate Services Scrutiny Committee of the County Council. The Scrutiny Committee has set up a Community Safety Working Group which is looking at several ways to improve communication and links with elected members on community safety issues.

# Appendix B

## Performance Update

### Update on key data and performance for each of the key issues in the Community Safety Agreement

#### a) Domestic Abuse

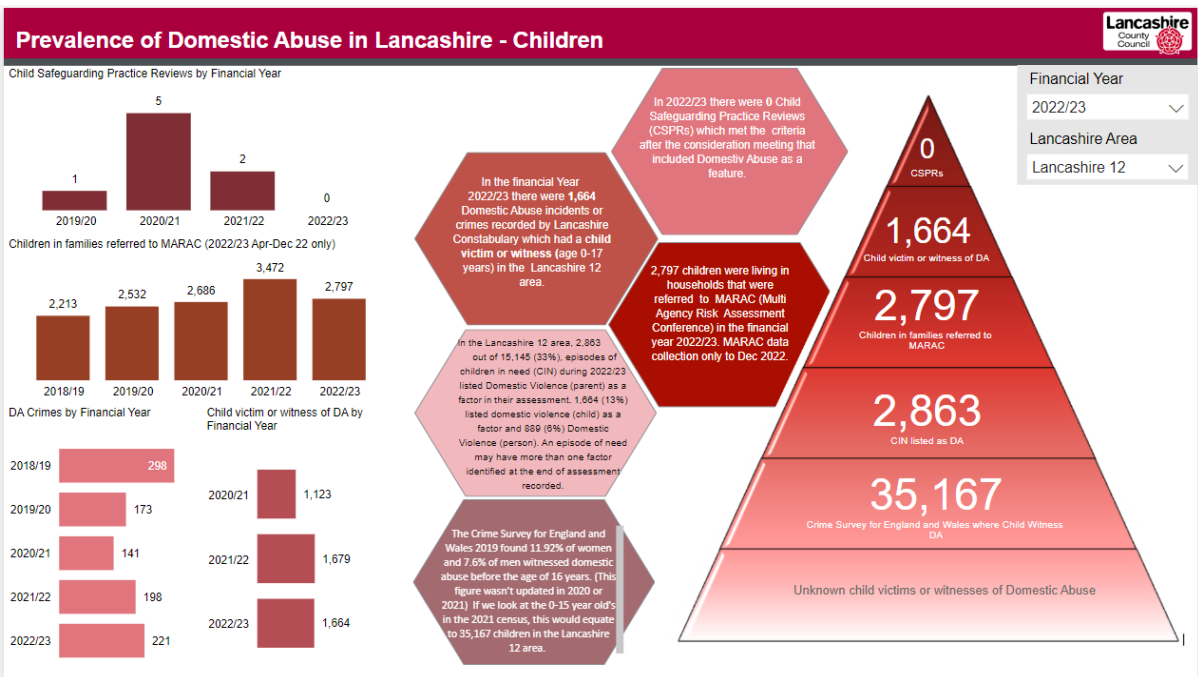
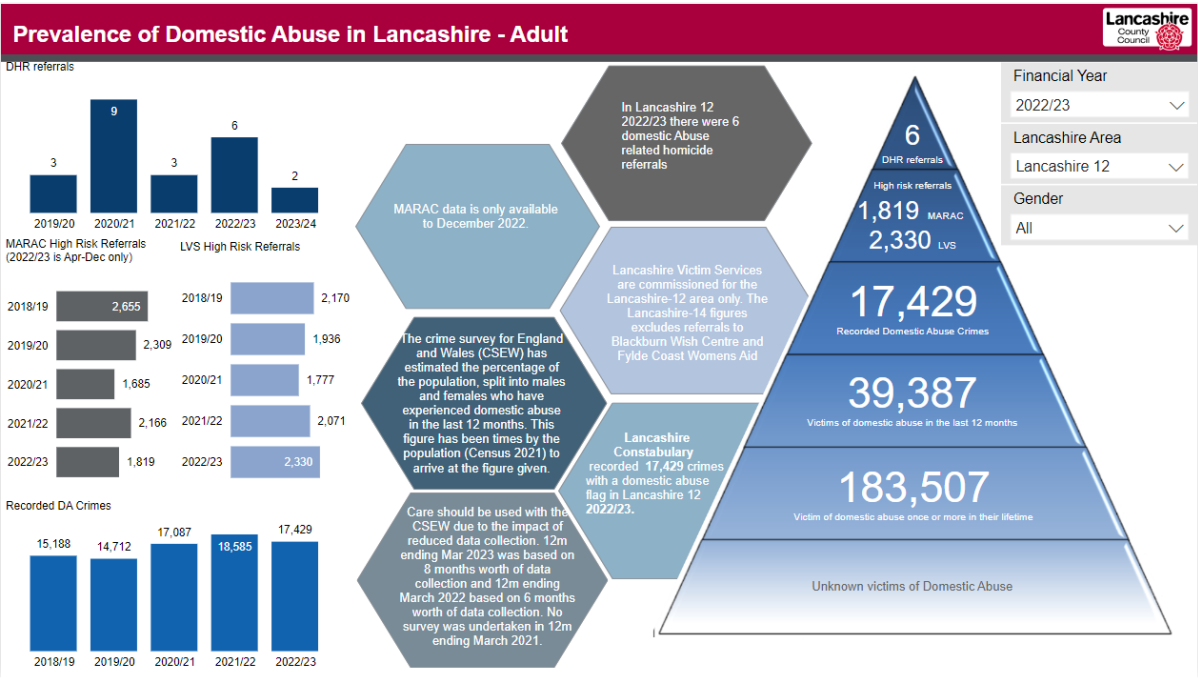
The table below shows domestic abuse report to the police in 2022 and 2023. According to figures from a Women's Aid survey (2018), only 28% of victim-survivors using community-based services formally report domestic abuse. Therefore, police data can only provide a partial picture of the actual level of domestic abuse experienced.

#### Domestic Abuse (crime related)

Geography	Jan-22 - Dec-22		Jan-23 - Dec-23		Difference	
	Actuals	Per 1000 population	Actuals	Per 1000 population	Numeric	Percent
Lancashire 12	18,050	14.6	16,355	13.2	-1695	-9
Burnley	2,174	23.0	1,809	19.1	-365	-17
Chorley	1,579	13.4	1,453	12.3	-126	-8
Fylde	794	9.7	871	10.6	77	10
Hyndburn	1,823	22.2	1,605	19.5	-218	-12
Lancaster	1,902	13.4	1,694	11.9	-208	-11
Pendle	1,543	16.1	1,316	13.7	-227	-15
Preston	2,966	20.1	2,689	18.2	-277	-9
Ribble Valley	408	6.6	394	6.4	-14	-3
Rossendale	936	13.2	796	11.2	-140	-15
South Ribble	1,420	12.8	1,249	11.2	-171	-12
West Lancashire	1,129	9.6	1,136	9.7	7	1
Wyre	1,376	12.2	1,343	11.9	-33	-2

- Reduction of 9% across the Lancashire-12 compared to 2022.
- The districts with the largest proportional reductions have been Burnley, Pendle, and Rossendale.
- Increases have been seen in Fylde and West Lancashire.
- Districts with the largest volumes have been Preston, Lancaster, and Burnley – these three areas account for 38% of all domestic abuse related crime with the Lancashire-12.
- Districts with the highest rate per 1000 population have been Burnley, Hyndburn, and Preston.
- The districts with the lowest volumes of domestic abuse related crime have been Ribble Valley, Rossendale, and Fylde.
- The lowest rates per 1000 population have been in Ribble Valley, West Lancashire, and Fylde.
- Although there have been increases in Fylde and West Lancashire, both districts have low volume and low rate per 1000 population compared to other districts across the county.

The diagrams below provide a broader picture of domestic abuse in Lancashire.



In light of the Domestic Abuse Act 2021 and the statutory duties for Local Authorities around safe accommodation, Lancashire County Council and partners are taking a wider public health approach to domestic abuse in terms of protection and prevention. There is also an ongoing learning process from the Multi Agency Risk Assessment Conference (MARAC) Review, supported by the Lancashire Violence Reduction Network to identify how to share this learning.

The provisions in the Domestic Abuse Act led directly to the creation of the multi-agency Domestic Abuse Partnership Board, which is focussed on the assessment of need and provision of safe accommodation. There are a number of other key multi agency forums which also address domestic abuse: Pan Lancashire Domestic Abuse

Steering Group; Pan Lancashire Domestic Abuse Forum; Child Safeguarding Assurance Partnership – Domestic Abuse Group; Rape and Serious Sexual Offences Group (pan Lancashire); Domestic Homicide Review Group (pan Lancashire); District Domestic Abuse Forums.

The Domestic Abuse Partnership Board has developed a safe accommodation strategy which describes how safe accommodation and support for domestic abuse victim-survivors will be provided over the next three years, outlining four objectives: early intervention and prevention; accessible services; appropriate safe accommodation; multi-agency delivery. The approach across Lancashire is to offer victims and survivors choice and control about which services they choose to access.

Within Lancashire County Council there are specialist domestic abuse practitioners working in the Children and Family Wellbeing Service and the Family Safeguarding Teams. There are also programmes addressing perpetrator behaviour including Lancashire Perpetrator Programme, Parachute Programme targeted offer for 11–19-year-olds who are displaying abusive behaviours in their relationships and child / adolescent on parent violence and abuse (CAPVA programme).

The Lancashire Domestic Abuse Partnership Board is accountable to the Lancashire Community Safety Partnership Board and regular updates on activity are presented to the Board. The Performance and Priorities Update prepared by the Senior Partnership Analyst for each Lancashire Community Safety Partnership Board meeting includes data on domestic abuse.

## **b) Violence**

The Lancashire Violence Reduction Network (VRN), set up in 2019 and funded by the Home Office, leads work to reduce serious violence across the County. In April 2022, the VRN was awarded a further 3 years funding to 2025. The VRN definition of serious violence includes the following crime types: Homicide; Knife Crime; Gun Crime; Assault resulting in injury; rape; robbery; aggravated burglary; domestic abuse and violence; child exploitation (criminal and sexual).

In terms of the Serious Violence Duty there is a growing body of knowledge regarding the impact of violence and those most at risk of being a perpetrator and/or victim. The preventable nature of violence lends itself to a public health approach and the work of the VRN encompasses this. The February 2024 Strategic Needs Assessment produced by the VRN identifies a number of individual, family and community risk factors including health, education, housing, adverse childhood experiences, poverty and gangs and a local supply of illicit drugs.

The VRN continues to address serious violence and its causes through the following programmes: Champions Adult and Youth Projects; Emergency Department Navigators; Prisoners and Prison Family Support; Trauma Informed education work and workforce development.

The Home office has 3 key performance indicators (KPIs) for serious violence: a reduction in hospital admissions for assaults with a knife or sharp object; a reduction in knife and sharp object enabled serious violence recorded by the police; and homicides recorded by the police. The most recent figures are below.

# Key Performance Indicators (KPIs)

A reduction in hospital admissions for assaults with a knife or sharp object (especially among those victims aged under 25)

*Please note: data is reported at multiples of 5, and counts under 5 are not recorded*

- There has been no data released for this metric since Sep 2023, hence the below not reflecting the most recent time period
- **Monthly comparison:** 0% change in hospital admissions for assaults with a knife or sharp object (Aug 23 – Sep 23)
- **Annual comparison:** 10% increase in hospital admissions for assaults with a knife or sharp object (Sep 22 – Sep 23)

A reduction in knife-enabled serious violence (especially among those victims aged under 25)

*Please note: we are only able to routinely extract data for victims under 18*

- **Monthly comparison:** 7% decrease in recorded knife-enabled serious violence (Dec 23 - Jan 24)
  - 7% decrease in knife-enabled serious violence with victims under 18
- **Annual comparison:** 1% increase in knife-enabled serious violence (Jan 23 - Jan 24)
  - 13% decrease in knife-enabled serious violence with victims under 18

A reduction in all non-domestic homicides (especially among those victims aged under 25 involving knives)

- There were no non-domestic homicides involving a knife recorded in Jan 24
  - Therefore, no non-domestic homicides involving a knife with a victim aged <25
- **Monthly comparison:** 0% change in non-domestic homicides invol. knives from Dec 23 (0) to Jan 24 (0)
- **Annual comparison:** 0% change in non-domestic homicides invol. knives from Jan 23 (0) to Jan 24 (0)



The work of the VRN is supported at district level through the requirements of the Serious Violence Duty, see section 3 below - Lancashire Response to Serious Violence Duty.

The VRN provides regular updates to the Lancashire Community Safety Partnership Board and the Performance and Priorities Update prepared by the Senior Partnership Analyst for each meeting includes data on violence against the person, robbery, knife crime and assault.

Serious violence encompasses a number of crime types, as mentioned above. The table below shows police data for violence against the person for 2022 and 2023.

Geography	Jan-22 - Dec-22		Jan-23 - Dec-23		Difference	
	Actuals	Per 1000 population	Actuals	Per 1000 population	Numeric	Percent
Lancashire 12	40,453	32.7	37,607	30.4	-2846	-7
Burnley	4,710	49.7	4,161	43.9	-549	-12
Chorley	3,451	29.3	3,324	28.2	-127	-4
Fylde	1,828	22.3	2,029	24.8	201	11
Hyndburn	3,769	45.8	3,498	42.5	-271	-7
Lancaster	4,592	32.3	4,318	30.4	-274	-6
Pendle	3,146	32.8	2,750	28.7	-396	-13
Preston	6,894	46.7	6,264	42.4	-630	-9
Ribble Valley	1,026	16.6	979	15.8	-47	-5
Rossendale	2,107	29.7	1,875	26.4	-232	-11
South Ribble	3,188	28.7	2,838	25.5	-350	-11
West Lancashire	2,534	21.6	2,482	21.2	-52	-2
Wyre	3,208	28.5	3,089	27.5	-119	-4

- Reduction of 7% across the Lancashire-12 compared to 2022.
- The districts with the largest proportional reductions have been Burnley, Pendle, Rossendale, and South Ribble.
- Increases have been seen in Fylde.
- Districts with the largest volumes have been Preston, Lancaster, and Burnley – these three areas account for 39% of all violence against the person within the Lancashire-12.
- Districts with the highest rate per 1000 population have been Burnley, Hyndburn, and Preston.

- The districts with the lowest volumes of violence against the person have been Ribble Valley, Rossendale, and Fylde.
- The lowest rates per 1000 population have been in Ribble Valley, West Lancashire, and Fylde.
- Although Fylde has seen an increase, it has low volume and low rate per 1000 population compared to other districts across the county.

### **c) Exploitation**

In Autumn 2022, Safeguarding Partners commenced a review of the Pan-Lancashire Childrens and Adults safeguarding governance arrangements with the aim of improving the governance and front-line practice of local arrangements. As a result, the Children's Safeguarding Assurance Partnership Executive Board agreed to change to a place-based model which will have a greater focus on accountability and decision making at a local level.

Since 1 September 2023, responsibility and oversight of Child Safeguarding is under the remit of individual place-based boards, namely Blackburn with Darwen Children's Safeguarding Assurance Partnership, Blackpool Children's Safeguarding Assurance Partnership and Lancashire Children's Safeguarding Assurance Partnership.

The Lancashire Children's Safeguarding Assurance Partnership (CSAP) have reviewed their priorities for 2024 and agreed to keep them as Neglect, Contextual Safeguarding and Domestic Abuse. Work is ongoing to develop the strategy and workplans.

The Lancashire Safeguarding Adult Board priorities are Innovation in Safeguarding, Effective Safeguarding and Listening, Learning and Delivering. They have renewed the strategic plan and workplans.

Links between safeguarding and community safety have recently been reviewed and strengthened, linked to work around mapping the structure of community safety related partnerships and governance and clarifying lines of accountability.

Exploitation of children and young people is addressed through the Contextual Safeguarding Service within Lancashire County Council, taking a multi agency approach and working with partners across the County. The Contextual Safeguarding Service is part of Children's Social Care and incorporates a number of teams across the county – Exploitation, Extra Familial Harm and Missing From Home.

At the end of December 2023 there were 101 children open to the Lancashire Children's Social Care (CSC) Complex Safeguarding Team (CST). This reflects referrals to CSC which meet the threshold for social care support and have identified extra familial exploitation or grooming. These children and families receive a specialised complex safeguarding assessment, and where appropriate, multi-agency support to help manage the risks and reduce the child's vulnerability when away from the family environment. The gender balance within the CST cohort sees the proportion of males being slightly higher than for females. There is a strong correlation between exploitation type and gender with 96.2% of criminal exploitation cases being for males and 88.4% of sexual exploitation cases for females. North has more sexual

exploitation than criminal exploitation work ongoing, with East and Central currently having more children supported for criminal exploitation concerns.

The Lancashire Community Safety Partnership Board has recently received updates from the Safeguarding Business Unit and the Contextual Safeguarding Service.

#### **d) Serious and Organised Crime**

The Lancashire Constabulary Serious and Organised Crime Strategy 2022 – 2025 published by the Police is a joint strategy involving the Police, local authorities, third sector organisations, and communities affected by serious and organised crime and other high-risk criminality. The Strategy reflects the 2018 national strategy of a 4P Framework to tackle serious and organised crime – Pursue, Prevent, Protect and Prepare:

Delivery of the strategy is via multi-agency Genga groups in each area of the County, co-ordinated by the Police Serious Crime Tasking Group and linked to district community safety partnerships. The Genga Team assist in managing the threat from organised crime from Neighbourhood Policing through to specialist departments using a variety of overt and covert tactics. The delivery of the Serious and Organised Crime Strategy also supports key interdependencies across the Contextual Safeguarding Board and within the Lancashire Serious Violence Strategy and the Youth Violence Strategy as part of the Violence Reduction Network (VRN). Genga is embedded within the VRN to enable links to Serious and Organised Crime and prevention pathways to be explored.

In November 2022 Lancashire Police and the Police and Crime Commissioner launched Operation Warrior aimed at helping communities to become more resilient to organised crime.

It involves a dedicated team of officers working with other agencies including HMRC, immigration, local authorities and organisations like the Regional Crime Unit and National Crime Agency, to bring offenders to justice and seize their criminal assets.

A year on Operation Warrior has achieved the following successes:

- 286kg of Class A & B drugs seized
- 10550 Cannabis Plants seized
- £1.2million in cash seized
- Over 1200 arrests
- 649 years of jail time for offenders who are now behind bars
- 225 Children and 127 Adults Safeguarded

Operation Warrior continues to target serious and organised crime and safeguard vulnerable people.

Overall governance of Lancashire's partnership serious and organised crime arrangements, including Genga, are the responsibility of the Lancashire Community Safety Partnership Board, which receives regular updates on activities and performance in addressing serious organised crime.



Drugs and alcohol are a major driver of crime and anti-social behaviour linking into each of the key issues, including serious and organised crime. The Lancashire Drug and Alcohol Partnership, formed in response to the national drug strategy, From Harm to Hope, has undertaken a needs assessment and produced an action plan focussing on three strategic priorities: breaking drug supply chains, delivering a world-class treatment and recovery system, and achieving a generational shift in demand for drugs.

### e) Road Safety

A partnership approach to improving road safety is taken, through collaboration of individual partners who have a responsibility for road safety in Lancashire. The 1988 Road Traffic Act puts a statutory duty on local authorities to promote road safety. This is done through investigating road casualties, introducing engineering solutions, providing education and engagement, and seeking to reduce the number of people killed and seriously injured on our roads.

Lancashire County Council is responsible for speed limit orders, the assessment of average speed and signage. The council help investigate road casualties, promote road safety and seek to reduce killed and serious Injuries on our roads. The police however, are responsible for enforcement, which includes:

- Excess speed
- Driving without due care and attention and Dangerous driving offences
- Drug and drink driving
- Failure to wear a seat belt or use a child restraint
- Mobile phone usage whilst driving.

These are the five main contributory factors that cause road traffic collisions– known as the ‘Fatal 5’ and are the focus of the police response. Speed cameras (average, mobile and static) detected 66,508 offences in 2023 (Lancashire 14). In addition there were 1699 offences detected by police officers. In 2023 there were 955 mobile phone offences detected, 2619 drink and drug driving offences, 1225 seat belt related offences and 6809 driving without due care and attention offences.

Based on the Department for Transport nationally published collision data the number of people killed or seriously injured in the last 6 years are as follows (In the Lancashire 12 districts):

<b>Year</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Fatal collisions</b>	36	45	41	23	32	34
<b>Serious collisions</b>	923	927	771	625	717	831
<b>Total number of KSI</b>	<b>959</b>	<b>972</b>	<b>812</b>	<b>648</b>	<b>749</b>	<b>865</b>

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 seven years ago.

- Cyclists and motorcyclists are at a much higher risk when using Lancashire's roads, compared with other vehicle types. Motor cyclist users made up 17% and pedal cyclists 14% of road users who were killed or seriously injured in 2022. Cyclists make up 9% and motorbikes 8% of all casualties which is far higher than would be expected by the proportion of road users in the area.
- The afternoon school run and morning and evening rush hours are peak times for collisions and casualties.
- 22% of casualties are in the 16-25 age range and males make up 58% of casualties.
- Preston has the highest number of KSI casualties. The two unitary authorities, Blackburn with Darwen and Blackpool, have the highest number of child (0-15 years) KSI casualties although thankfully these numbers are very low.

Work is ongoing to mitigate the severity or outcome of incidents through, education, engineering, and awareness. 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; over 65s.

The Lancashire Road Safety Partnership has been reviewed. New terms of reference for the 2 groups have been written for the Delivery Group and for the Challenge Board. All partners continue to work collaboratively and closely with each other. Regular updates are provided to the LCSPB on road safety activity and partnership working.

The constabulary now manage the LRSP website which includes the speed concern portal [Speed Concern Submission – Lancashire Road Safety Partnership \(lancsroadsafety.co.uk\)](https://lancsroadsafety.co.uk). The portal should still be used as the primary means to report any speed related issues in Lancashire.

## f) Anti-Social Behaviour

The table below shows Anti-Social Behaviour (ASB) reports to the police in 2022 and 2023.

Geography	Jan-22 - Dec-22		Jan-23 - Dec-23		Change	
	Actuals	Per 1000 population	Actuals	Per 1000 population	Numeric	Percent
Lancashire 12	40,808	33.0	38,039	30.8	-2769	-7
Burnley	4,666	49.3	4,087	43.2	-579	-12
Chorley	3,141	26.6	3,327	28.2	186	6
Fylde	1,947	23.8	2,125	26.0	178	9
Hyndburn	3,556	43.2	3,085	37.5	-471	-13
Lancaster	5,072	35.7	4,432	31.2	-640	-13
Pendle	3,066	32.0	2,655	27.7	-411	-13
Preston	7,540	51.1	6,772	45.9	-768	-10
Ribble Valley	1,007	16.3	944	15.3	-63	-6
Rossendale	2,007	28.3	2,232	31.4	225	11
South Ribble	3,162	28.4	2,885	25.9	-277	-9
West Lancashire	2,690	23.0	2,618	22.4	-72	-3
Wyre	2,954	26.3	2,877	25.6	-77	-3

- Reduction of 7% across the Lancashire-12 compared to 2022.
- The districts with the largest proportional reductions have been Hyndburn, Lancaster, and Pendle.
- Increases have been seen in three districts – Chorley, Fylde, and Rossendale.
- Districts with the largest volumes have been Preston, Lancaster, and Burnley – these three areas account for 40% of all ASB within the Lancashire-12.

- Districts with the highest rate per 1000 population have been Preston, Burnley, and Hyndburn.
- The districts with the lowest volumes of ASB have been Ribble Valley, Fylde, and Rossendale.
- The lowest rates per 1000 population have been in Ribble Valley, West Lancashire, and Wyre.

Anti-social behaviour in Lancashire is addressed at the neighbourhood and district level, particularly through local community safety partnerships (CSPs). Local Authorities, the Police and other partners work together to address ASB using tools and powers where appropriate, as well as diversionary activities and safeguarding measures. ASB tends to occur in specific hot spot locations, which can vary over time, and therefore district ASB data doesn't give the full picture. The local CSP, working with the neighbourhood policing team and other agencies, and linking in with the police Tactical Tasking Co-ordination Groups will have data and intelligence on ASB hot spot areas and will respond accordingly.

There have been numerous local Initiatives to address ASB, particularly youth related, including Operation MARANO, a multi-agency response to ASB spikes near to the main shopping area and leisure facilities in Skelmersdale. This resulted in significant reductions in ASB and West Lancs CSP recently won the overall Lancashire Constabulary POP Award for the multi-agency approach of Op MARANO. Wyre CSP has a number of actions to reduce youth ASB including working more closely with schools and increasing diversionary activities. In the last 12 months Lancaster CSP has been successful in a number of bids to the Safer Neighbourhood Fund and Safer Streets 5 which has enabled additional CCTV to be installed in hotspot wards for ASB and violent crime.

In Ribble Valley a Police youth referral panel was set up and is well attended by most secondary schools, youth providers, the Community Alcohol Partnership and family services and there have been improvements to youth provision in the district and the reintroduction of youth diversionary activities with support from the Champion's Programme through the VRN. Actions in Preston include extra measures in the Saint Matthews and City Centre areas, funded through Safer Streets 4, focussed on ASB and issues associated with the night-time economy.

In Burnley all local activities are agreed through the Multi Agency Tasking and Co-ordinating meeting and emerging and predictive threats, such as alcohol related crime in the run up to Christmas are considered. Burnley Council and Police worked together to deliver a series of partnership days of action and resident engagement in the Queensgate area. Days were delivered looking at issues such as ASB, environmental issues, road safety, and trading standards. Following a residents meeting patrols took place on a weekly basis directly tackling issues brought to partners by the public. In Chorley a successful multi agency project was undertaken to address ASB in the town centre, involving vulnerable young people and focussed on specific retail premises.

Community Alcohol Partnerships, established in some areas of Lancashire, tackle underage drinking and reduce risk and vulnerability for young people in communities. The Office of the Police and Crime Commissioner was awarded £2million funding for hot spot policing to address anti-social behaviour from April 2023 – March 2025. Operation Centurion went live in July 2023 and includes a pilot area in every district of

Lancashire. The areas across the county identified for additional funding under Operation Centurion have seen anti-social behaviour reduce by 9% since the beginning of July.

Links between the district CSPs and the Lancashire Community Safety Partnership Board are being strengthened. District Community Safety Partnership Officers now present a report at each meeting of the Lancashire Community Safety Partnership Board on a rolling basis to share successes and best practice, to explain the direction their particular statistics are heading, to ask for help from partners where required, and to support the Board in understanding data and performance. In addition the Performance and Priorities Update prepared by the Senior Partnership Analyst for each meeting includes a summary of current issues across the county, per district and the actions being taken to resolve them.

# Appendix C

## Lancashire Strategic Assessment

### Proposed Timetable 2024-2025

<b>Date(s)</b>	<b>Milestone</b>	<b>Activities</b>
March-May 2024	Preparation: collation of research and evidence	<ul style="list-style-type: none"> <li>▪ Evaluation of current position.</li> <li>▪ Research and analysis of current issues and emerging trends (include risk matrix).</li> <li>▪ What we know.</li> <li>▪ Gaps in knowledge.</li> <li>▪ Survey analysis – Lancashire Talking (public perception).</li> <li>▪ Crime Survey England &amp; Wales.</li> </ul>
May-June 2024	Local workshops (Local Authorities, local agencies, frontline workers)	<ul style="list-style-type: none"> <li>▪ Present Pan-Lancashire issues.</li> <li>▪ Present local issues, Lancashire Talking.</li> <li>▪ Consult on key issues, knowledge gaps, and requirements.</li> </ul>
June 2024	Steering Group	<ul style="list-style-type: none"> <li>▪ Review progress and findings to date.</li> <li>▪ Discussion points from local workshops.</li> <li>▪ Action out additional research / work packages.</li> </ul>
June 2024	Update current findings	<ul style="list-style-type: none"> <li>▪ Research and analysis.</li> <li>▪ Gaps highlighted in local workshops.</li> </ul>
July 2024	Consult with attendees from local workshops	<ul style="list-style-type: none"> <li>▪ Present latest findings.</li> <li>▪ Consult on key issues, knowledge gaps, requirements, recommendations and areas of development for partnership plans.</li> </ul>
July 2024	Steering Group	<ul style="list-style-type: none"> <li>▪ Review progress and findings to date.</li> <li>▪ Develop recommendations.</li> </ul>
August – October 2024	Complete first assessment draft and send out for consultation	<ul style="list-style-type: none"> <li>▪ Complete first draft of assessment.</li> <li>▪ Draft recommendations.</li> <li>▪ Consultation on new community safety agreement.</li> <li>▪ Present to LCSPB.</li> </ul>
November 2024 – January 2025	Finalise Project and dissemination of final assessment	<ul style="list-style-type: none"> <li>▪ Collate feedback and finalise project.</li> <li>▪ Make alterations from LCSPB.</li> <li>▪ Publish and disseminate assessment.</li> <li>▪ Present to Scrutiny Committee.</li> </ul>



**Community, Cultural, and Corporate Services Scrutiny Committee**  
Meeting to be held on Thursday, 18 April 2024

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
N/A;

**Work Programme 2023/24**  
(Appendix 'A' – 'D' refers)

Contact for further information:  
Misbah Mahmood, Tel: 01772 530818, Senior Democratic Services Officer,  
[Misbah.mahmood@lancashire.gov.uk](mailto:Misbah.mahmood@lancashire.gov.uk)

**Brief Summary**

This report provides members of the Community, Cultural and Corporate Services Scrutiny Committee with the committee's work programme for 2023-24.

**Recommendation**

The Community, Cultural and Corporate Services Scrutiny Committee is asked to note the work programme for 2023/24 and note progress relating to recommendations from the 2023/24 work programme.

**Detail**

The work programme for 2023/24 was drafted following the Portfolio and Service Area Update for the Community, Cultural and Corporate Services Scrutiny Committee, held on 11 July 2023. Following this meeting, the draft programme was finalised, reported, and approved at the meeting of the Scrutiny Management Board on 25 July 2023.

Attached at **Appendix 'A'** is a copy of the work programme for the Community, Cultural and Corporate Services Scrutiny Committee for 2023/24, the committee is asked to note the work programme.

Since the last meeting of the committee in February 2024, the following responses to the committee's recommendations from the 2023/24 work programme have been received:

- The Cabinet Member for Resources, HR and Property has responded to the committee's recommendations, following its review of the People Services: Council Workforce Update including Benchmarking: Recruitment, Retention, Reward and Performance Management Report– attached at **Appendix 'B'**.
- The Cabinet Member for Communities and Cultural Services has responded to the committee's recommendations, following its review of Culture: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh Report – attached at **Appendix 'C'**.
- The Cabinet Member for Communities and Cultural Services has responded to the committee's recommendations, following its review of the Lancashire Culture and Sport fund / Crowdfund Lancashire Report– attached at **Appendix 'D'**.

## Appendices

Appendices 'A' – 'D' are attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	Work Programme for the Community, Cultural and Corporate Services Scrutiny Committee 2023/24
Appendix 'B'	Response to recommendations from People Services: Council Workforce Update including Benchmarking: Recruitment, Retention, Reward and Performance Management Report
Appendix 'C'	Response to Recommendations from Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh Report
Appendix 'D'	Response to recommendations from Lancashire Culture and Sport Fund / Crowdfund Lancashire Report

## Consultations

N/A

## Implications:

This item has the following implications, as indicated:

### Legal

There are no significant legal implications detailed in this report and appendices. Recommendations of the committee are made for further consideration to be given to issues and this would need to include a full assessment of the legal risk and implications.

### Finance





There are no significant financial implications detailed in this report and appendices. Recommendations of the committee are made for further consideration to be given to issues and this would need to include a full assessment of the financial risk and implications.

### **Risk management**

N/A

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

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A





## Community, Cultural and Corporate Services Scrutiny Committee Work Programme 2023-2024

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](#) (Part 2 Article 5).

### **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 Work Programme 2023-2024

	Committee Meeting Date					
Scrutiny Activity	28 Sept 2023	9 Nov 2023	12 Dec 2023	6 Feb 2024	18 April 2024	21 May 2024
<b>Service Area Report to Committee</b>	Council Estate, Use and Occupancy of Council Buildings and Asset Disposal	Strategy and Performance: Data and Analytics  Communications/Digital Services: Update on The Council's Web Presence and Customers' Digital Experience	People Services: Council Workforce Update Benchmarking: Recruitment Retention Reward (salary) Performance Management	Culture Review: What it is, impact in terms of place/economy, engaging with young people  Lancashire Culture and Sport Fund/Crowdfund Lancashire	Partnership Working: Benchmarking, cooperative working, shared services models and delivery	Lancashire Ethnic Minority Partnership update – Corporate Cohesion Strategy And Workforce Equalities Strategy
<b>Annual Report to Committee</b>					Lancashire Community Safety Agreement and Performance Update	
<b>Planned Decision Scrutiny Review</b>	Change and Improvement: LCC Change Plan		People Strategy	Cultural Strategy Refresh		Change and Improvement: Further Update LCC Change Plan
<b>Other Scrutiny Review Update</b>						
<b>Cabinet Member Required Attendance</b>	Cabinet Member for Resources, HR and Property	Cabinet Member for Resources, HR and Property/ Cabinet Member for Community and Cultural Services	Cabinet Member for Resources, HR and Property	Cabinet Member for Community and Cultural Services	Cabinet Member for Community and Cultural Services/ Cabinet Member for Resources, HR and Property	Cabinet Member for Community & Cultural Services & Cabinet Member for Resources, HR & Property

## Community, Cultural and Corporate Services Scrutiny Committee Recommendations Progress

Meeting Date	Report Title	Corporate Priority	Recommendation	Progress Detail
28/09/23	Report of the Community Safety Working Group	Delivering better services; Caring for the vulnerable	<p><b>Resolved:</b> That the following recommendations be presented to the next meeting of the Lancashire Community Safety Partnership Board:</p> <ul style="list-style-type: none"> <li>i. That the amendments and updates made to the draft Community Safety Agreement 2022 – 25 be agreed subject to the following:               <ul style="list-style-type: none"> <li>a. The addition of the following wording to be included in the agreement – 'We are looking at several ways to improve communication and links with elected members on community safety issues'.</li> <li>b. Consideration to be given to multiple diagrams to be included in the agreement to explain which partners are involved in each of the 6 key issues.</li> </ul> </li> </ul> <p><b>Resolved:</b> That:</p> <ul style="list-style-type: none"> <li>ii. Officers to work with elected members to improve communication and links on community safety issues including:               <ul style="list-style-type: none"> <li>a. Delivering a Bite Size Briefing to describe the work on Community Safety and the context within which that work sits for all county councillors. Updates to include all key community safety issues affecting local communities as outlined in the Community Safety Agreement</li> <li>b. Consideration to be given to an annual meeting to take place to coincide with the</li> </ul> </li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Community and Cultural Services. A response was provided to members of the committee on the 4 December 2023 and was included in the Work Programme Report to the Committee on 12 December 2023.</p>

			<p>review of the Community Safety Agreement which involves councillors, wider stakeholders, and community groups.</p> <p>c. Officers to meet with county councillors nominated to sit on local CSP's separately to help frame how they can be best supported in their role and to provide them with a better understanding of the community safety landscape, work that is already underway, and how we operate in partnership.</p> <p>d. Officers who attend meetings of the CSP's, to be allocated to provide ongoing support for nominated councillors, with a briefing to be provided ahead of each CSP meeting to ensure that any relevant data is shared in a meaningful way.</p> <p>e. A meeting of all county council representatives that sit on local CSP's to take place on a 4 monthly basis.</p> <p>iii. Consideration be given for elective member representation (observer status as a minimum) to be included on the Lancashire Community Safety Partnership Board.</p> <p>iv. Consideration for the agenda and minutes of the Lancashire Community Safety Partnership Board meeting to be made available to members of the Community, Cultural and Corporate Services Scrutiny Committee and the Community Safety Working Group for the purpose of scrutiny.</p> <p>v. Consideration to be given to the role of the Health and Wellbeing Board in relation to Community Safety.</p>	
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			<ul style="list-style-type: none"> <li>vi. A mapping exercise to take place, to map out the full network of support, with an update to be provided to the Community, Cultural and Corporate Services Scrutiny Committee at an appropriate time.</li> <li>vii. Information to be shared on what KPI's are currently used in terms of all the key issues, at an appropriate time.</li> <li>viii. Consideration be given to how the Combined Authority proposal may impact how Community Safety arrangements will operate.</li> </ul>	
28/09/23	Change and Improvement: LCC Change Plan	Delivering better services; Caring for the vulnerable; Supporting economic growth	<p><b>Resolved:</b> That:</p> <ul style="list-style-type: none"> <li>i. A further update to be provided to the committee on Change and Improvement: LCC Change Plan in 6 months' time.</li> </ul>	A further update will be presented to the committee in May 2024.
28/09/23	Council Estate, Use and Occupancy of Council Buildings and Asset Disposal	Delivering better services; Supporting economic growth, Protecting our environment	<p><b>Resolved:</b> That:</p> <ul style="list-style-type: none"> <li>i. Current map data provided for each of the Service areas, presenting the location of assets, to be provided in a table / grid form and, broken down by district.</li> <li>ii. Further information to be provided in relation to Table B: Property Assets Running Costs to include the following: <ul style="list-style-type: none"> <li>a. Costs to be broken down further for buildings that are owned by the county council (freehold) and those that are leased and include property holding responsibilities.</li> <li>b. A performance table detailing the grades of costs for assets, for example different highlights for very expensive buildings to inexpensive buildings.</li> </ul> </li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property.</p> <p>A response has been provided to committee members and will be included in the Work Programme Report at the 6 February 2024 meeting.</p>

			<ul style="list-style-type: none"><li>c. Breakdown of assets by cost per meter squared and information explaining what the total condition cost means. Where possible, data to be provided on the age of buildings and the impact this has on cost.</li><li>d. Clarity on what each of the P1, P2 P3 and P4 categories mean, including a link to the Asset Management Strategy.</li></ul> <p>iii. A briefing note to be provided on the following:</p> <ul style="list-style-type: none"><li>a. Information on RAAC and what the situation is for Lancashire Schools and other county council owned buildings.</li><li>b. Details on what the cost of working with LASER is to undertake a base line carbon assessment, and consideration be given to whether it would be more cost effective to bring this in house.</li><li>c. Regarding property asset disposals, data to be broken down by district (geographic location) and by category to determine what type of asset had been disposed.</li><li>d. Moving forward, data to be provided on relocation costs and / or savings for moving staff and facilities from buildings.</li><li>e. Information on what the revenue implications are of Property Asset Disposals, as detailed in Table C. Consideration to be given to business planning and tightening up the business case process, where the county council has service ambitions and opportunities for reconfiguring and relocating.</li></ul>	
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			<p>f. Data to be provided on buildings or rooms that have been let and leased for revenue purposes rather than disposed of.</p> <p>iv. Consideration be given to improving the briefing process to councillors so they are informed earlier in the process about assets that are available for community asset transfer so they can share their expertise and information in their communities and with prospect community groups who may be interested.</p> <p>v. Benchmarking Data in this area of work from other authorities (taking into consideration specific and individual circumstances for authorities) to be shared with the committee once this information becomes available, further to a request made through the County Council's Network.</p> <p>vi. Consideration to be given to a press release about how successful the process of property asset disposal has been at the county council.</p> <p>vii. Consideration be given to a survey to be provided to community groups or CICs to capture valuable feedback from groups who have gone through the process of asset transfer. Information to be provided on the new processes put in place to strengthen the asset transfer process, agreed as part of the updated Asset Management Policy, and where possible, consideration be given to how successful the previous community asset transfer policy was and the length of time it took to complete a transfer.</p>	
12/12/23	<p>People Services: Council Workforce Update including Benchmarking: Recruitment,</p>	<p>Delivering better services</p>	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Resources, HR and Property (Deputy Leader):</p>	<p>The recommendations have been shared with the Cabinet Member for Resources, HR and Property.</p>

	<p>Retention, Reward and Performance Management</p>		<p>i. A future report or briefing note to the committee at an appropriate time be provided to consider the following:</p> <ul style="list-style-type: none"> <li>a. The mean and mode age of employees in reference to Age Profile, to be provided and a further breakdown of age profile by service area.</li> <li>b. In relation to gender, a further breakdown to be provided for each service area.</li> <li>c. A breakdown of geographic data in terms of where our employees live, for those living outside of the county, where possible.</li> <li>d. Consideration to be given to how the organisation is dealing with an aging workforce.</li> <li>e. Benchmarking data on other similarly comparable authorities in this area of work to be provided as and when available.</li> <li>f. Further data to be provided to breakdown which service areas vacant posts are held in, what the pay levels are and how long vacancies have been vacant for.</li> <li>g. Exit interview data to be considered to develop a greater understanding of why employees have left the organisation.</li> <li>h. Details of the steps being taken to ensure that staff are more involved in change management at the authority.</li> </ul> <p>ii. Consideration to be given to the following mechanisms to further strengthen the recruitment and retention of employees:</p>	<p>A response has been provided to committee members and will be included in the Work Programme Report at the 18 April 2024 meeting.</p>
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			<ul style="list-style-type: none"> <li>a. Staying in touch with former employees for feedback to be gathered and a greater understanding of why they left the organisation and the concept of 'Stay Interviews' to be explored to identify any potential issues or barriers for employees considering leaving the authority.</li> <li>b. A press release to promote the work the county council is doing with apprenticeships.</li> <li>c. Closer working with local universities and employers to develop bespoke training programmes or courses where there is a job 'guaranteed' at the end of the course. Consider how this work is being delivered across other comparable authorities.</li> <li>d. The formation of an Alumni or Forum of former employees who would be ambassadors for the organisation.</li> <li>e. Greater work shadowing and mentoring opportunities for existing employees.</li> </ul>	
12/12/23	Lancashire County Council's People Strategy	Delivering better services	<b>Resolved:</b> That Lancashire County Council's People Strategy be welcomed with no further recommendations from the committee at this time.	No further update required at this time.
6 February 2024	Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh	Delivering better services	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services and where possible, be used to inform the draft Cultural Services Strategy for 2024 - 2028:</p> <ul style="list-style-type: none"> <li>i. Consideration be given to how the county council can further support, grow, and work with our National Portfolio Organisation holders that exist in Lancashire to attract even more funding including</li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Communities and Cultural Services.</p> <p>A response has been provided to committee members and will be included in the Work Programme</p>

			<p>a breakdown of the rubric contained in the ACE Create IT Strategy Document.</p> <ul style="list-style-type: none"> <li>ii. A piece of work to take place to understand the footprint of where NPO organisations are located within Lancashire and whether they are eligible for National Lottery Heritage Funding, National Lottery Community Funds and Sports England at a district level.</li> <li>iii. Examination of individual District Local Plans / Core Strategy documents produced by districts to better understand their cultural strategies.</li> <li>iv. Information to be provided on the role of advocacy organisations the county council works with such as Arts Lancashire, Digital Lancashire, Lancashire Cultural Network and Visit Lancashire.</li> <li>v. Development of a Directory of Festivals in Lancashire to be considered and regard be given to how significant events and festivals are shared wider in Lancashire. Consideration be given to a package of support to be provided for events where sponsorship can be leveraged in.</li> <li>vi. Consideration be given to the role of culture as part of the Corporate Cohesion Strategy and Workforce Equalities Strategy update which is due to be presented to the committee in May 24.</li> <li>vii. Refer the report provided to the committee to Children, Families and Skills Scrutiny Committee for them to review the report in terms of the updates provided on Education and Skills.</li> <li>viii. Officers to revisit a series of reports produced and commissioned since 2012 including The Work Foundation on The Creative Economy in Lancashire and the LCC Scrutiny Task Group Report – Towards a Stronger Sense of Place.</li> </ul>	<p>Report at the 18 April 2024 meeting.</p>
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			<p>ix. A further report to come back to the committee in November 2024 to update the committee on how work is progressing.</p>	
6 February 2024	Lancashire Culture and Sport Fund / Crowdfund Lancashire	Delivering better services	<p><b>Resolved:</b> That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services:</p> <ul style="list-style-type: none"> <li>i. That the following recommendations from the report be supported: <ul style="list-style-type: none"> <li>a. To continue to reach Lancashire residents and community groups in more areas so all districts have an equitable share of the Lancashire Culture &amp; Sport Fund.</li> <li>b. To continue to target under-represented areas and communities through working with district councils and community organisations.</li> <li>c. To lower the current maximum pledge of £20,000 to £15,000. This would allow the panel to support more projects at higher pledge amounts, meaning more funds could be spread across the county and increasing the likeliness of more projects reaching their crowdfunding target.</li> </ul> </li> <li>ii. That recommendation iii from the report to prioritise those projects in low-income and for under-represented areas not be supported at this time.</li> <li>iii. Officers to consider how venues can be utilised and accessed more for community events, allowing communities to have greater access to venues and facilities that are available in Lancashire.</li> </ul>	<p>The recommendations have been shared with the Cabinet Member for Communities and Cultural Services.</p> <p>A response has been provided to committee members and will be included in the Work Programme Report at the 18 April 2024 meeting.</p>

Libraries update – briefing note

Governance and Constitution reviews – 2024/25 (tbc)

# Appendix B

## **Cabinet Member Response to the Recommendations of the Community, Cultural and Corporate Services Scrutiny Committee following its review of People Services: Council Workforce Update including Benchmarking, Recruitment, Retention, Reward and Performance Management on 12 December 2023**

At its meeting on 12 December 2023, the committee considered a report on People Services: Council Workforce Update including Benchmarking, Recruitment, Retention, Reward and Performance Management.

A written response to the recommendations of the committee has now been provided by the Cabinet Member.

The recommendations of the committee are detailed below and the response from the Cabinet Member is also provided.

### **Item 4 - People Services: Council Workforce Update including Benchmarking, Recruitment, Retention, Reward and Performance Management**

**Resolved:** That the following recommendations be shared with the Cabinet Member for Resources, HR and Property (Deputy Leader):

- i. A future report or briefing note to the committee at an appropriate time be provided to consider the following:
  - a. The mean and mode age of employees in reference to Age Profile, to be provided and a further breakdown of age profile by service area.
  - b. In relation to gender, a further breakdown to be provided for each service area.
  - c. A breakdown of geographic data in terms of where our employees live, for those living outside of the county, where possible.
  - d. Consideration to be given to how the organisation is dealing with an aging workforce.
  - e. Benchmarking data on other similarly comparable authorities in this area of work to be provided as and when available.
  - f. Further data to be provided to breakdown which service areas vacant posts are held in, what the pay levels are and how long vacancies have been vacant for.
  - g. Exit interview data to be considered to develop a greater understanding of why employees have left the organisation.

- h. Details of the steps being taken to ensure that staff are more involved in change management at the authority.
- ii. Consideration to be given to the following mechanisms to further strengthen the recruitment and retention of employees:
  - a. Staying in touch with former employees for feedback to be gathered and a greater understanding of why they left the organisation and the concept of 'Stay Interviews' to be explored to identify any potential issues or barriers for employees considering leaving the authority.
  - b. A press release to promote the work the county council is doing with apprenticeships.
  - c. Closer working with local universities and employers to develop bespoke training programmes or courses where there is a job 'guaranteed' at the end of the course. Consider how this work is being delivered across other comparable authorities.
  - d. The formation of an Alumni or Forum of former employees who would be ambassadors for the organisation.
  - e. Greater work shadowing and mentoring opportunities for existing employees.

**Response from Cabinet Member:**

I am glad the Committee welcomed the report and presentation. I note there were no further recommendations for Item 5, Lancashire County Council's People Strategy. People Services will have an operating model in place from April 2024 and it is timely to include the recommendations listed in item 4. These are themed into a request for further workforce data/metrics and opportunities to strengthen recruitment and retention in the council.

In relation to workforce metrics, a number relate to age and gender, People Services will be undertaking a scoping piece of work to build strategies to work towards having a representative workforce and so this type of data will be incorporated into that planning. Some other metrics will align with People Services' developing strategies for improved recruitment and retention outcomes, and include exit data, and further drilling into number and type of vacancies. Change management readiness was also referenced, and this will be included as part of our review of related policies for restructure and reorganisation. Finally, we will explore further opportunities for meaningful benchmarking.

In relation to recruitment and retention, People Services do intend to develop further opportunities to promote and extend our job opportunities and apprenticeships with secondary and further education sectors and promote the council through a



developing employer brand and building networks that actively promote the council as an employer. People Services has acknowledged that whilst exit interview data is important, considering 'stay interviews' supports an earlier opportunity to consider risks and opportunities of future staff turnover. Finally, to support improving recruitment and retention outcomes People Services will begin to use data from workforce plans to help inform the priorities to focus on.



## **Cabinet Member Response to the Recommendations of the Community, Cultural and Corporate Services Scrutiny Committee following its review of Culture: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh Report on 6 February 2024**

At its meeting on 6 February 2024, the committee considered a report on Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh. Several recommendations were made by the committee and shared with the Cabinet Member for Communities and Cultural Services.

A written response to the recommendations of the committee has now been provided by the Cabinet Member.

The recommendations of the committee are detailed below and the response from the Cabinet Member is also provided.

### **Culture Review: What it is, Impact in terms of Place / Economy and Engaging with Young People and Cultural Strategy Refresh Report**

**Resolved:** That the following recommendations be shared with the Cabinet Member for Community and Cultural Services and where possible, be used to inform the draft Cultural Services Strategy for 2024 - 2028:

- i. **Consideration be given to how the county council can further support, grow, and work with our National Portfolio Organisation holders that exist in Lancashire, to attract even more funding including a breakdown of the rubric contained in the ACE Create IT Strategy Document.**

The Arts Council Strategy is called Let's Create rather than Create IT. In the draft Cultural Services Strategy for 2024 – 2028, we will consider how we work with arts organisations and support Arts Lancashire to create training and better understanding of ACE's investment principles (Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance) and outcomes (Creative People, Cultural Communities, and A Creative & Cultural Country).

- ii. **A piece of work to take place to understand the footprint of where NPO organisations are located within Lancashire and whether they are eligible for National Lottery Heritage Funding, National Lottery Community Funds and Sports England at a district level.**

We will create a list of key cultural venues and organisations. This list will be broken down by district and will also include the two neighbouring unitary areas of Blackpool and Blackburn with Darwen.

Each funding body and each funding programme has its own specific criteria and so it would be for each individual organisation to consider whether they are eligible during the assessment process.

**iii. Examination of individual District Local Plans / Core Strategy documents produced by districts to better understand their cultural strategies.**

We will contact all districts and unitaries for their cultural strategies and local plans. We will identify where the synergies between these strategies lie.

We will continue to work with the Culture and Physical Activity Network and ensure our work can connect with district authorities.

We will progress the work started through the L2050 Communities and Place theme group to position culture and sport at the heart of this work.

**iv. Information to be provided on the role of advocacy organisations the county council works with such as Arts Lancashire, Digital Lancashire, Lancashire Cultural Network and Visit Lancashire.**

We have created a summary of the advocacy organisations and their role in supporting culture in Lancashire.

**v. Development of a Directory of Festivals in Lancashire to be considered and regard be given to how significant events and festivals are shared wider in Lancashire. Consideration be given to a package of support to be provided for events where sponsorship can be leveraged in.**

This would be better addressed by Marketing Lancashire.

We can provide a list of Festivals supported through Lancashire Culture & Sport Fund.

**vi. Consideration be given to the role of culture as part of the Corporate Cohesion Strategy and Workforce Equalities Strategy update which is due to be presented to the committee in May 24.**

We will liaise with Democratic Services to action this (this request has been actioned).

**vii. Refer the report provided to the committee to Children, Families and Skills Scrutiny Committee for them to review the report in terms of the updates provided on Education and Skills.**

We will liaise with Democratic Services to action this (this request has been actioned).

**viii. Officers to revisit a series of reports produced and commissioned since 2012 including The Work Foundation on The Creative Economy in**

## **Lancashire and the LCC Scrutiny Task Group Report – Towards a Stronger Sense of Place.**

We will reflect on these strategies to see if there is anything new to be considered by the Cultural Services strategy. A full list of applicable strategies to be provided in a bibliography.

- ix. A further report to come back to the committee in November 2024 to update the committee on how work is progressing.**

A report in on how the strategy is being actioned will be brought to Scrutiny in November 2024.



## **Cabinet Member Response to the Recommendations of the Community, Cultural and Corporate Services Scrutiny Committee following its review of Lancashire Culture and Sport Fund / Crowdfund Lancashire Report on 6 February 2024**

At its meeting on 6 February 2024, the committee considered a report on Lancashire Culture and Sport Fund / Crowdfund Lancashire. Several recommendations were made by the committee and shared with the Cabinet Member for Communities and Cultural Services. A written response to the recommendations of the committee has now been provided by the Cabinet Member.

The recommendations of the committee are detailed below and the response from the Cabinet Member is also provided.

### **Item 5: Lancashire Culture and Sport Fund / Crowdfund Lancashire**

**Resolved:** That the following recommendations be shared with the Cabinet Member for Communities and Cultural Services:

- i. **That the following recommendations from the report be supported:**
  - a. **To continue to reach Lancashire residents and community groups in more areas so all districts have an equitable share of the Lancashire Culture & Sport Fund.**
  - b. **To continue to target under-represented areas and communities through working with district councils and community organisations.**
  - c. **To lower the current maximum pledge of £20,000 to £15,000. This would allow the panel to support more projects at higher pledge amounts, meaning more funds could be spread across the county and increasing the likeliness of more projects reaching their crowdfunding target.**
- ii. **That recommendation iii from the report to prioritise those projects in low-income and for under-represented areas not be supported at this time.**
- iii. **Officers to consider how venues can be utilised and accessed more for community events, allowing communities to have greater access to venues and facilities that are available in Lancashire.**

### **Response**

All changes to the Lancashire Culture and Sports Fund criteria to be introduced for the next funding round later in 2024.

