

POLICE INNOVATION FUND – 2015/16

Section 1 – About the activity or project

1.1 – Bid title

Public Service Lancashire

1.2 – Police forces and/or other partners involved

Lancashire Constabulary
The Office of the Police & Crime Commissioner
Blackburn Clinical Commissioning Group
Blackburn with Darwen Council
Lancashire County Council
Blackpool Council
Lancashire Women's Centre
North West Ambulance Service
University Of Central Lancashire
Lancashire Fire and Rescue service.

1.3 – Bid description

Scope

The Public Service Lancashire project is a ground-breaking, innovative, transformation of services which will deliver early interventions to children, families and adults consistently and equally across the whole of Lancashire. The project will involve a collaboration of public services both statutory and non-statutory who will collectively provide the most appropriate, quality support, at the earliest point possible in that individuals life. The aim is to prevent problems occurring in the future rather than all services eventually responding to them. Lancashire has already started to move towards greater inter-agency collaboration but is now looking to move beyond surface-level activity and towards genuine shared methodology and approach to individuals across a broad range of services. We have funding commitments from a range of partners but innovation funding would both accelerate this work, from 5-10 years down to 2 and enable us to take calculated, where possible evidence-based, risks on new joint approaches, in particular taking a strengths-based approach to engaging with vulnerable individuals.

Key Workstreams

This bid has two distinct, but integrated threads. First it deals with those who are escalating towards a crisis because they are vulnerable through issues such as mental health, social isolation, substance misuse or deprivation. Secondly those identified as engaging in high risk criminal activity, or are at risk of engaging in such activity. The heart of this project is to successfully identify people across the whole of this spectrum and provide interventions and support aimed to divert them from crisis or criminal activity and enable them to thrive, to contribute more and cost less.

Reducing Demand, creating Sustainability

Research has shown that there are a number of identified cohorts who are high in vulnerability, risk and cost who are common across a number of agencies such as social care, police and health services. Therefore, by dealing with these groups of individuals and families in a coordinated prevention approach we will considerably reduce their vulnerability, risk and demand on all

services. From combined analysis of the population of Lancashire, referrals into the multi-agency safeguarding hub, (MASH) acknowledging increasing numbers of vulnerable people due to the economic downturn and increasing mental health issues, we have an ambitious aim of carrying out Early Action interventions with approximately 50,000 people and families over the first 2 years of the programme. These will be both those who are vulnerable and those who are involved in criminal activity as research reveals that problems in early years can often escalate either way.

A Pressing Need

There has been an increase in those engaging in high risk criminal activity, organised crime groups (OCG) and gangs operating in parts of Lancashire, with the number of firearm discharges and serious violence linked to such groups higher than many regions of Merseyside and Greater Manchester. Tragically earlier last year one young 18 year old OCG member was murdered on the streets of Lancashire in a horrific attack. Research has identified 203 OCG groups that are, or have the potential to engage in, criminal activity. 49 of these groups are more organised and already best described as 'gangs'. Their activities include drug trafficking, extortion, exploitation and serious violent offences. The groups currently have 1183 members with a further 843 young persons on the fringes of those groups. Our current approach in tackling this has involved a holistic evidenced based approach. Through the success of other Force responses we devised Operation Nemesis, a police led catch and convict operation based on learning from Merseyside and Manchester, however this focusses on inter-agency disruption rather than on prevention. We know that prevention and early intervention is a more effective and less costly means of achieving better outcomes, which will ultimately mean that we will need to respond less in the future. The bid would enable us to focus on this prevention activity.

Sustainability and Mainstreaming

The plan will have a very strong emphasis on mainstreaming services and creating sustainable working for the future within our communities by stimulating and enabling Social Action, unlocking the 'hidden wealth' of communities to help create strong, connected communities who help each other rather than wait for problems to reach a crisis. The aim is that as they grow stronger they will need public services less in the future. This part of the programme will focus on up scaling successful initiatives at the earliest opportunity to create the momentum for massive Social Action.

Finally a crucial part of the programme is honest and rigorous evaluation across all of our Early Action work as we recognised that this area is historically difficult to measure in terms of true impact. Our outcomes will be longer-term demand reduction which we recognise that impact is hard to measure across all partners, which is why we will be working closely with the University of Central Lancashire (UCLan) to enhance the planned joint interagency evaluation framework and will feed into the wider National Early Action agenda, we will ensure that the work is published and is widely available for others to learn from. Although Lancashire Constabulary and our partners are already committed to ensuring the long-term sustainable development of Early Action, the bid will help to accelerate the process of integration, and we believe this approach will be able to be flexibly applied over a prolonged period once the initial funding is finished.

Although the initial set up of the plan is a project, Early Action and Public Service Lancashire is an approach and a way of working for the future that will stand the test of time and future cost cutting scrutiny. Ultimately the key is simplicity, allowing individuals and families responsive access to the services they need at the earliest stage to prevent problems escalating to crisis which is proven to be costly on all public services.

1.4 – Key policy areas

Please check the box if this bid includes any element from these key policy areas. This is to assist the sorting and scoring process only, and will not influence the decision on what bids to award.

Blue Light Integration x	Shared Services	X
Mobile IT x	Other (please specify)	
Body Worn Video	Early Intervention	X
ICT change x		

1.5 – Key objectives

The key objectives of this programme can be grouped into four themes. These are:

Prevent-

- Vulnerability- whether caused by, deprivation, mental health, substance misuse, lack of education or physical health issues.
- Individuals from engaging with gangs and intervening at the earliest opportunity for those at the initial stages of engagement.

Pursue-

- To enhance our ability to pursue those causing or likely to cause serious harm
- Opportunities to upscale innovation and best practice across Lancashire

Protect-

- Those who are vulnerable by providing timely and effective interventions and support.
- To protect those affected and those fearful of the consequences of leaving organised crime groups.

Prepare-

- Create a cultural shift of personal responsibility and problem solving, to cultivate and mobilise volunteers: supporting and enabling the vulnerable in communities.
- To prepare communities at risk and to help them to be part of the solution.

The benefits of this programme centre on reducing vulnerability and crime, improving the wellbeing of our communities and improving the life chances of those involved in or at risk of engaging in organised criminality and those at risk of increasing social issues leading to crisis. The outcome framework below will form part of the high level performance management arrangements for the programme:

Outcomes Framework

Vision: *The benefits of this programme centre on reducing crime, improving the wellbeing of our communities and improving the life chances of those involved in or at risk of engaging in organised criminality.*

- Outcome 1: Reduction in those who are vulnerable and their need to access services.
- Outcome 2: Reduction in number of children and young people requiring social care intervention.
- Outcome 3: Improvement in life chances for young people, families and individuals.
- Outcome 4: A consistent intervention landscape across the whole of Lancashire public services.
- Outcome 5: Improved community wellbeing.
- Outcome 6: Reduction in serious acquisitive crime associated with organised criminality.
- Outcome 7: Reduction in serious violent crime.
- Outcome 8: A sustainable model through community based asset building fit for the long term future.

Domains			
↑	↑	↑	↑
Domain 1: Prevent	Domain 2: Pursue	Domain 3: Protect	Domain 4: Prepare
<ul style="list-style-type: none"> • Vulnerability- whether caused by, deprivation, mental health, substance misuse, lack of education or physical health issues. • Individuals from engaging with gangs and intervening at the earliest opportunity for those at the initial stages of engagement. 	<ul style="list-style-type: none"> • Opportunities to upscale innovation and best practice across Lancashire • To enhance our ability to pursue those causing or likely to cause serious harm 	<ul style="list-style-type: none"> • Those who are vulnerable by providing timely and effective interventions and support. • To protect those affected and those fearful of leaving 	<ul style="list-style-type: none"> • Create a cultural shift of personal responsibility and problem solving, to cultivate and mobilise volunteers: supporting and enabling the vulnerable in communities. • To prepare communities at risk and to help them to be part of the solution.

This bid is linked to the recently successful Transformational Challenge Award submitted by Blackburn with Darwen Council which is collaboration across Public Service Lancashire. Very careful consideration has been taken to ensure that each will enhance the other.

1.6 – Key deliverables

To enable Public Service Lancashire to have equitable impact across the whole of our communities in Lancashire we have mapped service delivery in terms of both demographics and population and have conducted a subsequent gap analysis. This has highlighted that Early Action is inconsistent across the whole of the Lancashire footprint. Directing joined up resources and commissioning will provide improved outcomes in a less costly manner.

In brief summary:

- 1. We are requesting a just under a third of the total costs be funded by the innovation fund, the rest is being funding through partner agencies.**
- 2. The bid is supported by all of the following partners: Lancashire Constabulary, the Office of the Police & Crime Commissioner, Blackburn Clinical Commissioning Group, Blackburn with Darwen Council, Lancashire County Council, Blackpool Council, Lancashire Women’s Centre, North West Ambulance Service, University Of Central Lancashire and Lancashire Fire and Rescue service who are all fully signed up to it.**
- 3. The bid will facilitate multiagency prevention work with those who are vulnerable.**
- 4. It will facilitate multiagency prevention work with those who are undertaking in criminal activity or demonstrating behaviours that indicate they are heading in that direction.**

The bid seeks funding for the following:

- **A strategic lead, with overall responsibility for the programme**
- **Collaboration manager to coordinate and develop shared methodology and processes with all partners, particularly to develop joint working with Lancashire Fire and Rescue.**
- **Commissioning review and development- 2 posts**
- **Part funding for 11 key workers to work directly with vulnerable individuals and families.**
- **Mental health triage- 12 Mental health nurses working in Contact management & responding (heavily part funded from Clinical Commissioning Groups)**
- **Mental health coordinator to manage wearable GPS technology for dementia sufferers who are at risk of going missing and to develop sustainable processes in mental health.**
- **3 Ambulance workers - 1 in each early Action team working jointly on high intensive users and a manager to develop shared processes and good practice in all 3 blue light services**
- **315 mobile devices to allow multiagency staff to refer people to services immediately**
- **Commissioned Key workers to engage with specifically both women offenders and male offenders. Avert- project manager 3 x case workers. South Transformational Project- 6 x caseworkers**
- **3 Locally based enforcement coordinator's**
- **1 Specialist intervention (OCG) programme manager**
- **3 Specialist intervention coordinators**
- **Create 3 CCTV intelligence gathering hubs development and infrastructure**
- **6 Community engagement officers to recruit community volunteers to develop community step down**
- **12 vehicles to enable interventions to be delivered in the community.**
- **ICT commission to scope and develop an interagency case management and data sharing ICT system.**
- **The commission of a multiagency academic evaluation to evidence true impact in Early Action.**

In detail, there are four key components of our programme which will work collaboratively to deliver against our aim and objectives. They follow the PREVENT model built around collaborative best practice locally, regionally and nationally.

- **Theme 1: Integrating an Intervention and Prevention approach**

Fundamental to the success of this programme is better integrated, preventative early and targeted approaches rather than reactive “firefighting” services which deal with an immediate threat or problem but fail to bring about sustainable behavioural change. There are some clear principles of working that are currently producing better outcomes, which have been developed as part of our work with local authorities on the Troubled Family programmes in Lancashire, Blackpool and Blackburn with Darwen. These principles will be used as a blueprint for this programme and will include:

- Working with the whole family in a way that recognises that family members interact and influence each other rather than viewing them as individuals with problems;
- Using the lead professional approach, a dedicated worker to get to the underlying problems rather than individual services responding to the presenting problems of each family member. Offering practical support and challenge;
- Developing a relationship with the family, being persistent and building trust in order to challenge them to make the changes they need to, step by step, rather than containing and monitoring their problems;

- Where necessary, drawing in specialist services in a sequenced way at the right time for the family rather than services being available on the basis of meeting thresholds and availability;
- Developing community based, volunteer led “step down” services to sustain the work once formal interventions have ceased.

The innovation in this work is the approach to individuals; this is a change in how we deal with individuals, particularly police, this shift is a Strength-based approach:

- An absolute belief that every person has potential;
- A focus on strength and not labels, seeing challenges as capacity fostering, creating hope and optimism;
- A belief that change is inevitable – all individuals have the urge to succeed, to explore the world around them and to make themselves useful to others and their communities;
- Positive change occurs in the context of authentic relationships – people need to know someone cares and will be there for them. It is a transactional and facilitating process of supporting change and capacity building – not fixing;
- A person’s perspective of reality is their story; therefore we need to value and start the change process with what is important to the person;
- People have more confidence and comfort to journey to the future when they are invited to start with what they already know;
- Capacity building is a process and a goal.

To deliver this we will part fund **11 key workers** to work directly with the individuals and their families. Keyworkers will be recruited from a framework agreement with a range of 3rd sector organisations matching the worker and their organisation’s skill set with the needs of the individual or family. Their role will be to concentrate on meaningful activity and addressing the underlying drivers of their behaviour.

Mental health triage and long term interventions

Each year about one in four individuals in the UK are identified as having mental health problems. One in ten children need support or treatment for their mental health conditions. These mental health problems can also have a substantial impact on people’s physical health. People with schizophrenia are almost twice as likely to die from heart disease as the general population, and four times more likely to die from respiratory diseases. For young people mental illness is strongly associated with behaviours that pose a risk to their health such as smoking, drug and alcohol abuse and risky sexual behaviour. The impact on society and on the economy is massive if individuals are unable to access effective timely treatment.

- ② A recent study estimated that mental illness cost the UK economy as much as 100 billion pounds per year (centre for mental health 2010).
- ② Mental illness results in 70 million sick days per year making it the leading cause of sickness absence in the UK (Sansbury centre for mental health policy paper).
- ② 44 % of employment benefit claimants report a mental health and/or behavioural problem for their primary diagnosis (DWP).
- ② More than 75% of adults who access mental health services had a diagnosable condition before the age of 18 (Dunedin multi-disciplinary health and research unit).
- ② Mental health problems in children and young people are common and account for a significant proportion of the burden of ill health in this age range (department of health 2013).

- ② Mental ill health represents 23% of all ill health in the UK- the largest single cause for disability, yet only 11% of England's annual secondary care health budget is spend on mental health services. Estimates have suggested that the cost of treating mental health problems could double over the next 20 years (Department of health).

Lancashire police alone currently have 3973 incidents per year involving people with mental health issues, 472 of these have reached the point of crisis resulting in an arrest under 136 of the Mental Health Act. If on average it takes one hour of officer time per incident and 9 hours where a section 136 is instigated this amounts to this amounts to £201,000 in officer time. This is a conservative estimate based on one officer dealing with non-arrest case and two for all others however on many occasions two or more officers attend to deal with the situation. If this is then added with data from Ambulance services where they estimate that each mental health related case costs £529 just to transport and assess each individual, it is overwhelmingly apparent that the combined costs are huge. Our initial scoping work with UCLAN has often found that it is the same individuals within these incidents, therefore the individual continues to build up to crisis with them receiving a reactive response rather than assessing and responding appropriately to the vulnerability.

We will improve mental health related outcomes in Lancashire, for individuals by implementing a **mental health triage**, with mental health nurses working in contact management and in our Early Action teams. Research, as illustrated, has shown that individuals with early mental health needs have better outcomes when they were given access to a mental health nurse at an early stage. An early triage system within Contact Management and a responding service to reach those with mental health needs at an early stage across the whole Lancashire area will identify those who are vulnerable early and respond at the earliest opportunity. This will consist of 3 mental health nurses in contact management and 3 mental health nurses in each of the 3 early Action teams across Lancashire. This service is in line with the requirements of the Mental Health Crisis Care Concordat which requires police, mental health, acute and ambulance trusts to work together to support individuals before, during and after a mental health related crisis. The work is already underway in Lancashire and 8 CCGS, 3 Authorities and 13 other key agencies have signed up to work together to improve outcomes for individuals in a mental health related crisis. A Lancashire wide oversight group has been set up consisting of all crisis care concordat stakeholders led by the commissioners. The mental health triage service will also complement a major Lancashire wide review of the Mental Health Unscheduled Care Pathway led by Lancashire Care NHS Foundation Trust and supported by commissioners. This review aims to review all key mental health teams providing mental health crisis services in Lancashire to provide improved and joined up crisis care for mental health patients. Blackburn with Darwen CCG as the lead commissioner of mental health contract with LCFT is fully supportive of this Public Service Lancashire bid. The funding will provide an opportunity to pilot and run this service across Lancashire in close partnership with commissioners and Lancashire Care NHS Foundation Trust. This service will be evaluated and the findings will be shared with all stakeholders of the crisis concordat. The aim is to mainstream mental health triage service, subject to evaluation, by 2017 when the Mental Health Unscheduled Care review would be completed. This will ensure that the funding from this bid would provide pump priming to allow the service to be designed and evaluated with the ultimate aim of mainstreaming the service as part of the overall mental health pathway in Lancashire.

High Intensive users and long term interventions

Contact Management at Lancashire Constabulary receive approximately 520 frequent callers accessing police services in 12 month period. Many of these are calling over 50 times in a month; in addition we are aware that North West Ambulance Service also had 356 frequent callers in that

same 12 month period and of those frequent callers 44% were the same people ringing both services. A recent case study revealed that that one service user cost ambulance £4,800 in just 1 month, this included call taker time and one admission to hospital. This user had made almost 1000 calls to police and it is estimated that if he had continued to call at this rate, in 12 months it would have cost both services £153,000 as a minimum and this is this is by no means an isolated case.

We will develop a pathfinder consistent process with the National Health Service, North West Ambulance Service, (NWAS) local authorities and Clinical Commissioning Groups (CCGs) to identify early those who are accessing multiple services. As a priority we will address those needs and as the project develops identify the vulnerable earlier to prevent crisis rather than collectively responding to them. We will respond at the earliest opportunity with a multi-disciplined team adopting a **lead professional approach with staff from North West Ambulance Service**, mental health nurses, police and family services to work with the individual or family to get to the root cause of the particular problem and create sustained solutions. Therefore reducing vulnerability, risk and demand. Investment is requested to fund on ambulance worker in each of the three Early Action teams and a manager to develop and manage the long term consistent process. This will be the first time that this level of collaboration has been adopted on a National level. Subject to evaluation commissioners will consider whether to mainstream this service after the 2 years.

Brief Interventions

Brief interventions are a very simple, but original concept. This innovation will be ground breaking as it will avoid unnecessary referrals into the multi-agency safeguarding hub (MASH) and allow access to services for those who are vulnerable almost immediately. As part of their responsibilities towards the Social Care Act, each of the 3 authorities Blackpool Council, Blackburn with Darwen Council and Lancashire County Council have created simple websites with information about support where direct referrals can be made. By developing an innovative IT solution and using a systems thinking approach at first point of contact an officer can identify an unmet need and by **using an App or website on mobile data can immediately identify pathways and services** for individuals to be signposted to each local authority. This will also provide opportunities to submit referrals into third sector organisations and charitable organisations, in a coordinated manner. This bid will allow for **315 reliable mobile devices** to be rolled out to front line officers and Early Action teams including the wider intervention multiagency team in a phased approach over 2 years. This will allow 'brief interventions' to be carried out there and then at the scene where we see a low level unmet need. We see this as an opportunity, in conjunction with the authorities to promote the App to other services such as healthcare, GP's and community volunteers so that it becomes a routine invaluable tool across Public Service Lancashire.

Theme 2: Pursue

Pursue opportunities to upscale good practice.

This bid provides a unique platform upon which to expand innovation and good practice, currently in existence in areas of Lancashire, but with the potential to deliver long term sustainable solutions to the same replicated issues across the county. **Avert is a new diversionary project for women offenders** supporting the principles of the Corston report. Lancashire led the way nationally with this pathfinder project, which is currently delivered in one area of the Constabulary, and now has an independent evaluation which has shown the pilot to be successful. The concept is that women with low level offending are given a caution with the condition that they must engage with the women centre for holistic support. This has resulted in a success with 93% of the cohort not re-offending. It is proposed to roll this very successful pilot across the whole of the Lancashire area

incorporating the learning from the evaluation to make the initiative stronger and even more successful. An extension of the avert project will also be offered for young men in custody with specific low level offending. They will be offered the same conditional caution or voluntary referral to a men's service to provide bespoke support to assist their development and divert from re offending. The bid is for services staff to work in custody to engage directly with offenders at first point. The intervention currently costs, detailed in the independent evaluation, are £108 to deliver to each woman where an arrest intervention costs approximately £1930. The extended potential savings are enormous from this one programme and more importantly, the most significant outcomes from this project are those which the women themselves experience. The feedback from some of the women who have successfully gone through the scheme is very positive.

Broadening our enforcement approach.

Community confidence is critical to our long term approach. In order to maintain community confidence we need to be visibly intervening and responding effectively to criminality, robustly dealing with the here and now. We will introduce locally based enforcement hubs to drive enforcement activity within our existing **neighbourhood teams supported by 3 'enforcement co-ordinators, 1 per locality**. Their role will be to add resilience, co-ordinate, and train and support our existing resources and bring together partner intelligence across each locality and agency allowing maximum opportunity to target individuals causing harm and/or refusing to engage with the wider programme. They will feed into a central multi-agency, cross-boundary, tactical management group, bringing together operational leads from our collective troubled families, early action teams, transforming lives, community safety and public protection teams providing transformational leadership, true integration of services and systems thinking.

CCTV intelligence gathering hubs.

CCTV is a significant tool in supporting the prevention and detection of crime, prosecution of offenders and the locating of vulnerable people when used to its full potential both pro-actively and re-actively. CCTV services across Lancashire differ significantly in their specification, design and management which results in higher cost and lower outcomes particularly when monitoring groups and locating vulnerable people that do not recognise and continually cross authority boundaries. As part of this programme **we will integrate 7 different CCTV systems**, all currently independently staffed 24hrs a day **into 3 hubs**, standardising their operational management practices and providing a more flexible and dynamic service across a broader area. This will include flexible management and operational integration from different areas of Lancashire to include the police control room at Hutton, dynamic recovery of CCTV footage from divisional headquarters, increasing speed of access, and reducing time lost in travel for officers needing to review footage amongst a range of further benefits. It can also be used to help locate vulnerable missing from homes therefore reducing vulnerability and saving valuable time. This is also a reduction in costs and an overall saving of £114,000. In addition the evaluation of the hubs will be shared Nationally by the ACPO lead which is Lancashire Constabulary's Assistant Chief Constable Mark Bates.

Theme 3: Protect -Dementia sufferers,

Supporting innovation to protect the most vulnerable is at the very core of this bid: Over the last year approximately 3000 incidents have been logged in the police contact management centre identified as relating to an individual suffering from dementia. Of these 312 have been classed as high risk missing from home reports. A conservative estimated cost of the collective police investigations for these cases is £413,000; this is in addition to the unquantifiable distress and emotional impact on the missing person's family. **Dementia is a growing issue in our communities**

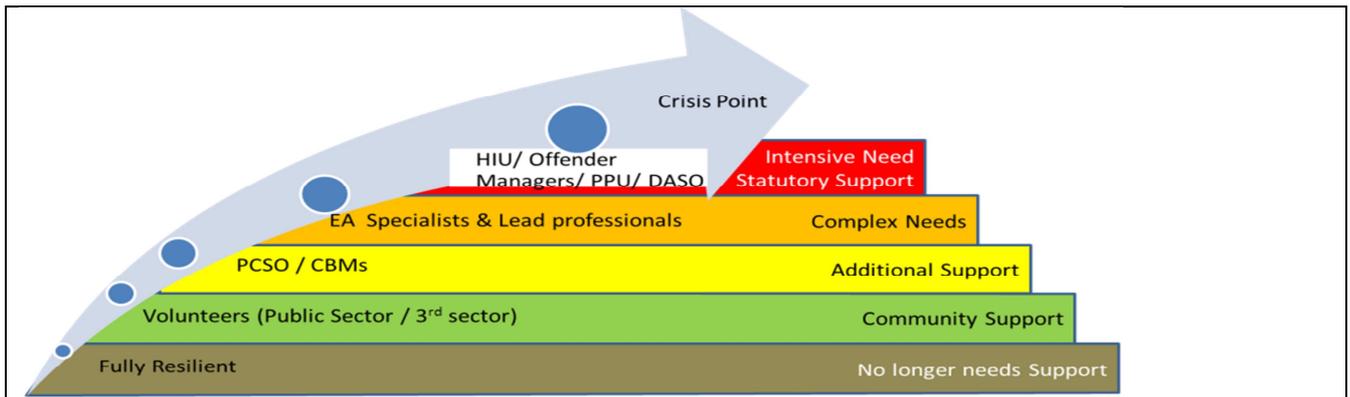
and according to public health research is set to increase in the next 5 years by over 10%. As part of our wearable technology innovations we seek investment to be able to offer families the option for their loved one **to wear a bracelet which incorporates the GPS technology** so that should they go missing their families can track them and therefore eliminate first and foremost the serious risk they may pose to themselves, but also then counteract the enormous amount of time and resource needed to safely find and return them. This initiative is closely linked to a proposed joint Lancashire Fire and rescue innovative with Lancashire Constabulary which is seeking to utilise the fire workforce to deploy to operational incidents such as non-crime missing from homes, not only from a search and rescue capability but also with training they will investigate and locate through traditional policing techniques. We believe that this is an original concept in this country which with the help from this bid a collaboration coordinator will explore and develop the possibilities and the untapped potential that the fire service can contribute to the wider Public Service Lancashire. This may include dismantling cannabis farms or gaining entry to premises where there is a concern for safety and further expanding their reach into communities utilising their non-operational time to benefit the preventative Early Action agenda and wider public safety.

Specialist interventions,

For those individuals currently engaging in gang related activity we will utilise gender specific engagement and intervention models giving a clear exit route for those that want to make the change but are fearful of the consequences. For male offenders we will use a MARAM (Multi Agency Risk Assessment and Management) process, managing risk of harm to the individual alongside de-escalation their attitude, thinking and behaviour. This will be a longer term, high intensity offer, with priority access to immediate safeguarding services, mental and physical well-being services and, where necessary, witness protection programmes. This will be **co-ordinated by 2 specially trained officers dedicated to this programme** who have the skill set to work with high risk individuals. For women Avert interventions will be offered providing support advice and confidence to those who may be fearful of leaving as we know that negative impact on children in these early years can often set the path for future problems and potential criminal activity.

Theme 4: Prepare- Communities

A significant part of our future step down model is the engagement of our communities in being part of the sustainability of a recovering or thriving individual or family. They are a key component of our collective intelligence-gathering ability and access to a significant resource in support of the long term de-escalation and reconnection of these individuals and families to their communities. This “Big Society” approach will draw together current best practice from well-established community reach programme’s to provide community leaders the skills necessary to identify those at risk, escalate those individuals who are at risk of re-engaging with gangs and continue the support journey for those who have been helped by the programme. **Community engagement officers will work within identified high risk neighbourhoods** and will be responsible, for recruiting, retaining and supporting volunteers. The community volunteers will benefit from accredited training programmes improving their vocational skills to include mentoring, counselling and social work qualifications. They will work with those who are vulnerable through a whole host of issues, providing support and enabling families to thrive without the future need for public services. Embedding early action into communities will reduce public sector costs which when intervening in crisis management are significant. A community based approach with an identified base for community and volunteers to come together is vital to the future sustainability of our whole Early Action model. Commitment has been given from Lancashire County Council that they will seek to provide premises in high risk areas to allow for such community step down to develop.



Prepare- Evidencing Impact

The whole of our Early Action activity will be subject of a **joint multiagency consistent evaluation framework** designed to enable comparison and evidence the true impact on the vulnerable and communities. The evaluation will include, **Process evaluation**; Integrated governance, policy concordance, organisational change, partnership working, operational collaboration, data and information integration, and economic impact. **Intervention evaluation**; Evidence base, effectiveness and impact of programme interventions and **Impact evaluation** Improvements in agreed outcomes for residents within Lancashire, focussing on the target group, and at population scale. This will be academically led by the University of Central Lancashire (UCLan) and will allow evidence based learning from experiences and initiatives across Lancashire; it will also feed into the wider National Early Action agenda. The creation of an evaluation model from the start will give the project integrity and credibility beyond the Lancashire borders and throughout the Country. The evaluation will support the findings, and outcomes of the project, with quarterly reports, and an interim evaluation published after years one and years two. These evaluations will include cost benefits across all services and will be published to the wider collaborative partnership across the country to share learning and good practice. This will also be driven through the North West Evidence in Policing lead which is a partnership with all North West Forces and UCLan.

Develop shared key enablers for long term investment

Underpinning all of the above and the wider enabler for Public Service Lancashire is the need for key enablers such as a shared ICT system which meets the needs of the Constabulary for management of police information, information sharing, risk assessment and case management. As a one team, one service approach across the partnership this is also transferable to our partners to enable information sharing and case management in Early Action. Currently, this is not in place and would be a key enabler to further collaborative, consistent working. There are several options which have been initially scoped and considered. However this has not yet been done to take into account the needs of all of the services across the whole of Lancashire. Investment is requested in the first year to allow multi-agency **scoping and research of an ICT system or solution which enables a large degree of true collaborative working** and safe information sharing. It is anticipated that the collaboration for such a system will take some time to achieve, therefore after the first year of scoping we will be then able to present what is achievable for ourselves and partners and in a better position to request funding for a potential system for the future. Therefore funding will not be requested for year 2, it is anticipated that this will take the form of a possible bid in the future.

1.7 – Savings and benefits

The Savings and Benefits of this bid have been calculated using the guidance set out in the “Green Book”. We believe that our aims and outcomes are clear, the options have been appraised to ensure that the benefits outweigh the costs and the risks have been highlighted and will be managed through the implementation and evaluation of this project. We have ensured that the measures we are recommending will add value to Lancashire Constabulary and our wider Partners as highlighted in this report.

- Our modelling has been led by careful consideration of how to embed a sustainable new approach. We have factored in the likely new costs created by the new delivery model, reflecting (for example) our commitment to a continuous programme of community engagement to build resilience and our asset base.
- Our model has erred appropriately towards conservative estimates wherever possible attributing benefits in a way that takes into account ‘what would have happened anyway’ and the timeframe for the benefit to be obtainable. For example, we have recognised that there is a degree of overlap with the Troubled Families programme, and also taken into account that the CCTV transformation programme locally is accelerated by this particular intervention, rather than being contingent upon it. We have based our estimations on take-up, successful outcomes and sustainability of those outcomes from existing best practice.

Overall cost	Year 1 £6,912,233	Year 2 £6,211,808
Cash match funding	Year 1 £1,435,759	Year 2 £736,439
Existing resources	Year 1 £3,278,554	Year 2 £3,310,976
Funding required	Year 1 £2,197,921	Year 2 £2,164,393

We are requesting a just under a third of the total costs be funded by the innovation fund, the rest is being funding through the following partner agencies:

Lancashire Police and Crime Commissioner, Lancashire Constabulary, Blackburn with Darwen and Chorley Clinical Commissioning groups, Pennine Lancashire Authorities, contribution from Transformation Challenge Award, Lancashire women’s centre, University Of Central Lancashire and Lancashire Fire and Rescue service.

Gross Benefit	£30,433,147.97 per year
Net Benefit Year 1	£4,761,469.19 (Year 1 costs 40% benefit)
Net Benefit Year 2	£21,782,719.18 (Year 2 costs 90% benefit)
Net Benefit Year 3	£15,696,089.58 (Year 2 costs maintained 70% benefit)
Net Benefit Year 4	£15,696,089.58 (Year 2 costs maintained 70% benefit)

Year 3 and 4 – reflect likelihood harder to engage groups remain i.e. lesser chance of engagement and successful outcome.

There are such limited cashable saving except the £114,000 saved as a result of the CCTV hubs, however as the evaluation of the programme develops in the next 12 months, it is believed that this will identify more cash savings, however it is too early to show them at this point.

	2016/17	2017/18	2018/19
Efficiency savings	£21,782,719.18	£15,696,089.58	£15,696,089.58
<i>Below are details of savings expected to be accrued to other public sector organisations as a result of the proposed project.</i>			
All Local Government		£3,106,694.33	
NHS		£2,409,347.24	
Police		£4,098,895.78	
Probation		£252,562.71	
Courts/Legal aid		£1,465,046.06	
Prisons		£7,140,514.11	
Other CJS		£1,100,088.33	
DWP (AME)		£8,745,694.67	
HMRC		£674,735.91	
Housing providers		£908,233.55	
Other 3 rd /private sector benefit		£531,335.29	
		<u>£30,433,147.97</u>	

1.8 – Risks and mitigations				
Risk Description	Possible Trigger	Possible Consequence	Risk Mitigation	Residual Risk Rating
Delivery Model				
Underestimated requirement for higher cost interventions	Underestimated need of client group.	Higher cost per client, reduced cohort size programme is able to work with, overall reduced impact and effectiveness of programme	High quality universal assessment tool, collaborative framework agreement and economies of scale supported by existing services.	Likelihood Low Impact Medium
Community Step down slower than expected	Poor quality initial assessment, slow case allocation, Lack of incentive for case completion, imbalanced case worker core skill set requirement	Higher cost per client, reduced cohort size programme is able to work with, overall reduced impact and effectiveness of programme	High quality universal assessment tool, use of payment by results as part of procurement, framework agreement with wide range of service providers.	Likelihood Medium Impact Medium
Harm to Staff	Poor quality risk assessment and risk assessment practices	Verbal or physical injury, Health and safety investigation	Development and Compliance with procedures Physical security	Likelihood Medium Impact

		Stress, contractor staff morale, programme cessation or suspension	measures, Training Policies, Reporting and monitoring procedures	High
Termination of partnership agreement	Poor outcomes, imbalanced programme delivery, poor communication and oversight	Loss of resilience Cost reputational harm Poor outcomes	Formal governance framework, shared ownership, flexible model, regular meetings, briefings	Likelihood Low Impact High

1.9 – Critical Success Factors

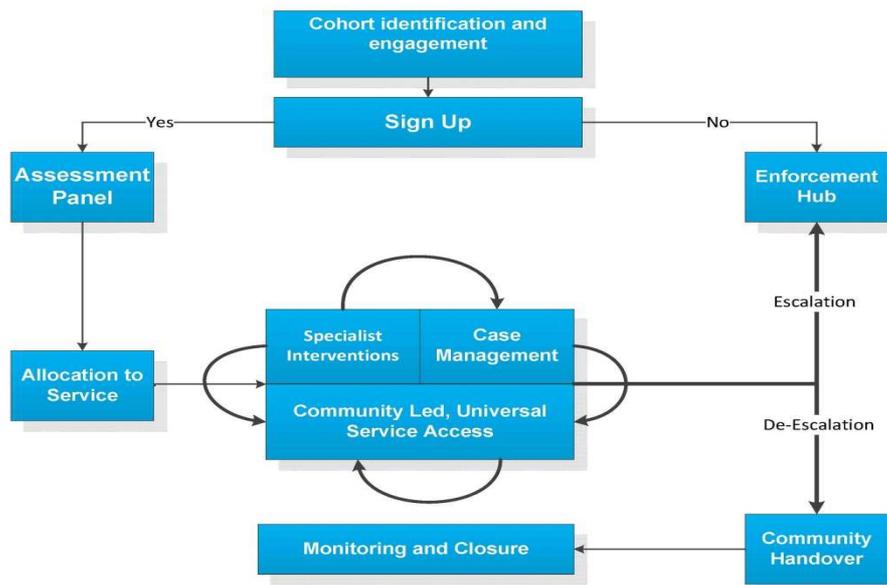
Early Cohort Identification and Engagement:

The bid will allow partners to work collaboratively in order to identify those who are vulnerable and at risk at the earliest stage and to develop bespoke approach for each individual and family identified, providing a single service focussed on prevention.

Assessment Panel and Service Allocation: Where the individual and their family agree to engage in the programme an assessment will be undertaken by a panel in each area using intelligence from a range of services and feedback from the community teams. This will allow fair and equitable service to be provided across a full spectrum on individuals, families across the whole of Lancashire.

Community step down – Once the individual or family has had their immediate needs met and they are identified as coping, there will be a hand over of that individual or family to a locally based community volunteer who will continue to support them to access universal service provision, act as mentor and support to create a cultural shift of personal and ultimately community responsibility.

Specialist interventions Flow Chart



This model provides the best opportunity for short medium and long term improved outcomes being the critical aspects for the successful delivery of the programme for the following reasons:

- It is a **whole system approach** which allows for a seamless escalation and de-escalation of individuals irrespective of their current circumstance, with no gaps in service provision;
- Prevents duplication in response and intervention between agencies resulting in greater efficiency and speedier response;
- It provides a choice and a route to re-integration with their communities' not just management of short term risk;
- It provides a mechanism for early identification and early intervention for new and existing individuals allowing efficient, flexible and dynamic responses to their needs;
- It allows for dynamic transition of investment from higher cost intervention services to lower cost better outcome prevention services with maximum flexibility built around the individual or family;
- It takes full advantage of community asset development opportunities, maximising intelligence led responses and high value high volume exit strategy support;
- Maximises the use of existing infrastructure, for assessment, case management and delivery.

Section 2 – Total Costs

Please insert details of the overall costs associated with this bid. This should cover all projected expenditure on the project/activity, regardless of funding source, and be profiled against financial years (April to March).

Please insert:

- A figure for the total overall costs for each financial year
- Details of how this is broken down across your planned activities and whether the spend is resource or capital.

2.1 – Overall costs in 2015/16		
Total overall costs:		
Activity	Cost	Capital/Resource
Early Action Intervention and Prevention- Vulnerable		
Strategic lead	£95,776	Resource
Collaboration manager	£77,803	Resource
Bespoke commissioning 2 posts	£94,774	Resource
Collaboration Coordinator LC8	£35,485	Resource
Early Action Constables x 33	£1,649,355	Resource
Early Action police staff x 52	£1,418,093	Resource
Mental health Triage		
Supervision -25% FIM	£17,605	Resource
Supervision DRU manager	£54,971	Resource
1 x Band A Nurse	£52,919	Resource
Nurses overheads at 6%	£39,590	Resource
Mental health nurses x 3 contact management	£151,731	Resource
Mental health nurses x 9 Early Action teams	£455,193	Resource
Match funding		
Vulnerable adults- Dementia		
10 dementia CPS clips and licence	£20,000	Capital
Mental health and dementia coordinator LC 8	£35,485	Resource
Women Offenders – Avert		
Project Manager, 3 x Caseworkers, Mentor Co-ordinator, Management Overheads	£158,907	Resource
Evaluation	£5,000	Resource
Utilities, Consumables, IT	£21,647	Resource
6 x Caseworkers (South Transformational Project)	£131,300	Resource
Collaborative High Intensive Users		
Community ambulance workers x3	£135,000	Resource
Paramedic manager	£50,000	Resource
Police officer HIU caseworkers	£138,530	Resource
Social Action and Community step down		
Community engagement officers x 6 LC4	£131,300	Resource
Community training, recruitment and retention	£15,000	Resource
Brief Interventions		
Purchase of Samsung mobile technology	£197,426	Capital
Revenue costs	£22,050	Resource

NOT PROTECTIVELY MARKED

Evidencing Impact		
Commissioning academic evaluation	£58,893	Resource
ICT		
Scope and develop collaborative IT system	£30,000	Resource
Vehicles		
Small unmarked cars x 12	£97,200	Capital
Maintenance cost	£7,200	Resource
Fuel	£30,000	Resource
Specialist- Intervention and enforcement		
Programme manager & 2 coordinators	£104,000	Resource
Intervention and prevention case coordinators	£264,000	Resource
Intervention and prevention workforce development	£17,000	Resource
Intervention and prevention admin and assessment	£25,000	Resource
Nightingale officers x 3	£82,500	Resource
Protection and priority support service	£40,000	Resource
CCTV collaboration and hub development	£640,000	Capital
CCTV infrastructure	£90,000	Capital
Enforcement hubs		
Enforcement co coordinators x 3	£121,500	Resource
Activity support costs- legal, analytical, admin	£100,000	Resource
	£6,912,233	

2.1 – Overall costs in 2016/17		
Total overall costs:		
Activity	Cost	Capital/Resource
Early Action Intervention and Prevention- Vulnerable		
Strategic lead	£96,706	Resource
Collaboration manager	£78,556	Resource
Bespoke commissioning 2 posts	£95,722	Resource
Collaboration Coordinator LC8	£35,840	Resource
Early Action Constables x 33	£1,665,517	Resource
Early Action police staff x 52	£1,432,274	Resource
Mental health Triage		
Supervision -25% FIM	£17,776	Resource
Supervision DRU manager	£55,509	Resource
Nurses – overheads at	£39,590	Resource
1 x Band A Nurse	£53,448	Resource
Mental health nurses x 3 contact management	£153,248	Resource
Mental health nurses x 9 Early Action teams	£459,745	Resource
Vulnerable adults- Dementia		
10 dementia CPS clips and licence	Nil	Resource
Mental health and dementia coordinator LC 8	£35,840	Resource
Women Offenders – Avert		
Project Manager, 3 x Caseworkers, Mentor Co-ordinator, Management Overheads	£160,496	Resource
Evaluation	£5,000	Resource
Utilities, Consumables, IT	£21,647	Resource

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED

6 x Caseworkers (South Transformational Project)	£132,613	Resource
Collaborative High Intensive Users		
Community ambulance workers x3	£136,350	Resource
Paramedic manager	£50,500	Resource
Police officer HIU caseworkers	£139,899	Resource
Social Action and Community step down		
Community engagement officers x 6 LC4	£132,613	Resource
Community training, recruitment and retention	£15,000	Resource
Brief Interventions		
Purchase of Samsung mobile technology	£197,426	Capital
Revenue costs	£44,100	Resource
Evidencing Impact		
Commissioning academic evaluation	£58,893	Resource
ICT		
Scope and develop collaborative IT system		Resource
Vehicles		
Small unmarked cars x 12	Nil	Capital
Large vehicles for Fire and Rescue work x 3	£37,500	Capital
Maintenance cost	£9,000	Resource
Fuel	£37,500	Resource
Specialist- Intervention and enforcement		
Programme manager & 2 coordinators	£104,000	Resource
Intervention and prevention case coordinators	£168,000	Resource
Intervention and prevention workforce development	£10,000	Resource
Intervention and prevention admin and assessment	£25,000	Resource
Nightingale officers x 3	£82,500	Resource
Protection and priority support service	£40,000	Resource
CCTV collaboration and hub development	Nil	Capital
CCTV infrastructure	£200,000	Capital
Enforcement hubs		
Enforcement co coordinators x 3	£121,500	Resource
Activity support costs- legal, analytical, admin	£62,500	Resource
	£6,211,808	

NOT PROTECTIVELY MARKED

Section 3 – Funding Required

Please note that all funding needs to be profiled against financial years (April to March).

Please insert:

- A figure for the total amount requested for each financial year
- The percentage of your total costs this represents
- Details of how this is broken down across your planned activities and whether the spend is resource or capital.

3.1 – Funding required 2015/16		
Total Innovation funding requested:		
Percentage of overall costs (<i>as in section 2.1</i>)	31.8%	
Activity	Contribution to funding	Capital/Resource
Early Action Intervention and Prevention- Vulnerable		
Strategic lead	£95,776	Resource
Collaboration manager (PCC Funding)	Nil	Resource
Bespoke commissioning 2 posts	£94,774	Resource
Collaboration Coordinator LC8	£35,485	Resource
Early Action Constables x 33	0	Resource
Early Action police staff x 52	0	Resource
Mental health Triage		
Supervision -25% FIM		Resource
Supervision DRU manager		Resource
Nurses – overheads at 6%	£39,590	Resource
1 x Band A Nurse	£52,919	Resource
Mental health nurses x 3 contact management	£151,731	Resource
Mental health nurses x 9 Early Action teams	£300,693	Resource
Vulnerable adults- Dementia		
10 dementia CPS clips and licence (PCC funding)	Nil	Resource
Mental health and dementia coordinator LC 8 (PCC Part Funding)	£17,743	Resource
Women Offenders – Avert		
Project Manager, 3 x Caseworkers, Mentor Co-ordinator, Management Overheads	£158,907	Resource
Evaluation	£5,000	Resource
Utilities, Consumables, IT	£21,647	Resource
6 x Caseworkers (South Transformational Project)	£131,300	Resource
Collaborative High Intensive Users		
Community ambulance workers x3	£135,000	Resource
Paramedic manager	£25,000	Resource
Police officer HIU caseworkers		Resource
Social Action and Community step down		
Community engagement officers x 6 LC4	£131,300	Resource
Community training, recruitment and retention	£7,500	Resource

NOT PROTECTIVELY MARKED

Brief Interventions		
Purchase of Samsung mobile technology	£98,713	Capital
Revenue costs	£22,050	Resource
Evidencing Impact		
Commissioning academic evaluation	£45,393	Resource
ICT		
Scope and develop collaborative IT system	£30,000	Resource
Vehicles		
Small unmarked cars x 12	£97,200	Capital
Large vehicles for Fire and Rescue work x 3	Nil	Capital
Maintenance cost	£7,200	Resource
Fuel	£30,000	Resource
Specialist- Intervention and enforcement		
Programme manager & 2 coordinators	£52,000	Resource
Intervention and prevention case coordinators	£74,000	Resource
Intervention and prevention workforce development	£4,000	Resource
Intervention and prevention admin and assessment	£8,000	Resource
Nightingale officers x 3	£62,500	Resource
Protection and priority support service	£21,000	Resource
CCTV collaboration and hub development	£100,000	Capital
CCTV infrastructure	£20,000	Capital
Enforcement hubs		
Enforcement co coordinators x 3	£81,500	Resource
Activity support costs- legal, analytical, admin	£40,000	Resource
	£2,197,921	

3.1 – Funding required 2016/17		
Total Innovation funding requested:		
Percentage of overall costs (<i>as in section 2.1</i>)	34.8%	
Activity	Contribution to funding	Capital/Resource
Early Action Intervention and Prevention- Vulnerable		
Strategic lead	£96,706	Resource
Collaboration manager	£78,556	Resource
Bespoke commissioning 2 posts	£95,722	Resource
Collaboration Coordinator LC8	£35,840	Resource
Early Action Constables x 33		Resource
Early Action police staff x 52		Resource
Mental health Triage		
Supervision -25% FIM		Resource
Supervision DRU manager		Resource
Nurses – overheads at 6%	£39,590	Resource
1 x Band A Nurse	£53,448	Resource
Mental health nurses x 3 contact management	£153,248	Resource

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED

Mental health nurses x 9 Early Action teams	£386,245	Resource
Vulnerable adults- Dementia		
10 dementia GPS clips and licence		Resource
Mental health and dementia coordinator LC 8	£17,920	Resource
Women Offenders – Avert		
Project Manager, 3 x Caseworkers, Mentor Co-ordinator, Management Overheads	£160,496	Resource
Evaluation	£5,000	Resource
Utilities, Consumables, IT	£21,647	Resource
6 Caseworkers (South Transformational Project)	£132,613	Resource
Collaborative High Intensive Users		
Community ambulance workers x3	£136,350	Resource
Paramedic manager	£25,250	Resource
Police officer HIU caseworkers		Resource
Social Action and Community step down		
Community engagement officers x 6 LC4	£132,613	Resource
Community training, recruitment and retention	£7,500	Resource
Brief Interventions		
Purchase of Samsung mobile technology	£98,713	Capital
Revenue costs	£44,100	Resource
Evidencing Impact		
Commissioning academic evaluation	£45,393	Resource
ICT		
Scope and develop collaborative IT system		Resource
Vehicles		
Small unmarked cars x 12	Nil	Capital
Large vehicles for Fire and Rescue work x 3	£37,500	Capital
Maintenance cost	£9,000	Resource
Fuel	£37,500	Resource
Specialist- Intervention and enforcement		
Programme manager & 2 coordinators	£52,000	Resource
Intervention and prevention case coordinators	£73,000	Resource
Intervention and prevention workforce development	£4,000	Resource
Intervention and prevention admin and assessment	£8,000	Resource
Nightingale officers x 3	£42,500	Resource
Protection and priority support service	£21,000	Resource
CCTV collaboration and hub development		Capital
CCTV infrastructure	£70,000	Capital
Enforcement hubs		
Enforcement co coordinators x 3	£81,500	Resource
Activity support costs- legal, analytical, admin	£40,000	Resource
	£2,164,393	

NOT PROTECTIVELY MARKED

Section 4 – How the activity or project meets Innovation Fund criteria

Please provide a brief summary of how your bid addresses each of the Innovation Fund’s bidding criteria (see separate guidance). Maximum 300 words per criterion.

A. Transform policing through innovation

True collaboration of preventative services- The innovation is a significant shift of approach by the agencies involved, and in particular the police, in how we deal with such service users, using a collaborative strength based approach. Evidence from individual documented case studies and independent evaluations (Avert) has proved that this approach works. The wide collaboration is innovative as it incorporates all services with a preventative approach such as police, family support workers, social care, ambulance staff, mental health nurses, fire officers and third sector agencies.

Totally new concepts and up scaling of proven concepts- Brief interventions is an original concept building upon the local authorities obligations under the Social Care Act. Using an App to identify the appropriate service and make dynamic referrals is innovative and efficient. It is intended that this project will be a platform for promoting the App to other services such as healthcare, GP’s and community volunteers so that it becomes a routine invaluable tool across Public Service Lancashire. There will also be significant savings from the innovative and highly acclaimed Avert pilot which has evidenced improved life outcomes, we are not only up scaling, we are incorporating the learning from the independent evaluation to make the initiative stronger and even more successful.

In addition we are embarking upon a totally new collaborative relationship with Lancashire Fire and Rescue where we seek to utilise their workforce to locate vulnerable missing people and attend incidents where there is a concern for safety and entry needs to be gained quickly. We believe that this relationship will significantly develop through the innovative thinking of both services and lead to greater coloration and joint working and once established will lead the way in sustainable blue light services collaboration Nationally.

Our approach to dementia is also leading the way with innovative technology designed to reduce vulnerability.

B. Enhance collaboration

This project brings together all services dealing with vulnerable and at risk people, which we view as the biggest threat. Traditionally public services deliver in silos, with their own indicators and outcomes however this project will have a jointly devised multiagency delivery plan that will meet the desired outcomes of all partners. The collaboration will comprise of police, family support workers, ambulance staff, mental health nurses, fire officers local authority CCTV and third sector agencies such as the women’s centre and a private sector partner Buddi who will provide the GPS dementia tags.

Our collaboration with the Fire service we believe will be the first of its kind in that it will ultimately give some responsibility to the fire service to locate missing from homes using investigative training and search training. This is an original concept that could be replicated.

This project will have a University led independent academic evaluation that will evidence specific interventions, demonstrate what works and will have a strong qualitative angle, mapping the journey of the individual and evidencing the true impact . This will be tested through randomised control samples to enable comparisons to be made across localities and cohorts. The learning will be published for the benefit of other forces and public services across Lancashire and the activity, subject to evaluation, will be easily transferable to other force areas.

All of the partners involved have a real motivation and commitment to deliver the best service to

vulnerable people and to developing organisational learning. The initiatives in this bid also naturally lead into further shared threads such as, joint training, shared estates, maximising the use of assets and resources, employee wellbeing and also opportunities for social enterprise. All of which we will maximise any opportunities to collaborate to deliver efficiencies.

C. Deliver efficiencies

You should aim to describe the savings, efficiencies and wider benefits.

The savings achieved by implementing the project are £30m and are considerable against the overall cost of the plan which is £13.1m. The investment is expected to be recouped within two years.

By harnessing the strengths of our communities in support of this programme we will not only gain access to a broad skill set, locally based and always available but gain the added benefit of good intelligence allowing targeted intervention delivered to the right people. The volunteers will undergo a programme of training and development to empower and enable them to sustain the work beyond the life of the project. They will provide support to those “stepped down” from core provision and ensure that they are able to maintain progress made.

This bid will dramatically bring forward the development of Public Service Lancashire. Our current planning is transformation over the next 5- 10 years, this bid will bring this down to 2 years during which time we will set out to main stream the services and develop step down therefore innovation fund money would no longer be required.

Individual wellbeing – adverse childhood experiences play a significant role in determining the life outcomes of individuals. When extrapolated across the life course of the individual and the rate of intergenerational transmission the benefits of this approach are significant. This project will address those issues early.

Preventing duplication- Between agencies resulting in greater efficiency and speedier response and a better quality of service (brief interventions).

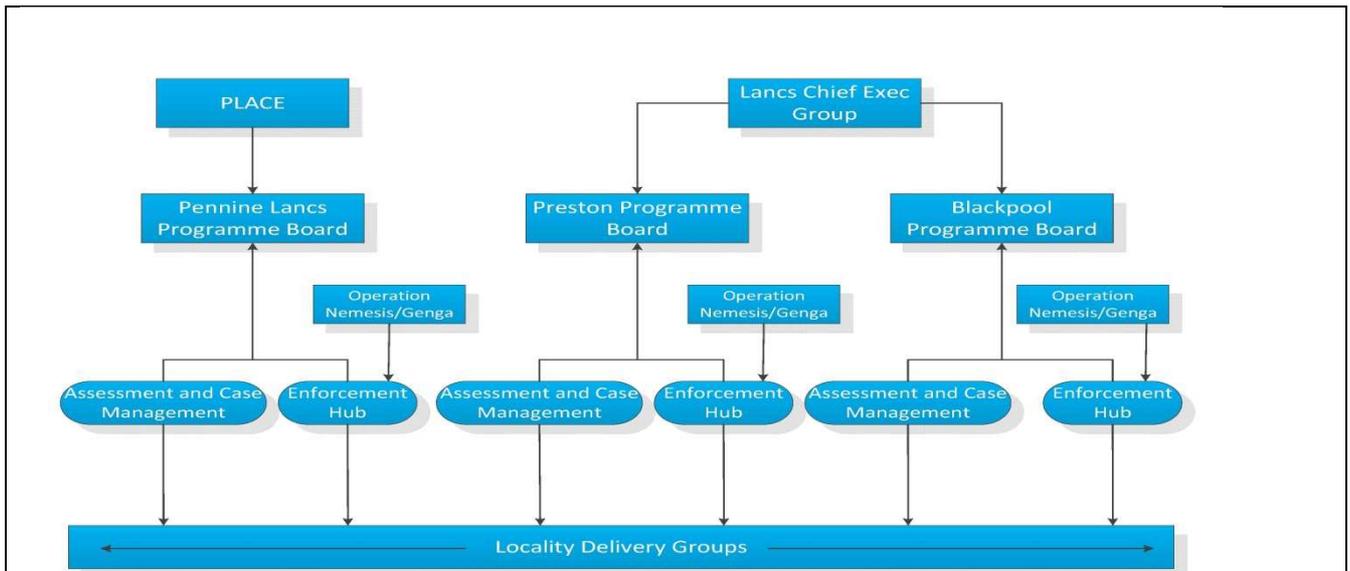
Enabling people- Providing people in communities with skills to help themselves and each other, providing sustainable solutions not just management of short term risk.

Facilitate true Early Action- Identifying those people with needs early allows efficient, flexible and dynamic responses to their needs and transition of investment from higher cost intervention services to lower cost better outcome prevention services.

D. Be locally owned and monitored

There is a significant degree of co-investment from the PCC and partners for each of the financial years; this demonstrates the true commitment to the project from all of the partners.

All components will be brought together under a multi-agency programme board for each area. The programme board will operate positively and collaboratively to back the initiative, offer solutions to perceived and potential barriers and provide supportive feedback through open and explicit governance, all of which will be under an accountability framework.



A detailed project plan will be prepared at the outset, including timescales for delivery and a risk register owned by the programme board. Regular reports will be made to the sponsors and in accordance with the governance procedures of the authorities. The project team will meet at intervals agreed with the sponsors, taking account of the progress of implementation and the emerging risks to the agreed timescale. The duration of the project will be two years for set up and development although Public Service Lancashire will continue to develop as a way of working. Staff will be recruited from third sector organisations or will be moved from other posts to prevent staff issues post bid money or the service will be main-streamed, subject to evaluation.

Lancashire early Action teams, in conjunction with the partners identified within this bid will deliver on the ground Early Action interventions. Ownership and accountability will rest with the partnership board of the project on a BCU footprint level and then on a County level with strategic oversight.

There is no question of the localism of this project – designed for the communities to provide sustainable solutions which they can become a part of. Local organisations have invested resources and capital as well as a commitment to deliver a fundamental shift in approach to prevention for the communities of Lancashire.

Section 5 – Police and Crime Commissioner sign-off

*This bid has been signed off by Lancashire Office of the Police & Crime Commissioner- **Clive Grunshaw** and Lancashire Constabulary's finance officer **Ian Cosh** and the OPCC Chief Finance officer- details are in section 6. The bid also has the support from the following collaborative partners:*

*Blackburn with Darwen Commissioning group- **Wazir Muhammad***

*Blackburn with Darwen Council- **Sally McIvor***

*Lancashire County Council – **Louise Taylor***

*Blackpool Council- **Rarif Rajpura***

*Lancashire Women's Centre- **Sarah Swindley***

*North West Ambulance Service **David Radcliffe***

*University Of Central Lancashire – **Michelle McManuss***

Lancashire Fire and Rescue service- **Justin Johnston**

Section 6 – Contact details

6.1 – Lead OPCC Chief Finance Officer details

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6.2 – OPCC/force project contact details

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