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**Lancashire
Constabulary**
police and communities together

JOINT MANAGEMENT BOARD

ITEM : 5	DATE: 4TH NOVEMBER 2015
TITLE: EARLY ACTION – HALF YEAR REPORT	
REPORT BY: ANDREA BARROW	

Executive Summary

A Police Innovation Fund (PIF) bid was submitted by Lancashire Constabulary for the development and implementation of Early Action across Lancashire supported by the Police and Crime Commissioner.

This report provides an update on the progress of this project as at 30th September 2015.

Recommendation

That the report be noted

Signature

Police and Crime Commissioner

Date

PART I

1. Background and Advice

A Police Innovation Fund (PIF) bid was submitted by Lancashire Constabulary for the development and implementation of Early Action across Lancashire. On 25th March 2015 the Home Office approved the bid and awarded Lancashire PCC, the Police and Partners £4.3 million over two years to deliver early interventions to children, adults and families. Securing the funding has meant that this work can now be accelerated considerably from 5-10 years down to just two years.

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

The implementation 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 individuals' lives. Lancashire has already started to move towards greater inter-agency collaboration, but is now looking to move beyond surface-level activity, towards a genuine shared methodology and approach to individuals across a broad range of services.

The partners involved are:

*Lancashire Constabulary
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
Lancashire Fire and Rescue service.*

The following report provides an update on progress as at 30th September 2015 with a forecast of the year-end position shown at Annex A.

Transformational Challenge Award & Police Innovation Fund - Early Action and Public Service Lancashire development.

Programme Status Report

Version: 0.4

Date: 22 October 2015

Owner (s) Supt. Andrea Barrow & Mark Aspin

Document Control

Author	Version	Reason for Change	Date
Supt. Barrow	0.1	Creation	31/07/2015
Marie Williams	0.2	Document layout	03/08/2015

Early Action and Public Service Lancashire Programme

Overall Programme RAG	Green
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Background

Early Action and Public Service Lancashire Programme combines two funding streams to deliver joint outcomes, by implementing Early Action preventative interventions. The Transformational Challenge Award granted £980,000 in March 2015 to enable partners across Lancashire to deliver preventative interventions to those engaged in criminal activity or those at risk of engagement in such activity, particularly those involved on Organised Crime groups.

The Police Innovation Fund granted £4.3 in April 2015 to support and develop Early Action across Lancashire. The work involves all of our partners and is primarily to transform services which will deliver early interventions to children, families and adults consistently and equally across the whole of Lancashire. Together both awards will accelerate Early Action and Public Service Lancashire development.

This work 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. The project involves 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 ultimate aim is to prevent problems occurring in the future rather than having all services eventually responding to them individually. The funding will accelerate the work already on-going 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.

Governance

A meeting of all key strategic partners was held on 30th April where it was agreed that this group would act as a Lancashire oversight group for the funding arrangements and also for the development of Early Action and Public Service Lancashire. It includes Blackpool, Blackburn with Darwen and Lancashire County Council, all 8 Clinical Commissioning Groups, North West Ambulance Service, Fire and rescue and Lancashire Police. It was agreed that this should be temporary until it could be decided where it fits into developed structures such as the Health and Wellbeing Board or Community Safety Partnership Groups.

From that meeting a series of local governance groups have been set up to implement delivery within local areas. In addition Lancashire wide Evaluation and Commissioning Groups have been established to develop a joint commissioning review team whose aim will be to gather a Lancashire wide picture of commissioning across all partners including councils and health and to ensure intelligent commissioning driven through evidence based research. Secondly an evaluation group which includes partners in all 3 councils, UCLAN and the Clinical Commissioning Groups, this group is a Lancashire wide evaluation group that will provide a strategic and consistent evidence base and will develop consistent data sharing across all Lancashire partners.

Financial and Human Resources support

The TCA funding is for 2 years and will be claimed by Blackburn with Darwen on behalf of the partnership. The Innovation Fund grant is for 2 years and will be claimed by the OPCC's office and the Constabulary after each 6 month period. A financial governance structure is in place and HR support is available to support the programme.

PIF – Early Action Summary of Costs as at 30 Sept 2015

LANCASHIRE PIF EARLY ACTION			2015-16 BID YEAR 1			2015-16 ACTUALS		
2015-16 EARLY ACTION LANCASHIRE	Total Overall Cost	Match	PIF	Actual cost	Match	Required		
Police Innovation Fund requested:	£	Funding	Requested	as at 30 Sept	Funded	from grant		
	£	£	£	£	£	£		
<i>Lancashire Constabulary Early Action Team</i>	3,371,286	3,145,251	226,036	1,826,237	1,779,232	47,005		
<i>Mental Health Triage</i>	772,009	227,076	544,933	375,449	274,066	101,3840		
<i>Vulnerable Adults - Dementia</i>	55,485	37,743	17,743	0	0	0		
<i>Women Offenders - Avert</i>	185,554	0	185,554	76,704	0	76,704		
<i>6 Caseworkers (South Transformational Project)</i>	131,300	0	131,300	0	0	0		
<i>Collaborative High Intensive Users</i>	323,530	163,530	160,000	69,2640	69,264	0		
<i>Social Action and Community Stepdown</i>	131,300	0	131,300	0	0	0		
<i>Brief Interventions</i>	219,476	98,713	120,763	0	0	0		
<i>Commissioning of academic evaluation</i>	58,893	13,500	45,393	0	0	0		
<i>Scope and develop IT system</i>	30,000	0	30,000	15,0000	0	15,000		
<i>Vehicle Costs</i>	134,400	0	134,400	86,047	0	86,047		
<i>Blackburn with Darwen Council</i>				90,039	59,023	31,016		
Specialist - Intervention and Enforcement / Hubs	1,499,000	1,028,500	470,500	0	0	0		
Total Costs	6,912,233	4,714,312	2,197,921	2,538,740	2,181,584	357,156		

Tactical delivery – Programme management

Project / Tasks	Task Owner	Summary	Delivery date	RAG
Establish Governance arrangements	T/Supt Barrow	Strategic Lancashire wide Early Action oversight group in place. To steer and support the programme. Meeting approximately every 2 months. Will ultimately report to the Health and Wellbeing boards.	Complete	
A strategic lead, with overall responsibility for the Early Action programme		T/Supt Andrea Barrow in place	Complete	
Recruitment of Project manager and 2 X project coordinators for Prevent and Protect Crime theme.	Mark Aspin	Rebecca Ramsay (Project Manager), Leanne Romney and Linda McCarthy (Project Coordinators) are now in post.	Complete	
Recruitment of Project manager for Early Action theme.	T/Supt Barrow	UPDATE OCT 15 - Posts were advertised across partner agencies papersift for interviews will take place early November.	End Nov 15	
Integration manager to coordinate and develop shared methodology and processes with all partners, particularly to develop joint working with Lancashire Fire and Rescue	T/Supt Barrow	Chief Inspector recruited due to start on 1/09/15	Complete	
Commissioning review and development	T/Supt Barrow	UPDATE OCT 15 - Posts for Lead Commissioning Review Officer and Commissioning Review Officer were advertised and circulated to partner agencies on Friday 2 October.	End Nov 15	

Tactical delivery- TCA and Innovation fund Actions

Project / Tasks	Task Owner	Summary	Delivery date	RAG
Mental health triage	Insp Khan	12 Mental Health Nurses working in Contact Management & responding 9 nurses and 9 police officers recruited. Service commenced on 15 th June. Good feedback from staff and partners on the scheme so far.	July 15- part complete	
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	Insp Khan	Co-coordinator post advertised. Products are currently being scoped for best options. Deadline end Sept UPDATE OCT 15 - Interviews for Mental Health Coordinator (Sgt post) took place on 1 October, officer appointed and will be in place by 1 November 15.	Nov 15	
1 HIU manager to be recruited to design a process to consistently gather information of HIU's across NWS, Police and A&E. 3 HIU coordinators to be recruited from each of the agencies above working jointly on high intensive users across the partnership.	T/Supt Barrow	Job descriptions completed – to HR w/e 14/8 then to be advertised across the partnership. UPDATE OCT 15 – Vulnerable Caller posts were advertised 16 October	End Nov 15	
Mobile devices provided to front line staff to allow multiagency staff to refer people to services immediately	Insp Khan	Due to start roll out and training for staff at Blackpool initially then as part of a programmed roll out across the Constabulary.	End Oct 15	
Commissioned Key workers to engage with specifically both women offenders and male offenders	Insp Keay	Avert- project manager 3 x case workers plus commissioned case workers are in place delivering the programme across Lancashire- now live in every custody suite across Lancashire. Initial evaluation due after 6 months. South Transformational Project- 2 services identified to be commissioned to deliver services- Barnardos to young men and The Safe project for older men. Service to commence 1 st September.	Complete Oct 15	

Project / Tasks	Task Owner	Summary	Delivery date	RAG
Prevent – Service Delivery	Rebecca Ramsay	<p>A service delivery model has been developed (along with referral and monitoring documentation) and roll out across the programme area broadly agreed.</p> <p>In Blackburn, the Transforming Lives Panel will identify the Organised Crime Cohort.</p> <p>In Preston, the current “Prevent and Prevent Plus” model of case managing young people will be expanded and adapted to include the Organised Crime Cohort. The Organised Crime Project Team are engaged in the development of Transforming Lives in Preston, to ensure there is appropriate focus on Organised Crime risk factors.</p> <p>In Burnley, Pendle and Hyndburn, where Transforming Lives is yet to be established an interim panel will be formed to identify and case manage the Organised Crime Cohort. The Organised Crime Project Team will co-ordinate this process, until there is the opportunity to integrate the work into Transforming Lives Panels as they are established.</p> <p>Support for individuals, families and communities will be commissioned through the voluntary, community and faith sector. Initially, short term commissions will allow us to “test” delivery, allowing longer term commissions as we move into the 16/17 financial year.</p> <p>In Blackpool we are integrating with the Families in Need Service, extending capacity for the Organised Crime Cohort.</p>	July 2017	
Pursue Service Delivery	Rebecca Ramsay/ Graham Gallagher	<p>A service delivery model for 3 enforcement hubs (one in each BCU) has been broadly agreed, with discussions ongoing to firm up arrangements around co-ordination.</p> <p>The 3 hubs will mirror the current Operation Genga format, on a smaller geographical footprint – and will facilitate swift intelligence sharing/ gathering and allow for the timely development of enforcement packages.</p> <p>Underpinned by the adoption of the pam information sharing platform the 3 hubs will be coordinated by different agencies in each of the BCUs.</p>	July 2017	

Project / Tasks	Task Owner	Summary	Delivery date	RAG
		<p>The intention is to “roll out” the hubs in phases – developing the sharing of intelligence, building on this intelligence sharing and “normalising” information sharing/ partnership working.</p> <p>Investment in the pam platform and the coordination function leaves a healthy budget to fund partnership enforcement operations.</p>		
Pursue Service Delivery - CCTV	Rebecca Ramsay	<p>After discussion with relevant stakeholders, the Development of 2 CCTV hubs is progressing, one in Blackpool and one in Blackburn.</p> <p>Work has started in Blackpool working with the private sector and business improvement areas with improvements to control room and camera facilities underway. A draft specification and member decision paper is being consulted on with officers of the remaining areas, required prior to the procurement process starting.</p> <p>Further work is ongoing with the consultant looking to enhance Burnley and Pendle’s wireless infrastructure as part of the programme.</p> <p>Identification of pieces of work which will enhance the ability of CCTV in the context of organised crime (e.g. use of ANPR) has begun, with a view to implementation in the 2016/17 financial year.</p>	March 2016	
Protect Service Delivery	Rebecca Ramsay	The Protect Task and Finish Group identified a potential service delivery model similar to the Prevent strand – as such the workstreams have been merged and will be delivered through the models detailed above.	July 2017	
Prepare Service Delivery Development	Rebecca Ramsay/ Andrea Barrow	Following the completion of a high level scoping activity (looking at current VCFS infrastructure) the Task & Finish Group have agreed to look at a “2 tier” step down model. The PIF (Police led) work will focus on developing volunteer lead professionals, and the TCA Task and Finish Group will look to develop the infrastructure, knowledge, skills and abilities of the existing volunteer workforce (e.g. asset based community development).	Dec 2016	
6 Community Engagement Officers to recruit	Ch Insp	Agreed at the oversight meeting that half of these funds would be	End Nov 15	

Project / Tasks	Task Owner	Summary	Delivery date	RAG
community volunteers to develop community step down	Sewart	<p>pumped into a bid for a multiagency volunteering hub. Funds requested from PCC – decision expected early August 2015. Only 3 CEO's will be recruited.</p> <p>UPDATE OCT 15 – Community Engagement Officer posts advertised across partner agencies, only 1 applicant applied from West. The interview process will need to take place prior to adverts being re circulated externally.</p> <p>Update 22/10/15, applicant from West was successful, the positions for East and South will now be circulated externally.</p>		
12 vehicles to enable interventions to be delivered in the community	Insp Khan	6 vehicles purchased for mental health response, the remainder to be purchased once additional staff are in place.	Complete	
ICT commission to scope and develop an interagency case management and data sharing ICT system.	Kathy Harris	Initial meeting planned with BT One Connect to scope the current landscape. Current scoping taking place for Liquid Logic system.	End Oct 15	
The commission of a multiagency academic evaluation to evidence true impact in Early Action through an outcomes Framework.	T/Supt Barrow	<p>1 UCLAN researcher has been recruited and is working within the HQ Early Action Team and a further role has been advertised and is due to start in 2 weeks. This team will work with the Lancashire wide evaluation team.</p> <p>UPDATE OCT 15 – second researcher post, individual has been recruited and vetted and should be in place this month.</p>	<p>March 16</p> <p>End Oct 15</p>	

Tactical Delivery- Early Action model development:

Project / Tasks	Task Owner	Summary	Delivery date	RAG
West- Blackpool	Supt Evans	<p>Governance through the Health and Wellbeing Board, sub group joint commissioning. Area level support forming with a more integrated framework of staff from Early Help, family support, social care and mental health. Locality teams not yet established however meeting with Blackpool Council and CCG next week to see how these can be developed from what is in place at present.</p> <p>UPDATE OCT 15 - Blackpool Council has held multi-disciplinary meetings to establish a more integrated approach and at present this means developing our multi agency early Action team still further on a Blackpool footprint which will enable greater flexibility to target need and in the deployment of multi-disciplinary teams. The Mental Health triage team which works from Blackpool have now become part of the tasking process and their impact is already being felt despite only being in Operation a number of weeks. Recruiting is underway to appoint 6 EA CBMs which will operate inside of the Early Action team and be deployed as part of the four team approach which enables coverage at all times of the day and into the evening with coverage until 10pm. The interview panel will consist of Blackpool Council as well as police. Recruiting is also underway for West Divisions Community Engagement Officer who will start developing our community step down model. Tasking and Deployment panel being developed as part of the day to day tasking for the multi-disciplinary team.</p>		
West- Wyre and Fylde	Supt Evans	<p>Proposals presented to Wyre and Fylde Health and Wellbeing Partnership which were well received, Officers sub-group to develop proposals for this group to take on EA governance. Area Support is still split between Wyre and Fylde however once the locality teams are in place it is hoped this will merge to form a Wyre and Fylde area panel. Locality groups starting to be formed and EA staff from Blackpool seconded to area before we get our</p>		

Project / Tasks	Task Owner	Summary	Delivery date	RAG
		<p>structure put in place. CCG want to start a HIU panel in Fleetwood which will be the first piece of work we do with them on a locality footprint.</p> <p>UPDATE OCT 15 - Proposals presented to Wyre and Fylde Health and Wellbeing Partnership which were well received, Officers sub-group to develop proposals for this group to take on EA governance. Area Support is still split between Wyre and Fylde however once the locality teams are in place it is hoped this will merge to form a Wyre and Fylde area panel. Locality groups starting to be formed and EA staff from Blackpool seconded to area before we get our structure put in place. Interviews currently underway to establish a team of 3 EA CBMs and 2 PCSOs for the area. CCG want to start a HIU panel in Fleetwood which will be the first piece of work we do with them on a locality footprint and they have agreed to use funds to recruit a panel co-ordinator. Panel already in place for Fylde with Wyre developing a shadow structure which in time we will look to merge if appropriate.</p>		
West- Lancaster	Supt Evans	<p>Presenting EA proposals at the next Health and Wellbeing Partnership with the intention that will become the governance group for EA. Still work to be done with partners to develop an area support panel which included LCC representatives.</p> <p>Locality teams more advanced with EA Officers now working with all CCG teams.</p> <p>Linking in with development fund for new integrated service in Morecambe West. Training of non EA staff underway with secondment opportunities before new structure is put into place</p> <p>UPDATE OCT 15 - EA proposals well received at the Health and Wellbeing Partnership who will become the governing / oversight body for EA. Still work to be done with partners to develop an area support panel which included LCC representatives. Locality teams more advanced with EA Officers now working with all CCG teams. Linking in with development fund</p>		

Project / Tasks	Task Owner	Summary	Delivery date	RAG
		<p>for new integrated service in Morecambe West which will be starting a transience project similar to that conducted in Blackpool which seeks to identify and reduce vulnerability of those not engaging with service. Training of non EA staff underway with secondment opportunities before new structure is put into place with interviews about to begin for 3 EA CBMs.</p>		
<p>South- Preston</p> <p>It has been agreed in LCC that Preston will be an Early Adopter for EA model development in LCC area in addition to Pennine Lancashire which is part of the Transforming lives model.</p>	<p>Debbie Duffell & Supt Barrow</p>	<p>Initial meeting and work streams agreed:</p> <ol style="list-style-type: none"> 1. Development of multi agency integrated team and panel- Lead: Liz Mossop – Preston Borough Council, assisted by Joanne McGrath - LCC, Jean Rollinson - CCG, Johanne Keay – <ul style="list-style-type: none"> - consider relevant partners for integrated team - Multi specialty skills mix - Capability/leadership development - can existing panels be pulled into one new panel - consider partners who are not part of integrated team but who can be invited to panel - threshold/criteria 2. Pathways/assessment and thresholds-Leads: Nicola Murphy – LCC and Dave Russel - LFRS 3. Estates/Volunteers-Lead: Mel Ormisher - LCC <ul style="list-style-type: none"> - Map estates across all partners - Map/review of volunteers/third sector organisations 4. Policy decisions/Commissioning-Lead: Mel Ormisher – LCC, to consider and include <ul style="list-style-type: none"> - Statutory responsibilities - Strategic drivers 5. Workforce Development – pended until outcome of workstream 1 		

Project / Tasks	Task Owner	Summary	Delivery date	RAG
		<p>6. Information governance/Information Sharing/Consent-Lead: Chief Inspector Derry Crokken to link with Andrew Schofield, Joanne Byrne and Roberts Irwin from CSU</p> <p>7. ICT-Lead: Chief Inspector Derry Crokken</p> <p>8. Monitoring Performance/Outcomes-Lead: Lee Kearns – LCC</p> <p>Initial discussions have commenced with CCG to ensure that NHS locality teams are an integral part of the model.</p>		
South- Chorley	Supt Horn	<p>Scoping is being carried out to determine what is currently in place to enable further development and integration into the overall EA plan and to determine the sequencing of development across the South area. This area is already adopting an Early Action approach. Full system change pending until sequencing established.</p> <p>UPDATE OCT 15 – Integrated Action Team ie Lancs Police in partnership with Chorley Borough Council is ongoing and is well attended by local partners with positive results.</p>		
South- South Ribble	Supt Horn	<p>Scoping is being carried out to determine what is currently in place to enable further development and integration into the overall EA plan and to determine the sequencing of development across the South area.</p> <p>UPDATE OCT 15 – still at scoping stage. Progression will be determined by the outcome of the Preston, Ribblesdale Pilot.</p>		
South- West Lancashire	Supt Horn	<p>Initial meeting with West Lancashire CCG. Integrated Neighbourhood Teams (INTs) are a key workstream in WL CCG's clinical transformation programme. Although in their infancy, work is currently underway to further develop INTs across the 5 localities. This will include wider partners such as; police, VCFS, NWAS, Lancashire Integrated Wellness service and</p>		

Project / Tasks	Task Owner	Summary	Delivery date	RAG
		<p>others. Two other programmes which will facilitate this development are the Neighbourhood Learning Project with Edge Hill and the Focus on Skelmersdale work.</p> <p>UPDATE OCT 15 – still at scoping stage. Progression will be determined by the outcome of the Preston, Ribblesdale Pilot.</p>		
<p>East- Blackburn with Darwen-</p>	<p>Sally Mclvor</p>	<p>Transforming lives has been established with a multi-agency panel and 1 integrated team in place at Audley children’s centre. 3 further integrated teams are currently being set up across Blackburn. Start date 1st September.</p> <p>UPDATE OCT 15 - Three Transforming Lives teams are now fully operational at Darwen Town Hall, Audley Children’s Centre and Bank Top Community Centre. The final team is expected to be operational by the end of the year. Referral rate are increasing which has resulted in a new gatekeeping process.</p> <p>There are still some development areas around Adult Services and Mental Health that is ongoing work.</p>		
<p>East- Pennine East Lancs-</p>	<p>CI Srivastava</p>	<p>Transforming Lives- Pennine Lancashire has a programme board and project manager and plans to set up a multi- agency panel and integrated teams in areas across Pennine area.</p> <p>UPDATE OCT 15 - A Transforming Lives Panel has been set up in Burnley with plans for Rossendale and Hyndburn in stage 2. Negotiations are on-going with LCC surrounding dedicating resources to the panel approach. In the intervening period a small multi-disciplinary team is being created at Burnley Police Station. Current committed partners are LCC-Well- being, Fire, Red Rose Recovery, Inspire and LCFT with a view towards further growth.</p>		

Mainstreaming and Sustainability.

From the start of the project the aim is to mainstream all the services above through Public Service Integration, sharing the cohort and the demand. The initial oversight meeting will feed into the locality operational delivery groups and the aim will be how to achieve public service integration with a joint multi agency plan. The timescales are to have a joint Public Service Lancashire plan in draft by end September 2105 which will include a joint outcomes framework and a plan to mainstream through true integration over the next 2 years.

The community step down is the main long term key to sustainability and will be developed alongside the main plan. Lancashire County Council, Blackburn with Darwen and Blackpool, have all expressed interest in being part of a multiagency volunteering hub which would manage and deliver volunteering services across Lancashire Public Services. This will enable volunteers to deliver support to those who are stepped down from services.

PIF – Early Action Summary of Costs as at 30 Sept 2015

LANCASHIRE PIF EARLY ACTION 2015-16 BID YEAR 1			2015-16 ACTUALS			2015-16 FORECAST			
2015-16 EARLY ACTION LANCASHIRE	Total Overall Cost	Match Funding	PIF Requested	Actual cost as at 30 Sept	Match Funded	Required from grant	Forecast cost 1 Apr 15 - 31 Mar 16	Estimated Match Funded	Estimate Total PIF grant
	£	£	£	£	£	£	£	£	£
<i>Police Innovation Fund requested:</i>									
<i>Lancashire Constabulary Early Action Team</i>	3,371,286	3,145,251	226,036	1,826,237	1,779,232	47,005	3,699,451	3,565,456	133,996
<i>Mental Health Triage</i>	772,009	227,076	544,933	375,449	274,066	101,383	1,008,012	600,663	407,349
<i>Vulnerable Adults - Dementia</i>	55,485	37,743	17,743	0	0	0	20,000	20,000	0
<i>Women Offenders - Avert</i>	185,554	0	185,554	76,704	0	76,704	163,009	0	163,009
<i>6 Caseworkers (South Transformational Project)</i>	131,300	0	131,300	0	0	0	65,000	0	65,000
<i>Collaborative High Intensive Users</i>	323,530	163,530	160,000	69,264	69,264	0	200,195	146,861	53,333
<i>Social Action and Community Stepdown</i>	131,300	0	131,300	0	0	0	34,667	0	34,667
<i>Brief Interventions</i>	219,476	98,713	120,763	0	0	0	213,176	98,713	114,463
<i>Commissioning of academic evaluation</i>	58,893	13,500	45,393	0	0	0	13,234	3,044	10,190
<i>Scope and develop IT system</i>	30,000	0	30,000	15,000	0	15,000	30,000	0	30,000
<i>Vehicle Costs</i>	134,400	0	134,400	86,047	0	86,047	95,647	0	95,647
<i>Blackburn with Darwen Council</i>	1,499,000	1,028,500	470,500	90,039	59,023	31,016	444,500	304,927	139,573
Total Costs	6,912,233	4,714,312	2,197,921	2,538,740	2,181,585	357,155	5,986,891	4,739,664	1,247,226

Links to the Police and Crime Plan

2. Consultation

3. Implications

- a. Legal
- b. Financial
- c. Equality considerations

4. Background Papers

5. Public access to information

Information in this form is subject to the Freedom of Information Act 2000 and other legislation.

Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.

Officer declaration	Date
LEGAL IMPLICATIONS – As above	
FINANCIAL IMPLICATIONS – As above	
EQUALITIES IMPLICATIONS – As above	
CONSULTATION – As above	
<p>Director to the Office of the Police and Crime Commissioner (Monitoring Officer)</p> <p>I have been informed about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lancashire.</p> <p>Signature.....Date.....</p>	

PART II

Restricted Information