



APCC LOCAL CRIMINAL JUSTICE BOARDS GUIDANCE: BRIEFING FOR NEW PCCs

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This document is for use by OPPC staff and/or PCCs to provide guidance to, and support the induction of, newly appointed PCCs who are assuming the role of chairing Local Criminal Justice Boards (LCJBs).



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Introduction to LCJB

The *Police Reform and Social Responsibility Act 2011* sets out in law the reciprocal duty on Police and Crime Commissioners (PCCs) and other Criminal Justice agencies to work together to provide an efficient and effective Criminal Justice System (CJS) at the local level. One way this works effectively is through Local Criminal Justice Boards (LCJBs), of which the majority are currently chaired by PCCs.

LCJBs bring together criminal justice partners to identify priorities, address cross-cutting issues, reduce reoffending, improve the experiences of victims and witnesses, and deliver agreed objectives to improve the efficiency and effectiveness of the local CJS.

LCJBs are predominantly aligned to Police Force Areas (PFA) and operate as voluntary partnerships. There are 41 LCJBs in operation. In Wales, in addition to the 4 LCJBs, there is the “Criminal Justice Board for Wales”.

LCJB Membership

The membership of the LCJB reflects the wide range of agencies involved in the Criminal Justice System. **In addition to the PCC, the standard membership of the Board should include:**

- A senior police officer
- A senior representative from Crown Prosecution Service (CPS)
- A senior representative from His Majesty’s Courts and Tribunals Service (HMCTS)
- A senior representative from His Majesty’s Prison and Probation Service (HMPPS)
- A senior representative from Youth Offending Team (YOT)/Youth Safeguarding Board/Youth Justice Board (YJB)
- A senior representative from Legal Aid Agency (YAA)
- A legal professional from the defence community
- A victim’s service provider and a witness service provider
- A representative from other rehabilitation service providers such as education/health/Local Authority
- Other individuals, whether as members or on an ad-hoc basis, as considered appropriate.

List other partners your LCJB includes:

Note: A member of the judiciary or magistracy should be invited to attend the LCJB, noting that the judiciary or magistracy can only comment on the operational impacts for the courts, not on policy and are in no way accountable to the LCJB.

PCC Responsibilities

As LCJB Chair¹, PCCs carry out the following functions:

- Provide leadership and direction to the board's activities.
- Set, implement, and review the LCJB's Terms of Reference in consultation with board members.
- Establish a Business Plan or formal 'Action Plan' in consultation with board members and hold partners to account for its delivery where actions are agreed collectively.
- Ensure that the LCJB engages positively with relevant national programmes.
- Discuss the strategic plans of individual criminal justice organisations so that interdependencies can be identified, and plans can be aligned.
- Foster discussion of decisions being taken by individual criminal justice organisations which are likely to affect the operational efficiency and effectiveness of the local CJS.
- Encourage organisations to share findings of inspections/reports where cross-CJS consideration or a cross-CJS response would be beneficial.
- Review opportunities to co-fund and co-commission partnership activity, where to do so would be in the interest of the CJS.
- Encourage collaboration with relevant partners to comply with the Victims' Code.

¹ Note that while the PCC chairs the LCJB in most areas, there are exceptions where other officials, such as the Chief Constable, assume this role.

- Engage with Regional Probation Directors (and/or HMPPS Area Executive Directors) on the delivery of Community Payback and commissioning activity as they develop their Regional Reducing Reoffending Plans (and co-commissioning takes place where there are agreements to do so).
- Represent the Board at appropriate events or agree a suitable delegate.
- Regularly review the work of the LCJB to ensure that the local CJS is operating efficiently and effectively.

Here you may add any other functions that the PCC in your area carries out:

Note: At all times, the chair must respect policing, prosecutorial, and judicial independence, and decision-making, as well as acknowledging that the LCJB chair cannot hold individual partners to account for their own agency/organisation's performance.

Board Member Responsibilities

As LCJB chair, PCCs may want to ensure that board members are fulfilling their roles. **Below is a list of expectations of board members that a PCC should keep in mind:**

- Attend all Board meetings or send an effective deputy.
- Be prepared to discuss agenda items from their organisation's point of view.
- Read accompanying papers prior to meetings and where appropriate, contribute to relevant reports.
- Refer, on behalf of their organisation, emerging local CJS issues to the LCJB for discussion.
- Drive actions between meetings.
- Maintain accountability for their own organisation's performance.
- Work with local, regional, and national counterparts as necessary to identify and overcome barriers to improving the delivery of justice.

- Share data and analysis as appropriate and necessary to enable the LCJB to fulfil its role.
- Champion the work of the board within their organisation.

Add any other expectations here:

LCJB Structure

Members of the board can suggest changes to the LCJB governance structure to align with strategic priorities, with the PCCs, as chair, facilitating this process. These decisions are made collectively, with the PCC having the casting vote in the event of a tie. **PCCs may want to ensure that the LCJB structure serves the following needs:**

1. Conducive to a whole system approach and not catering to individual group priorities.
2. Have open channels of communication among stakeholders.
3. Have clear levels of seniority to aid the decision-making process.
4. Have clarity with regards to the functioning and accountability of subgroups.
5. Should be set up in way that caters to local needs and priorities.
6. Should enable the LCJB to maintain useful links with other CJS groups such as Violence Reduction Units (VRUs), Community Safety Partnerships (CSPs), Multi-Agency Safeguarding Hubs (MASHs) and other partnerships.

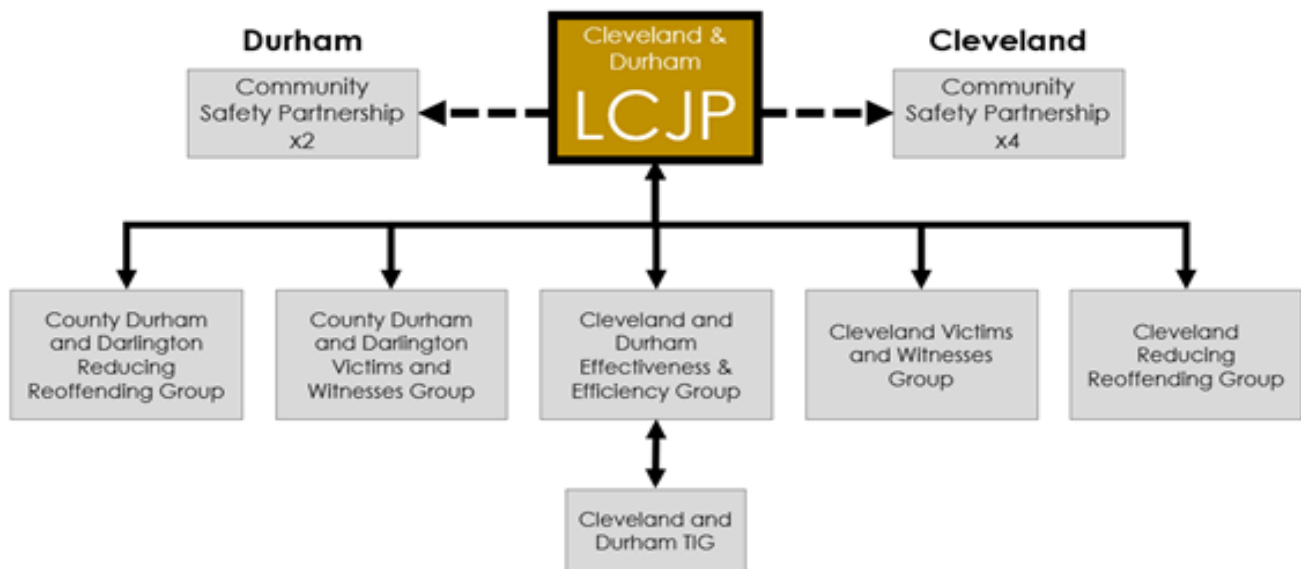
Add other requirements your local area may have here:

Case study Cleveland and Durham OPCCs:

In 2022, Cleveland and Durham OPCCs did an options appraisal to understand if their LCJB structure remained fit for purpose, and possible structures were created for board discussion. There was an extensive consultation with their criminal justice partners as part of the review of the arrangements. A similar options appraisal can be conducted in your area to assess if the current LCJB structure is fit for purpose.

Below are three proposed structures along with some potential strengths and challenges for illustration.

Option 1



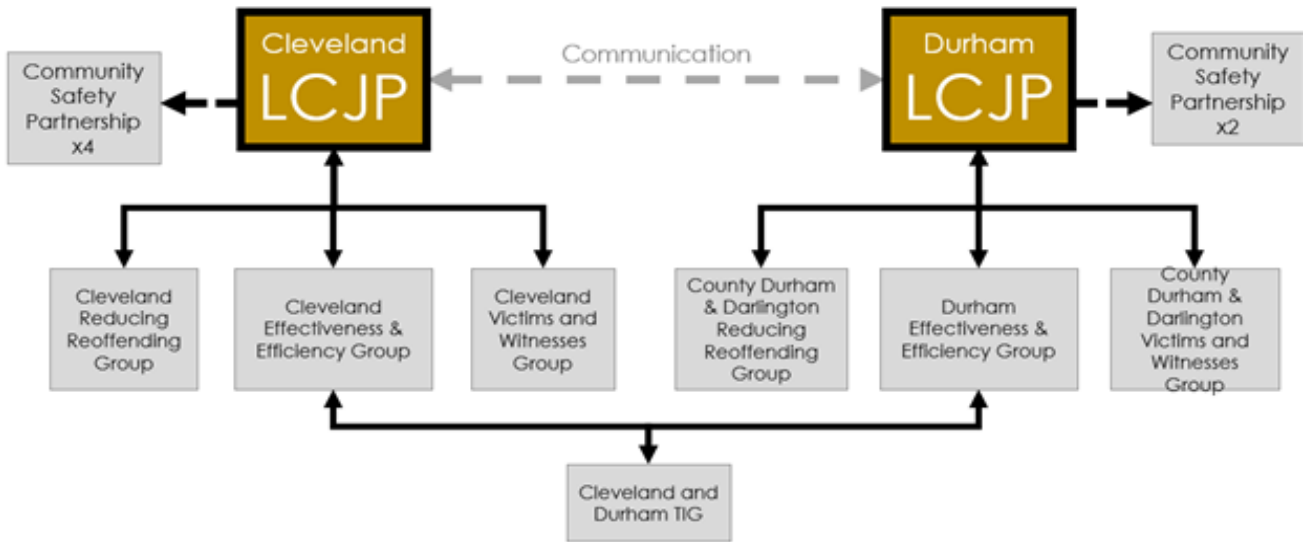
Potential Strengths:

- Sharing of best practice across x2 police force areas.
- Broad range of forums where priority areas are discussed and agreed.

Potential Challenges:

- Overlap between strategic and operational groups and wider strategic groups i.e. Cleveland Unit for the Reduction of Violence (CURV) Board, Drugs Partnerships.
- Differences between areas in terms of demand, structure, and performance.

Option 2



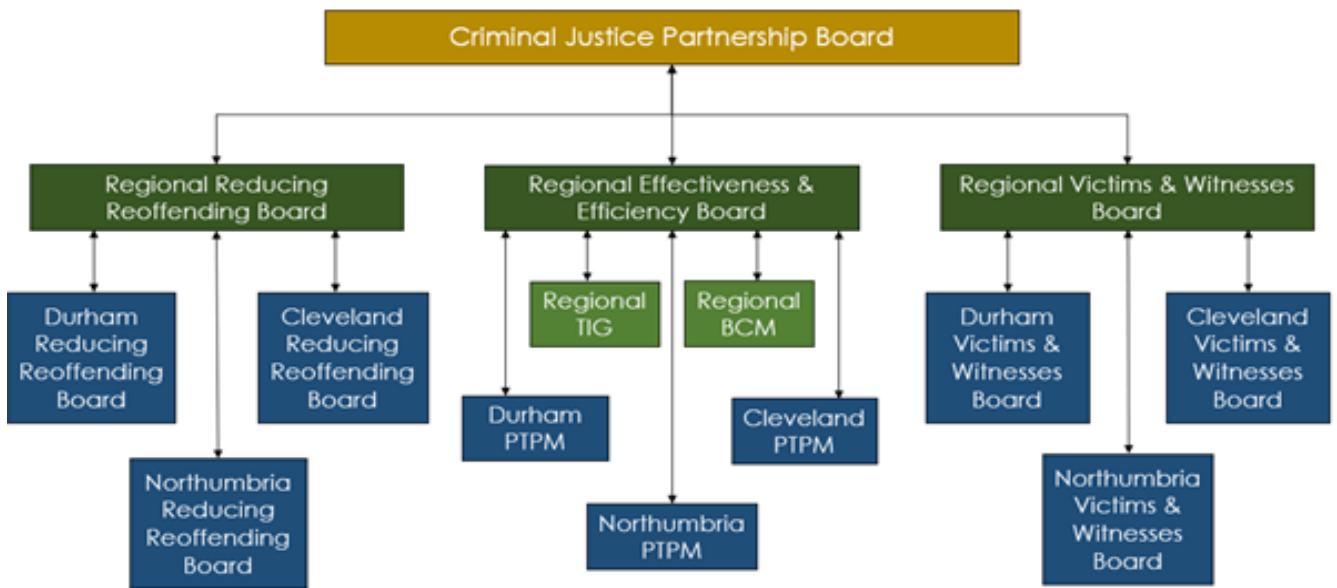
Potential Strengths:

- Clear focus based on needs of each area, and easy to hold partners to account.
- Clarity of ownership including chairing arrangements.
- Opportunity for wider membership including links to broader strategic forums i.e. CSPs, Safeguarding boards and CURV Board.

Potential Challenges:

- Potentially more meetings for regional partners.
- Potential greater financial investment needed to resource and manage effectively.

Option 3



Potential Strengths:

- Strong and co-ordinated regional voice.
- Regional partners just attend one meeting as opposed to 2/3.

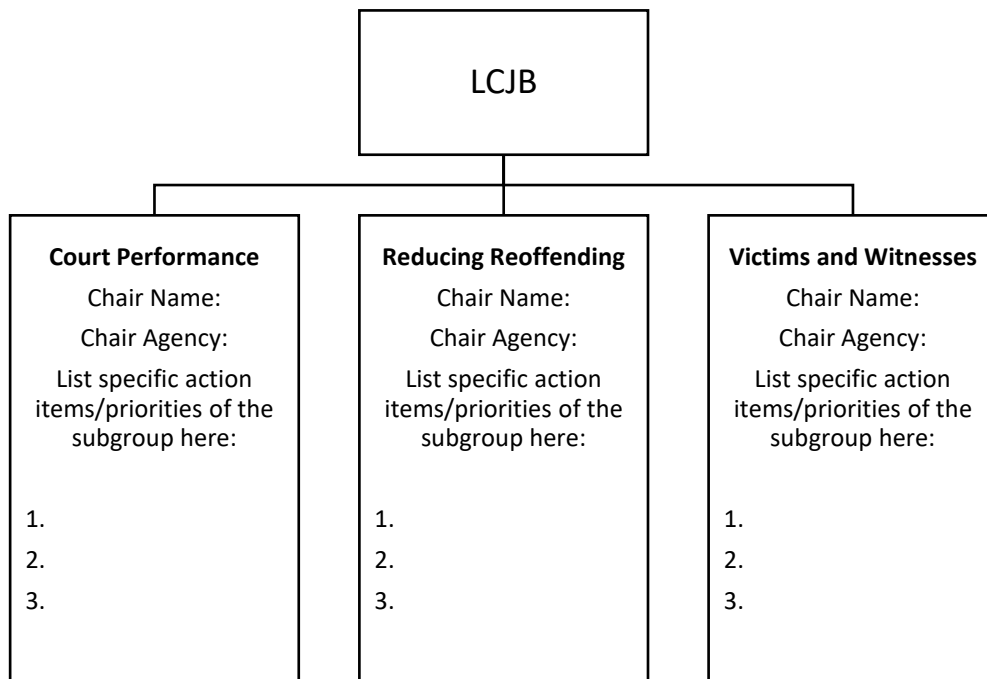
Potential Challenges:

- Too many partners and links to local structures may result in lack of engagement.
- Needs across each of the police force areas are very different.

LCJB Subgroups

If your LCJB does not already have subgroups, you may consider adding them. Alternatively, you may consider making changes to the subgroups currently in operation. Subgroups (also known as 'delivery groups') are often formed to address specific issues or priorities identified by the LCJB. Subgroups work most effectively when the priorities and responsibilities of each subgroup are clear.

Below is a sample organizational structure you can use to organize subgroups:



As LCJB chair, PCCs have the overall responsibility of the delivery of the objectives of subgroups, and may wish to remind themselves of the organization and expectation of subgroups:

- Subgroups are expected to deliver on specific objectives set by the board.
- Subgroups develop actions plans aimed at delivering these objectives effectively.
- Each subgroup may draft its own terms of reference.
- Subgroups should have a smaller core membership which can be supplemented when necessary for key pieces of work.
- Effective subgroups may be administered by an appointed Chair.
- Subgroups are expected to communicate regularly with the broader LCJB, providing updates on their activities, and progress towards set objectives. This is usually done at each meeting.
- Subgroups are expected to engage relevant stakeholders, including community organizations, service providers, and government agencies, to garner support for initiatives and ensure coordinated efforts towards their set goal.
- Subgroups may be tasked with monitoring the progress and evaluating the impact of initiatives implemented within their area of responsibility. This involves tracking key performance indicators, collecting feedback, and assessing outcomes to inform continuous improvement efforts.

Add other expectations here:

Note: Some LCJBs may have “task forces” established to address specific high-profile issues or challenges within the criminal justice system. These are similar to sub-groups but tend to be more ad-hoc, operational, and delivery-focused. The responsibilities of task forces should be largely the same as sub-groups.

Terms of Reference

PCCs are responsible for drafting the board’s terms of reference. **In this document the PCCs may want to include the following:**

- An overview, purpose and vision.
- The board’s strategic priorities in brief.
- Administrative arrangements:
 - Frequency of LCJB meetings
 - Meeting arrangements
 - Attendance expectations
 - Standing agenda (if applicable; see sample in Appendix B)
 - Deputy chair (if applicable)
- Membership
 - List of all organizations that are part of your board.
- Key responsibilities
 - Clarify expectations of various stakeholders.

When drafting the Terms of Reference, the PCC may also wish to consider the provision of secretariat support for the LCJB and its subgroups. Arrangements vary from area to area, with some regions funding a ‘Criminal Justice Manager’ role from a joint-funded pot, often hosted by the OPCC or Constabulary. You might want to

discuss with your office whether such support is required in your LCJB or review the preexisting secretariat arrangements within your LCJB to see if they are well placed to support LCJB partnership working.

National Partnership

The National Criminal Justice Board (CJB) maintains oversight of the criminal justice system at a national level and promotes a collaborative approach to addressing challenges. The CJB is chaired by the Lord Chancellor and Secretary of State for Justice. The board meets three times a year and is attended by senior leaders from across the CJS.

The Criminal Justice Lead for the Association of Police and Crime commissioners (APCC) is a member of the CJB which allows the board to be properly informed of emerging priorities, challenges, and trends at a local level. PCCs are therefore encouraged to raise issues and emerging priorities with the APCC CJS lead, who can escalate issues to the national CJB, if and when required.

It may also be helpful for PCCs to remind themselves of the ways in which the LCJBs and National CJB work together to address CJS priorities:

- The CJB provides overarching direction to LCJBs, setting strategic priorities and objectives for the criminal justice system.
- The CJB engages LCJBs in the development of policies to address emerging issues within the criminal justice system.
- The CJB may serve as a platform for collaboration and information-sharing among LCJBs. The CJB secretariat may organize meetings, conferences, or working groups to facilitate dialogue, exchange best practices, and address common challenges faced by local boards.

It may also be helpful to note that there are a number of national CJS forums that encourage PCC/OPCC representation:

- MoJ Monthly LCJB Drop Ins
- APCC LCJB Chairs Meeting
- APCC-HMPPS Working group
- MoJ Monthly Newsletter for LCJB Chairs, LCJB Managers, LCJB Members and PCCs.

Data Monitoring

As LCJB chair, PCCs set the direction for their local criminal justice boards and identify priority areas for their region. They also monitor performance and ensure that the board is making adequate progress on set priorities. Data can play a key role here, and PCC should encourage their LCJBs to utilize data to guide their work:

Specific ways in which LCJBs can use [criminal justice data](#):

- Produce summary reports of local data.
- Combine data with local management information to demonstrate an assessment of system performance at a local level.
- Compare dashboard metrics/statistics with LCJB activity to determine whether local initiatives are making an impact on the data.
- Identify and discuss local issues including potential plans to address these.
- Identify areas of good practice and drive best practice discussions within the local area and with other LCJBs.
- Inform discussion on emerging workload pressures.

Other ways that you use data in your area:



LCJBs are also encouraged to regularly monitor and use the [Criminal justice system \(CJS\) delivery data dashboard](#) which brings together a range of criminal justice data and gives an overview of the justice system; from the point a crime is recorded by the police, to when a case is completed in court.

As LCJB chair, PCC are encouraged to take leadership in ensuring that data is shared across organisations. This can be done by ensuring that data sharing agreements are in place. The data sharing guidance created by the Home Office and Ministry of Justice can be found [here](#) for reference. A template LCJB Memorandum of Understanding (MOU) can be found [here](#).

Performance Measurement

As LCJB chairs, it is the responsibility of the PCC to ensure that the board is making sufficient progress towards agreed upon objectives. A clear performance framework is therefore crucial for PCCs to play this role. Having a framework for each of the work streams/business areas can increase transparency and ensure that things are on track.

Case Study

For guidance, you can see a performance framework produced by Merseyside, which has clearly defined measures that can be routinely monitored:

BUSINESS AREAS	MEASURES
Efficiency & Effectiveness	HMCTS Power Bi National CJS Data dashboard Crown Court Workload- Receipts/Disposals Crown Court Trial Volume -- Cracked, Effective Trials, Ineffective, Vacated Trials Crown Court Timeliness Magistrates Workload Receipts/Disposals Magistrates Court Trial volume Magistrates Court Cracked, Effective, Ineffective Vacated Trails TSJ Data JOIM (Joint Operational Improvement Model) Data MSF Comparisons
Victims & Witnesses	Witness Attendance (Crown Court/Magistrates Court) Witness Attendance linked to Local Authority Areas DA Witness Attendance Hate Crime Witness Attendance Post Charge Victim Attrition VCOP Compliance Sec 28 Provision
Youths	(YOS data) First Time Entrants O OCD (Out of Court Disposal) – Magistrates Scrutiny Reoffending

BUSINESS AREAS	MEASURES
	Arrest/VA Volumes Concordat compliance and RUI data Youth Court Performance data YJB Youth Disproportionality in the CJS Toolkit CPS Youth performance Police youth data- including custody data
Reoffending	Binary Measure Women Offending in Merseyside/Crime Reporting Access to HMPPS NDelius data Access to Women Offending data toolkit
<i>Hate Crime</i>	Incidents/Crimes Successful Outcomes Hate Crime Category Outcomes CPS Hate crime performance

Resources and Contacts

[National Guidance for Local Criminal Justice Boards \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

[CJS Delivery Dashboard \(criminal-justice-delivery-data-dashboards.justice.gov.uk\)](https://criminal-justice-delivery-data-dashboards.justice.gov.uk)

[Criminal Justice Board – GOV.UK \(www.gov.uk\)](https://www.gov.uk)

[Probation Service Change Bulletin - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

CJB Secretariat: criminaljusticeboard@justice.gov.uk

APCC contact: enzo.riglia@apccs.police.uk

Appendix

Appendix A

Below is a best practice example of LCJBs in Wales:

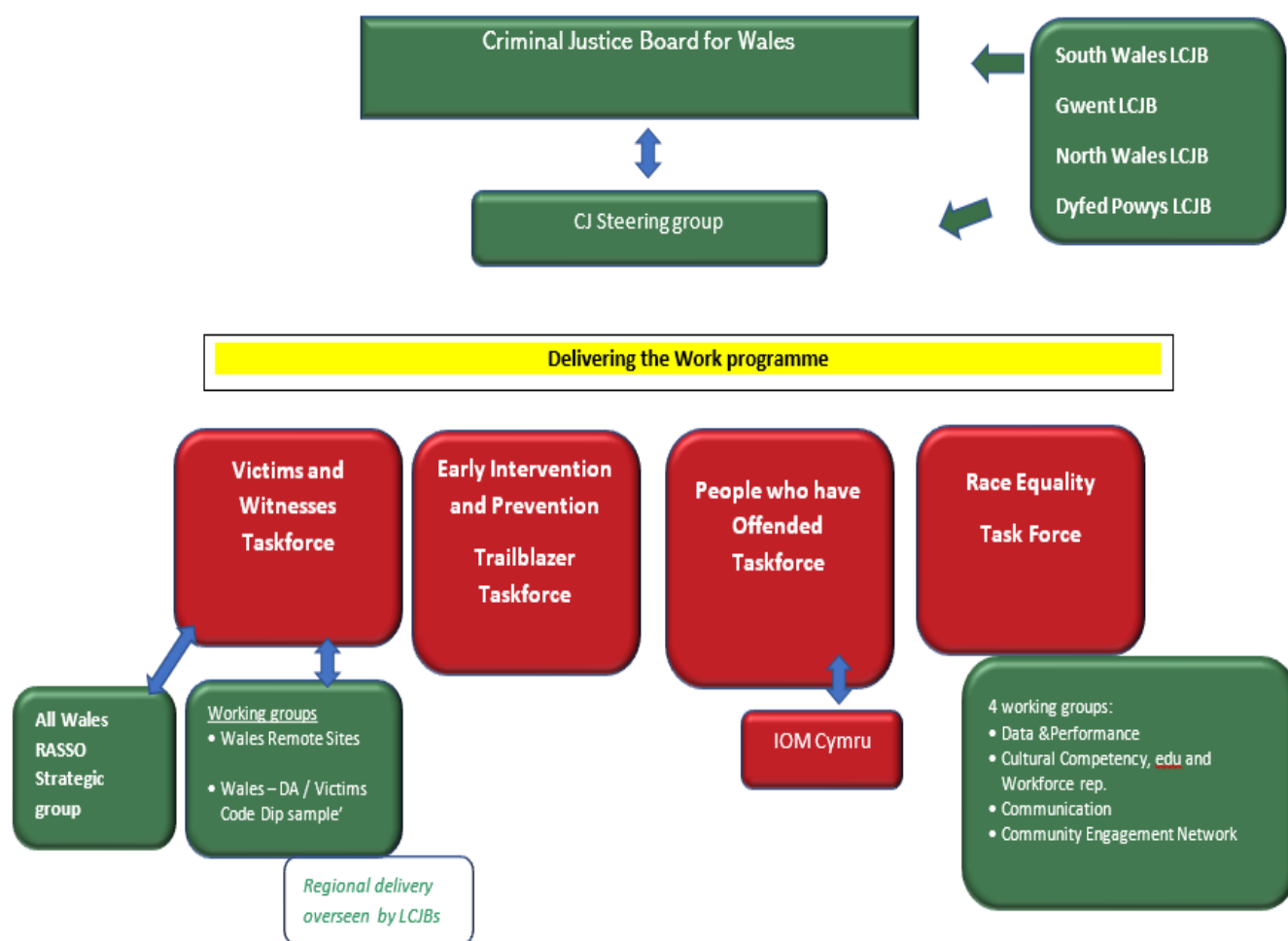
The Criminal Justice Board for Wales brings together senior executive leaders in Wales, including the Chief Crown Prosecutor for Wales, Directors of HMCTS and HMPPS for Wales, Police and Crime Commissioners, Chief Constables, Public Health Wales and Third sector.

The Criminal Justice Board (CJB) for Wales has four overarching priorities, which is included in an annual workplan. These priorities include:

- Supporting Victims and Witnesses.
- People who have offended and meeting their needs.
- Anti Racism Action Plan.
- Early Intervention and Prevention.

The delivery of the workplan, and the above priorities is overseen at a local level by the four Local Criminal Justice Boards in Gwent, South Wales, North Wales and Dyfed Powys, then brought together at a Wales level through the Priority Strategic Taskforces, who report progress to CJB for Wales. The below flow chart demonstrates this function.

The Criminal Justice Board for Wales Governance:



Each year, a [report](#) is developed and published through the CJB for Wales, which demonstrates progress against the priorities, and the achievements of the CJB more broadly.

Appendix B

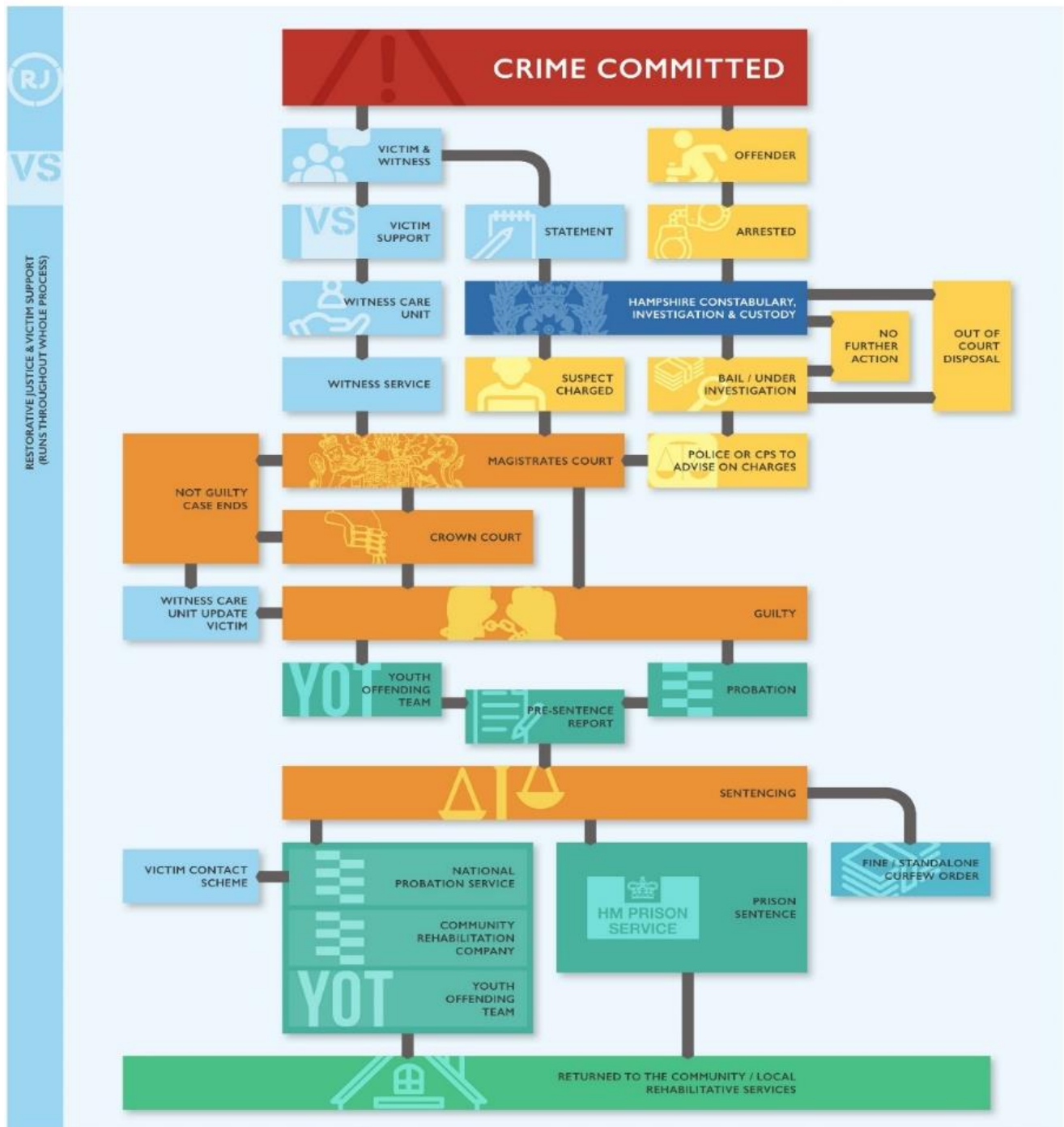
Below is a sample standing agenda that you can use as guidance to run your LCJB meetings:

1. Welcome and Introductions
2. Terms of Reference
 - a. Reminding members of the purpose and vision of the board
3. CJS Performance Update
 - a. High level update on national CJS metrics
 - b. Local performance update, and measuring progress against plan
4. Subgroup Updates
 - a. Updates by each subgroup chair

- b. Performance update on each subgroup
- 5. Partner Updates
 - a. Partners provide short updates on their organization, and any emerging issues
- 6. National Updates
 - a. Updates regarding national changes that will impact locally
- 7. Legislative Updates
 - a. Updates on any new legislation that will impact locally
- 8. Any Other Business
- 9. Set the date for next meeting

Appendix C

Below is a chart put together by Hampshire and the Isle of Wight which shows the criminal justice process, and the different agencies involved. It can help you in getting a sense of the role that different partners play in the criminal justice system.



Contact Us

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Website: www.apccs.police.uk

The APCC provides support to all Police and Crime Commissioners and policing governance bodies in England and Wales.

