

ANNUAL REPORT

2015/16



Keeping Lancashire Safe

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FOREWORD FROM YOUR POLICE AND CRIME COMMISSIONER

In this the final annual report of my first term, it is a good time to reflect over my term of office and the achievements and challenges I and my colleagues have faced along the way.

There is no doubt the challenges are far greater than I could ever have imagined when I was elected to the role, but Lancashire Constabulary, our partners and my office have risen to them and done their utmost to ensure Lancashire is the safest county it can be.

The last four years have seen dramatic reductions in police funding from Government along with the expected cost pressures brought about by inflation and ever changing crime patterns. This reduction is against a backdrop of rising demand for police services as the Constabulary becomes very much the lifeline for Lancashire as public services decline in the light of continued cuts to partner services in the name of austerity.

Despite this there are some very good and rewarding issues to reflect on:

- Crime in Lancashire is down 1.8% according to Home Office figures since I took up my role* - although there are some worrying increases in violent crime - the overall reduction is still a significant achievement
- Lancashire Constabulary has twice been rated as one of the top performing forces in the country with our work on Early Action and engaging with communities singled out for praise
- Challenging cuts to our budgets have been managed well and inspectors have commented on our innovative and forward thinking approach and efficiency
- Neighbourhood policing teams have been maintained across Lancashire and reshaped in some areas to make them provide more local response for the communities they serve
- Crime victims now have access to a wide range of support through Lancashire Victim Services giving help, support and advice when people need it most
- Many career criminals, drug dealers and other serious offenders are now behind bars and their assets have been seized
- Our officers and specialist teams remain there when you need them, to keep you safe from risk, threat and harm
- Our Early Action approach working with partners to provide intervention earlier in people's lives instead of when they reach crisis point has been awarded extra funding



With an eye on the future, there is no doubt the picture will be to continue our efforts to do more with less. Savings are now projected to reach £92m by the end of 2019/20, and despite promises by the Chancellor that police funding will be protected, £17m of savings are still to be made.

We expect the halted funding review to come back this parliament, but we continue to lobby hard to ensure that the increased demand we face is taken into consideration when deciding any new formula. Non-crime demand such as looking for missing vulnerable people, managing people who are a risk to themselves through mental health, dealing with threats to life and limb during the recent flooding and keeping track of proportionately the largest number of serious and organised crime gangs outside London all need to be taken into account when the Home Office considers re-allocating funding to Lancashire Constabulary.

Perhaps one of the proudest parts of my administration came towards the end of the year in March when my colleagues and I hosted a conference to examine and understand the model we have in place to deliver Lancashire Victim Services.

I became responsible for providing services in April 2015 and although I commissioned existing providers Victim Support to deliver the core service, my team has worked hard to ensure that we now offer a much more comprehensive and wide range of specialist support and advice under the Lancashire Victim Services brand.

We now have a team made up of many different Lancashire-based organisations, each with expertise and knowledge in their particular fields. Lancashire's survivors and victims of crime can be assured they will receive the right kind of support, advice and help they need at a time when they are ready for it.

Clive Grunshaw
Police and Crime Commissioner for Lancashire

1. SETTING THE POLICE AND CRIME PLAN WITH THE PUBLIC:

As Police and Crime Commissioner, it is my role to be the voice of the public of Lancashire in ensuring that their needs are reflected in the Police and Crime Plan.

- This plan shapes the work of the Constabulary and I hold the Chief Constable to account for his force's delivery against the plan's priorities.
- Throughout this report you will see reference to the Police and Crime Plan priorities I drew up following consultation with residents shortly after I was elected in 2012.
- This year I formally set out my commitments to engage stakeholders and residents. I said I would inform and consult residents on Police and Crime Plan priorities, engage them in delivering priorities and helping to keep Lancashire safe and I said I would campaign and lobby on their behalf.
- In addition I have attended a wide range of stakeholder events, formal and informal meetings such as local PACT meetings (Police and Communities Together) and town councils. I also visit community safety partners and voluntary organisations talking to residents and stakeholders and seeing for myself the work they are doing in local communities.
- I also sat on the national Association of Police and Crime Commissioners, representing Lancashire's interests, and I am a member of the resources group which gave me an opportunity to put across Lancashire's case for fairer funding.
- You can see more details about the engagement and consultations at Appendix A.

2. UNDERSTANDING YOUR POLICING AND CRIME PRIORITIES:

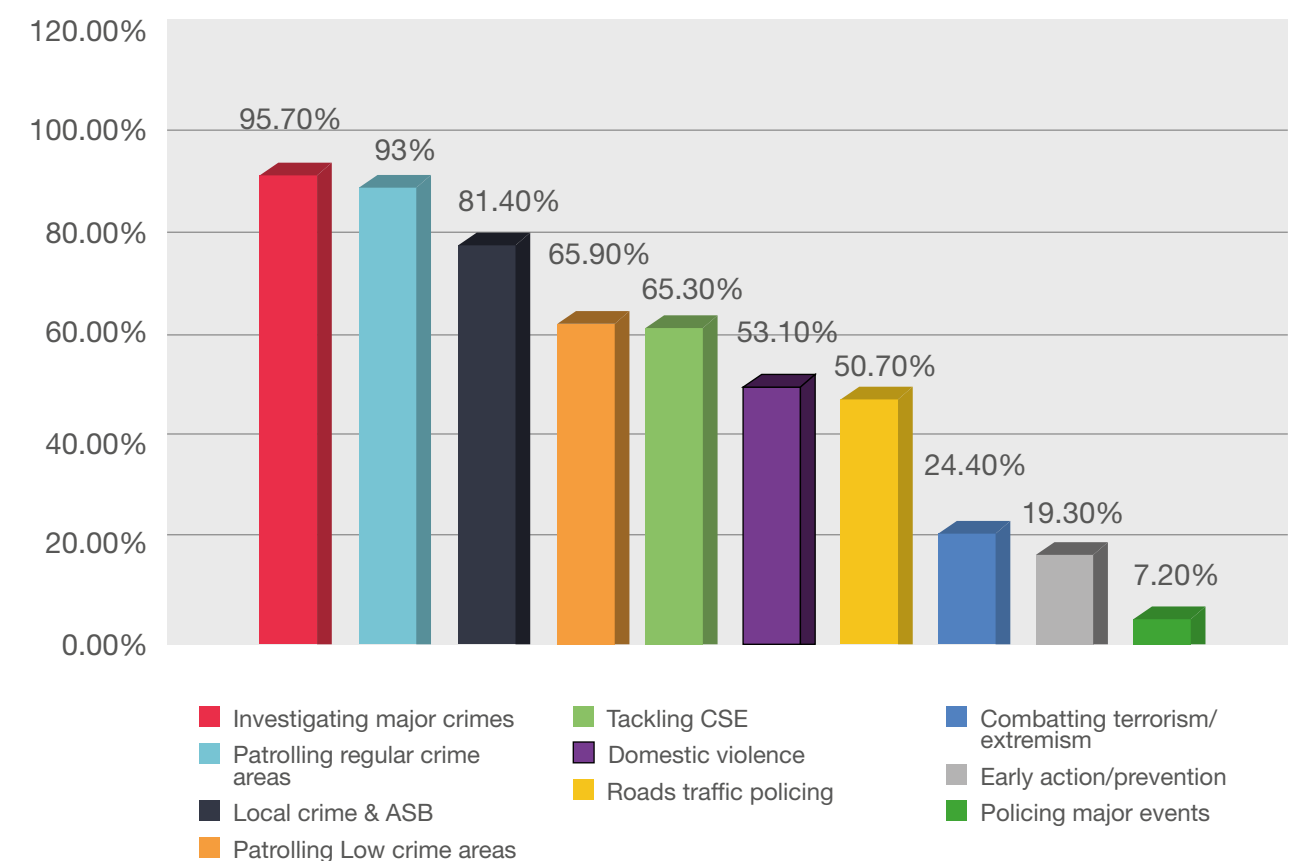
As well as the conversations I have with stakeholders and the public about crime, safety, policing and supporting vulnerable people, I have once again surveyed residents about their priorities.

What is clear is that while visible policing remains a priority for residents, investigating major crimes such as murder and rape, protecting children from sexual exploitation and tackling extremism are top of their list when it comes to fighting crime.

These form a key part of the Police and Crime Plan and although my commitment to neighbourhood policing has remained throughout my office, I have constantly supported and encouraged the Constabulary to build specialist capabilities in the areas that the public prioritise.

Lancashire Constabulary doesn't just operate at a neighbourhood level. Working with the Chief Constable I have been able to support the development of specialist teams often working behind the scenes who are there when you need them to keep you safe.

What residents want: Their top police and crime priorities



•Source: Residents' Survey Oct – Dec 2015.

3. HOLDING THE CHIEF CONSTABLE TO ACCOUNT:

It's my role to hold the Chief Constable to account for the work of the force delivering the policing priorities. Later in this report I will update on progress against the priorities in 2015/16. But here I outline how I hold the Chief Constable to account.

There are a number of planned and ad hoc meetings in the calendar attended by myself, my team and members of the Constabulary workforce both at officer and staff officer level.

The formal meetings include quarterly scrutiny meetings and joint management boards. The notes of the meetings and the reports tabled can be found on my website at www.lancashire-pcc.gov.uk/meetings-and-decisions

In addition I hold regular one-to-ones with the Chief, and members of my team sit on strategic working groups ensuring that the Police and Crime Plan priorities are reflected in day-to-day operational delivery of policing across all teams.

Complaints:

It is my responsibility to consider complaints against the Chief Constable. Complaints against other ranks are dealt with by the Professional Standards Department within Lancashire Constabulary in line with their published policy.

In 2015/16 my office received six complaints against the Chief Constable, none of which were upheld by me. Three appeals were then made by the complainants to the Independent Police Complaints Commission, none were upheld.

Complaints against the police:

Complaints against the police are dealt with by the Constabulary's Professional Standards Department in line with the statutory rules. While there are proposals contained within the Policing and Crime Bill to transfer responsibility for complaints to my office, this is not currently the case.

The complaints policy is published on Lancashire Constabulary's website. If a complaint is upheld then appropriate action is taken. Where a complaint is not upheld, then the complainant can refer the issue to the Independent Police Complaints Commission (IPCC) for further consideration.

Police and Crime Panel:

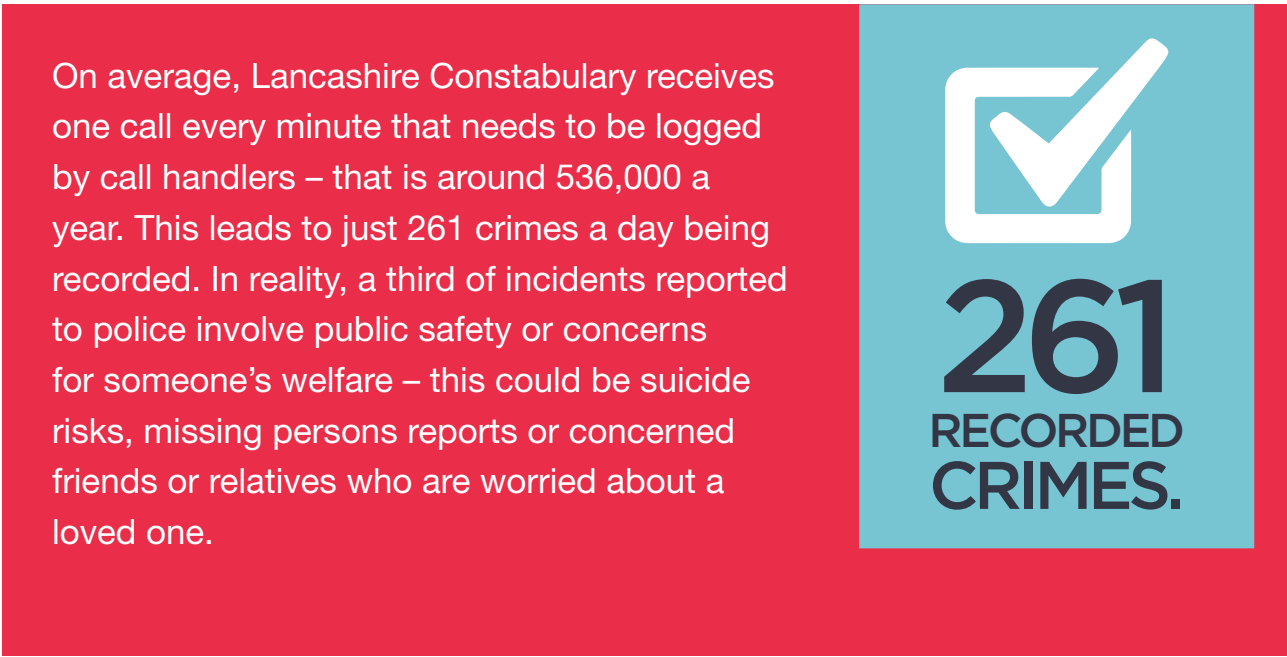
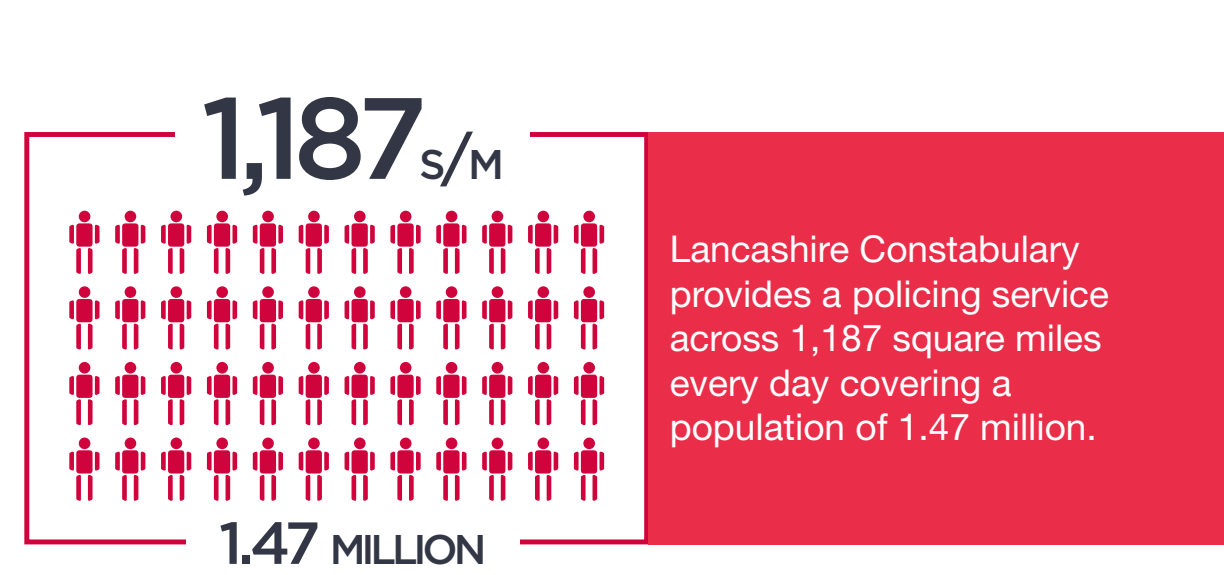
Holding me and my office to account is the Police and Crime Panel for Lancashire. It is their role to offer support and challenge my decision making as appropriate. They met four times this year and also held task and finish groups examining progress against the priorities in more detail.

The panel is currently administered by Blackburn with Darwen Council and full details of the meetings and the minutes can be found on www.blackburn.gov.uk



4. UNDERSTANDING POLICE SERVICE DEMAND

This page helps to illustrate the scale of demand on police services each day.



5. FOCUS ON THE POLICE AND CRIME PLAN PRIORITIES:

This document aims to give an overview of the achievements and challenges we experienced delivering the Police and Crime Plan priorities in 2015/16.

The priorities:

The priorities are based on extensive engagement with stakeholders, residents and Constabulary in the first few months of my administration. They have been constantly examined throughout my period of office through regular engagement by myself, my team and specialist research commissioned by my office.

The four priorities are:

1. Defending frontline policing
2. Tackling crime and re-offending
3. Championing victims' rights
4. Protecting vulnerable people

In the next few pages you can read about how these priorities have been delivered in 2015/16, by police, public services and the voluntary sector.

1

DEFENDING FRONTLINE POLICING

Frontline is more than just neighbourhood:

It is important to remember that neighbourhood teams are only a small part of a much wider police service keeping you safe across Lancashire. Immediate response teams and specialist teams working on tackling gangs, solving serious and organised crime, investigating major incidents and protecting children from sexual exploitation are just some of the others working to keep our county safe.

The old model of the 'Bobby' on the beat doing everything doesn't fit the modern world and 21st century policing requires specialist teams with specialist knowledge to tackle the ever changing nature of crime in our areas.

While I have worked with the Chief Constable and his teams to ensure the impact of Government funding cuts is minimised, we have inevitably had to reduce officer numbers but the Constabulary's commitment hasn't changed. My pledge throughout 2015/16 and continuing into future years is that Lancashire's police officers will be there when you need them, to keep you safe.

Maintaining police services during austerity:

As policing budgets have continued to fall, I have worked with the Constabulary to look at ever more innovative ways of ensuring frontline teams are maintained as much as possible, while ensuring savings are delivered.

Staffing makes up 80% of the policing budget in Lancashire and I have been able to ensure that the proportion we spend on frontline policing has increased even as funds overall have reduced. Analysis by Her Majesty's Inspectorate of Constabulary (HMIC) shows that we spend £6.3m more on frontline policing when compared with equivalent forces. That is because I have sought to protect frontline budgets as much as possible and even though we have faced significant savings most have come from other areas.

However as the back office is stripped back and asked to run as efficiently as possible it becomes inevitable that frontline will have to make some savings too.

So far only 19% of the frontline budget has been reduced in contrast to significant reductions in other parts of the organisation. Reductions in our budgets do mean however that we have seen staffing reduced, and by the end of this year we will have lost 900 police officers and 450 police staff since 2010. There has been a recent increase in police staff numbers as new roles have been created where there is most need. In addition the Constabulary and my office recruited apprenticeship roles during the year, supporting the new generation of police staff.

One team review:

Good forward planning through a dedicated futures team, taking a systematic approach rather than salami slicing, has led to some service change that has helped protect the frontline - including neighbourhood teams.

In some areas of the country neighbourhood teams have disappeared altogether but here in Lancashire we still have a local team covering every inch of our county. Maintaining those teams though has seen some changes. In Fylde and the Ribble Valley for example, we have developed new ways of providing that service and ensuring more local officers respond to incidents in their area.

We are concentrating our resources where they are needed most but wherever you live or work in Lancashire, you will still have that support. In Fylde and the Ribble Valley, by pulling our resources together we now have greater flexibility to meet the policing demands in local communities. PCSOs now provide that direct link between residents and the police while Community Beat Managers (CBMs) patrol in cars, instead of on foot, so they can respond to crimes in their area.

Making CBMs more mobile means we can increase their visibility in the community as well as make the role more responsive to local issues and better able to deal with risk, threat and harm.

Mobile technology:

Neighbourhood teams along with other frontline officer roles have also benefited from the roll-out of mobile technology which has improved direct engagement with residents, through email, phone and social media. The devices also mean officers can spend more time in their communities instead of at their desks.

Funded from reserves, 2,000 Samsung mobile devices were issued to officers this year and have revolutionised the way in which the police work, helping them to access police IT files and systems while on the go and reducing the need to return to an office to file reports or update paperwork.

The devices also allow officers to read live crime reports, take witness statements electronically and access the Police National Computer to run checks. In an average month over 3,000 more pieces of documentation are now completed on mobile devices than before the roll-out. In addition, around 2,000 evidential photos are taken monthly, aiding and improving the evidence on prosecution files.



Officers are also able to post directly onto the Constabulary's extensive number of social media accounts to make instant appeals for help or to engage directly with the public on local policing and safety issues.

The early signs from this work are encouraging and while a full evaluation is planned for later in the year it appears to be reducing the amount of time officers spend on radio calls as the information they need is often easily accessible through devices. Call data shows that officers averaged 61,300 minutes per month between August 2015 and October 2015 and the average was 54,700 minutes for the three months from November 2015 to January 2016, saving 110 hours of officer radio talk time.

Mobiles help save officers' time

An officer on duty stopped a heavily laden van but was unsure whether the situation was lawful. They sought the advice of a trained traffic officer but as they were over ten miles away it would have taken at least 20 minutes before they could attend.

Using their Samsung device the initial officer was able to share images of the loading of the vehicle with the traffic officer who was able to advise that, with proper securing, the load was legal.

Through use of the device the situation was quickly resolved, time was saved for both officers and the member of the public was able to carry on with minimal disruption.



Contact centre:

Frontline isn't just about officers on the beat. Very few crimes are reported to officers in person with an incident logged on average every minute with our contact centre via 999 and 101 telephone services during 2015/16.

The contact centre is a vital part of our frontline response and has been restructured in 2015/16 to provide more support for initial investigations, reducing the impact on other frontline policing teams such as neighbourhood policing and immediate response teams.

The service is now working how the public of Lancashire want it to work, providing telephone and online services to make reporting crimes more convenient and accessible.

Last summer during my Let's Talk Policing roadshows I specifically asked people how they wanted to file minor crime reports and 62% said they prefer to use the telephone and 22% said they would be willing to use secure website reporting. Many said this was due to convenience for them and also recognising it is more cost efficient for us as force.

The Initial Investigation Unit (IIU):

This is part of the reason for the introduction of a dedicated Initial Investigations Unit (IIU) staffed by officers and police staff. In the same way modern day banking transactions can take place on the phone or online, the IIU can provide frontline support investigating crimes. As a result other officers on the frontline are free to deal with other priority work keeping people safe.

Calls are assessed and classified as Grade 1 – 5 where Grade 1 is an incident requiring an immediate police deployment, such as an ongoing crime or a risk to life and Grade 5 is providing information or intelligence that the police need to be aware of. Our contact centre received on average 1,400 calls per day with just under 20% of these ultimately leading to a crime being recorded.

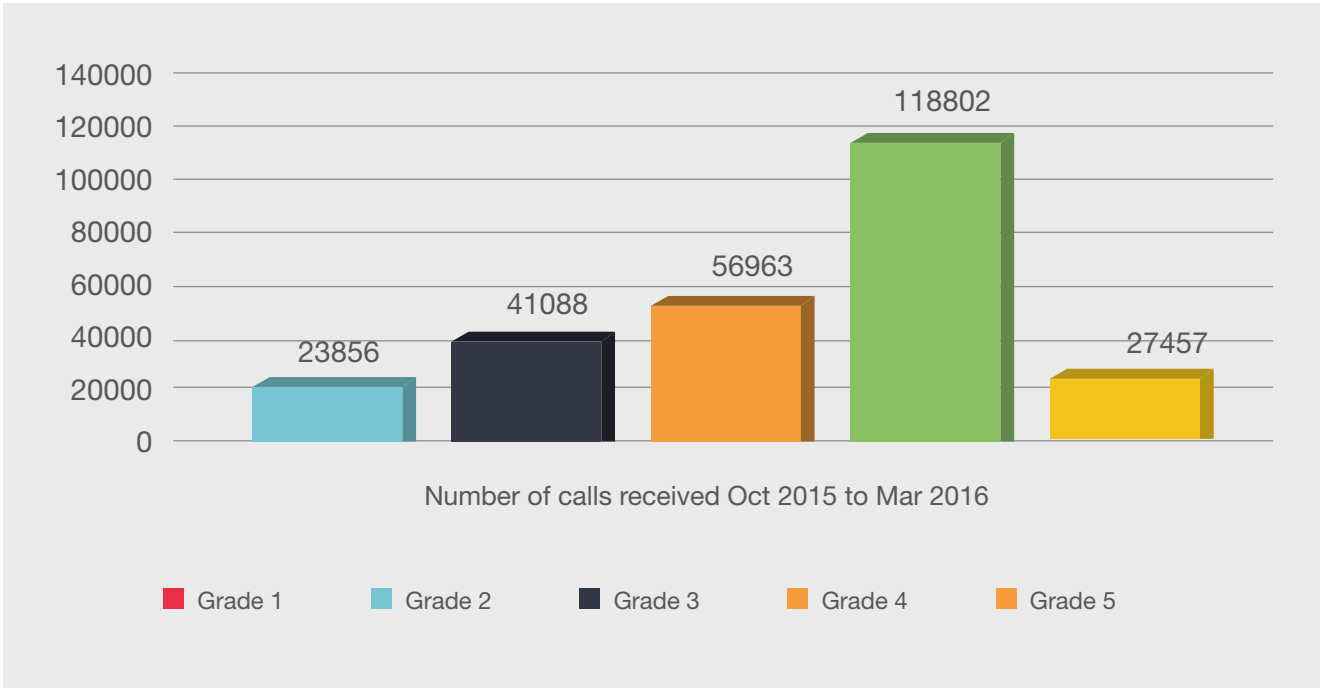
Below is a table showing deployment or action taken as a result of these calls in the six months since the IIU was introduced at the beginning of October 2015 until the end of March.

Once a crime is recorded, staff in the Initial Investigations Unit will decide whether to deploy officers following national guidance and considering factors including the victim’s needs and how readily the incident might be resolved.



Table of deployments:

On average 1,400 calls per day are dealt with by the initial investigations unit:



Better and quicker outcomes for investigations

An incident of vehicle crime is sadly a typical crime report that the contact centre will have reported to them. Previously, an incident when a car window has been broken would require an officer to attend to take statements from the victim and assess whether crime scene investigators need to attend. The time taken to deploy would depend on officer availability and the number of more serious incidents needing immediate responses, meaning it could be hours of waiting for the victim.

Officer time would also be taken handwriting statements and then inputting them onto a computer system. An officer’s priority is dealing with the most serious crimes as they occur and this can cause delays meaning that the burglary victim may be left not knowing when their statement will be taken and even having to take time off work.

Since the introduction of the Initial Investigation Unit an officer can to speak to the victim over the phone much more quickly and can save the crime victim time too. They can take statements over the phone and receive evidence via email. But that doesn’t mean a deployment isn’t made. Decisions on whether crime scene investigators need to be deployed to gather evidence is made depending on the information given.

Since October 2015 IIU have had over 21,000 crime calls referred to them and have been able to deal with over three quarters of them within the unit which has allowed frontline officers to deal with more priority incidents in their areas.



Recruiting new Police Community Support Officers (PCSOs):

Partnership funding for PCSOs from local councils, town centre partnerships and colleges was more or less maintained throughout 2015/16 and that allowed their vital work to continue providing valuable links with local communities.

When I took up office I pledged to maintain PCSO numbers across the force and provide the funding to make up the cost of a PCSO where partners pledged extra funding for these officers and have delivered on this promise throughout my administration.

In February we opened a recruitment window for PCSOs to maintain our numbers as some current PCSOs were moving on with some likely to be appointed as police officers as part of the recent recruitment. The PCSO recruitment will be for mainly full-time roles although some will be part time. Successful applicants will be in post by June 2016.

Earlier in the year we opened the recruitment window for 120 regular PCs and were swamped with more than 3,000 applications. The new officers are needed to ensure that we have enough officers in place in two years’ time.

Despite the reductions in officer numbers the Constabulary has identified that we need to recruit more officers just to stand still. This is because the number of officers due to leave, either through retirement or generally moving on, will exceed the number of posts lost over the last two years. That is why I have set aside a £2m budget to help with recruitment in the coming years. The first new recruits take up their posts in June 2016 with additional intakes in the following October and January.



Citizens in Policing:

Lancashire is proud to be part of the national Citizens in Policing (CIP) programme, which provides opportunities for volunteering in policing or supporting our work through the Special Constabulary, Police Support Volunteers, Police Cadets, and Neighbourhood Watch schemes.

Special Constabulary numbers have increased to 470 this year and there is a plan in place to recruit 70 Special Constables every quarter which would potentially mean having 650 Specials by January 2017.

There are currently 281 police volunteers and 155 potential new recruits currently in the application process. The Constabulary and my team are working on a plan to promote new volunteering opportunities and to celebrate the work of our existing team who spend vital hours supporting our force.

The Lancashire Cadet programme for 13 to 18-year-olds currently has over 400 young people enrolled who contributed 3,000 volunteering hours in the last six months. Our aim is to increase the programme even further with 650 cadets by next year. Cadets support a range of events and activities across the county, gain training and development and can participate in the Duke of Edinburgh award scheme.

Neighbourhood Watch (NHW) schemes are vital to our sense of community but they need updating from the traditional model. Following a meeting between my office and Lancashire NHW in September, funding was granted for a NHW community safety project.

In order to ensure that the project realises its full potential I have been working with Lancashire NHW to revise their future structure, vision and mission for the next three years, widening their reach, improving the use of social media and ensuring they work within the Early Action approach we have been implementing across Lancashire.

West Division HQ and Accrington police station

As part of the commitment to investing in the future of policing, work is progressing towards two new police stations in Blackpool and Accrington. The new West HQ will replace the ageing Bonny Street station in Blackpool, which is no longer fit for purpose. The new headquarters will provide a base for local policing teams, immediate response teams and 42 custody cells to replace ones which no longer meet Home Office standards.

The location of the new building, on Clifton Road, near the M55, is better for improved transport links to the whole division, while a town centre presence will be retained with a public enquiries facility at Blackpool Council's Municipal Buildings. The new, energy-efficient HQ will result in significant savings on running costs, compared to Bonny Street which costs £500,000 a year to operate.

Outline planning permission for the project was granted towards the end of 2015/16 and officers have had the chance to view the plans. Building work is due to start this year and finish in 2018.

Meanwhile, the new Accrington police station is due to open in summer 2016. The town centre premises replace the inefficient and outdated station at Spring Gardens, almost half a mile away. The investment will increase the visibility of police in the town, make the station more accessible and generate running costs savings of more than £50,000 a year, which can be re-invested in policing.



2

TACKLING CRIME AND RE-OFFENDING

When I consulted residents about policing and crime, it was clear that tackling crime and reducing reoffending is - as you would expect - high up on their list of priorities. People told me the most important things to them were investigating major crimes and protecting children from sexual exploitation. But combatting terrorism, patrolling neighbourhoods where crimes are reported regularly and supporting victims of domestic abuse are all issues that top the list of concerns for many people. That is why tackling crime and reducing reoffending remains a core element of my Police and Crime Plan. Outlined in this section are the new or emerging successes and challenges we have faced this year delivering this priority.

Early Action:

Early Action is the approach taken by Lancashire Constabulary working in partnership with colleagues from across the public sector and local communities, to support and intervene in cases to prevent crime escalating.

It can be focussed on vulnerable individuals or people who may have mental health problems or addictions who are beginning to get into trouble with police. The aim is to stop the offending by providing wrap around support and early action to help change a person's behaviour and prevent them getting into further trouble.

Evidence shows that intervening early saves public money. If we wait until people are at crisis point the cost of helping them or custody is far greater than it is if we can provide them with help before they get into a pattern of petty or even more serious crime.

This new way of working has been pioneered in Lancashire and was recently singled out for praise by Her Majesty's Inspectorate of Constabulary (HMIC) in our recent inspection. In addition our approach has earned extra funding of £4.3m following a successful bid to the Police Innovation Fund. This area of work involves the police working together with local authorities and charities across the county to help prevent and reduce crime in a more coordinated and structured way.

By working with partners – including police, social workers, mental health professionals and youth and family support workers – the aim is to intervene at the earliest possible moment and prevent future problems. Our Early Action work also includes identifying and disrupting organised crime gangs in the county. Here in Lancashire we are actively disrupting more of these gangs, relative to the size of our population, than any force outside London.

Here's what HMIC had to say about our Early Action work:

“Lancashire Constabulary is committed to preventing crime and anti-social behaviour and in making neighbourhood policing in Lancashire Constabulary ‘everyone’s job’. It has an effective range of prevention activity through an early action approach that works with individuals to prevent the longer term effect of them committing crime.

“The level and success of partnership working through the Early Action programme, and the constabulary’s move with other organisations to integrated public services is impressive.”

Human trafficking and modern slavery:

Just as child sexual exploitation (CSE) has been of growing concern throughout the country, cases of human trafficking and modern slavery have emerged this year in Lancashire. There have been a number of high-profile cases and police have secured convictions and lengthy jail terms for three people following an investigation into the trafficking of two young women in Preston. Perpetrators have also been deported.

Trafficking conviction

A tweet sent to the Preston Police Twitter account prompted officers to visit a suspected brothel, where they found two 18-year-old women. They had been lured by the promise of work as maids in a hotel but were in fact forced into prostitution and threatened with violence if they tried to escape.

A long and complex investigation resulted in three men being jailed for a combined 53 years for trafficking, sexual exploitation and rape. The women are now being supported by specially trained professionals.



Deporting offenders

A man and woman arrested on suspicion of human trafficking in East Lancashire were deported in April following an investigation into a suspected prostitution ring. Officers visited a property in Blackburn, in February after the man who rented it was stopped for driving offences in Great Harwood two days earlier.

Police arrested the 26-year-old man on suspicion of human trafficking, who was deported after checks revealed he had a previous conviction for murder in Romania. Three women, all from Romania, were taken to Blackburn police station for their own safety but during the investigation it emerged one of them, aged 21, was involved in the trafficking operation. She was then deported while the other two, who refused to provide statements saying they had been trafficked, returned to Romania voluntarily.

In order to ensure that more cases are brought to light I have funded training for police and partner agencies around human trafficking to ensure we are properly equipped to tackle this challenge and that will continue into 2016/17.

Officers who have taken the training have highlighted the positive impact it has had and I am keen to make it available to more of our partners. I have also agreed to fund an additional detective sergeant post, dedicated to tackling human trafficking. This is a growing area of police work and we recognise the need to ensure the Constabulary has the resources to deal with it.

Behind Bars:

The last 12 months has seen some excellent work by police result in large jail sentences handed out to organised criminals in Lancashire. Our ‘Behind Bars’ campaigns have helped promote this work in communities, reassuring residents that police will do whatever it takes to bring down the gangs operating in the county. Officers and I have taken part in community reassurance, handing out leaflets and ensuring residents are aware that the convictions have taken place. Often there is quite a gap between an arrest and sentence, so I wanted to ensure local residents, some of whom may have reported concerns to police in the first place, are kept informed on the progress of these cases.

One of the big success stories has been Operation Galant, in the east of the county, one of the biggest drug supply investigations the area has ever seen. In the last year, detectives involved in the operation secured a number of convictions and caused major disruption to criminals supplying drugs in Blackburn and Darwen. In July last year, seven men were jailed for a total of almost 15 years and then, in December, another six men were given sentences totalling close to 24 years.

Operation Galant

Operation Galant is one of the biggest drug supply investigations in East Lancashire in recent times. Two families, and their associates, who were responsible for flooding the area with cannabis and cocaine, were investigated and handed substantial jail terms.

In December, six men who all pleaded guilty to conspiracy to supply the drugs were sentenced to a total of almost 24 years in jail. Detectives said they had “blighted” the area and “flaunted their criminal wealth”.



Reducing reoffending:

Funding I have provided means there are now greater opportunities available to engage individuals on structured placements to reduce reoffending. One example of this is Lancashire Women’s Centre, in particular Avert, which aims to divert women away from the criminal justice system by engaging with female case workers while in police custody and beginning a more structured way of changing behaviour in the long term. On completion of the 12-week course, 93% have not reoffended while national rates for reoffending are 19% for women and 27.5% for men.



CCTV:

Maintaining CCTV in our towns and cities is the responsibility of local councils. However, councils too have come under significant financial pressure as a result of cuts to their budgets. My office, working alongside the local authorities, has played an instrumental role in deciding on the specifications for the Hyndburn CCTV hub covering East Lancashire. I have also funded upgraded CCTV systems in Blackpool, largely paid for through money from the Transformational Challenge Award and the Police Innovation Fund. Cash seized from criminals under the Proceeds of Crime Act has also been awarded to the Preston Community Safety Partnership to help fund an extension to the CCTV network in the city following their successful bid to the scheme.

Substance misuse:

I have committed almost £500,000 of funding towards commissioning substance misuse services across the county. I have worked with Lancashire County Council, Blackburn with Darwen and Blackpool Councils to ensure funding is used to provide support to drug users through mentoring and peer support. I have continued to work with Lancashire Sports Partnership on the continuing use of sports initiatives to assist drug users in their recovery.

Rural crime:

Lancashire Constabulary is responsible for policing an area of almost 1,200 square miles, 74% of which is classed as rural. Lancashire has PCs who operate as part of the National Rural Crime Network (NRCN). In May 2015, I asked residents and business owners in rural parts of Lancashire to take part in the largest ever survey into crime and anti-social behaviour in rural areas. The wide-ranging survey, launched by the NRCN, will ultimately help shape the future of crime prevention and rural policing.

Lancashire Constabulary and the NFU have also been working on an initiative aimed at preventing livestock theft. This work was highlighted by the national policing lead for rural wildlife crime, who encouraged other forces to adopt the scheme.

Business crime:

In November, more than 100 businesses attended a conference, arranged by my office in conjunction with Lancashire Constabulary and the Chamber of Commerce, aimed at protecting businesses in the county from crime and fraud. Workshops were held focussing on how businesses can be on the lookout for fraud and cybercrime activity, along with other crime prevention tips.



Proceeds of crime

Last year Lancashire Constabulary continued with my support to reclaim hundreds of thousands of pounds of goods and money that criminals in Lancashire made illegally as a result of their criminal activity. This is done through the Proceeds of Crime Act as we want to send a very strong message that crime really doesn't pay.

Half of this money goes to Government and the remainder comes back to Lancashire to be spent on fighting crime. This allowed me to allocate £500,000 worth of grants to community groups and other organisations that are working to reduce crime and reoffending from the money seized.

There is more information on all Proceeds of Crime Grants awarded on page 41.



3

CHAMPIONING VICTIMS' RIGHTS

Lancashire Victim Services:

The statutory responsibility for the commissioning of services for victims was given to Police and Crime Commissioners in April 2015. We now have a full year of providing services for victims of crime behind us. It has been a challenge as it represents the biggest single change in the way victim services are provided for more than 25 years.

What it did do was present an opportunity for me and my team to develop and expand services and involve a wider range of partners and organisations in the delivery of support for crime victims. Now all services across the county are delivered as part of the Lancashire Victim Services brand.

I made a decision to work with Victim Support to provide the core service and telephone centre, building on their experience and knowledge over a significant period.

We then set about establishing more specialist services and commissioned a range of local organisations and agencies to provide specialist support and help services. We have set out a two-year plan to develop, run and assess our Lancashire Victim Services (LVS) model, but will re-commission the service in April 2017.

Support for Tunisia victims

Lancashire Victim Services was able to provide comprehensive support to two victims of the Tunisia shootings in 2015 who live in the county. Both victims were seriously injured in the shootings and were flown home on a private jet following treatment. It was at this point that LVS began to provide emotional support as well as practical help which included replacing belongings that were lost during the attack. LVS also provided advocacy to deal with insurance providers and helped the two to complete paperwork required by the Criminal Injuries Compensation Authority.



**LANCASHIRE
VICTIM
SERVICES**

Additional specialist services:

When setting up the new services we identified a need for specific support for:

- Victims of hate crime
- Victims of rape and sexual assault
- Young people who are victims of crime

These are the key areas that the Lancashire Victim Services has focussed on developing during this year and these services are now delivered or in the process of being established to ensure an improved level of support.

Performance to date:

The first year of Lancashire Victim Services has seen 40,000 referrals made into the service with around 8,500 people receiving long term one-to-one support by case workers or volunteers. In addition other crime victims were provided telephone support and advice or signposting to other organisations for help. Volunteers working with LVS made over 950 visits to victims of crime across Lancashire.

I have recently undertaken an extensive campaign under the **here...** branding to promote the services which can now be accessed by crime victims who, for one reason or another, may not have been able to report the crime to police.

The campaign was delivered using a wide-range of media including outdoor advertising, information to organisations who may refer people for support, social media campaigns and press activity.

In addition my team has been engaging with other organisations raising awareness of the new wider service offer.



Supporting victims

A woman who had been a victim of anti-social behaviour for ten years contacted LVS sharing that the incidents had left her feeling isolated and scared. LVS provided ongoing telephone support to the victim over a six-month period and arranged a restorative justice conference with the alleged offender. As a result of this, the offender apologised for their actions and an acceptable behaviour agreement was drawn up, to ensure there was no repeat of the behaviour.

Children and young people's specialist counselling services:

Young people who have been the victim of rape, sexual assault and child sexual exploitation are some of Lancashire's most vulnerable victims.

Trust House Lancashire and Birchall Trust have been commissioned to provide children and young people's specialist counselling services which includes counselling for victims of child sexual exploitation. Crucially, the service is also available to parents and family members who may need support to help.

Over the last 12 months the number of cases created has gone up each quarter and sessions delivered have risen from 16 in quarter two to 210 in the last quarter (January to March 2016).

In the last quarter Trust House have recruited a further three children and young people's counsellors and increased outreach provision for older children and young people in Blackpool with counselling space five days per week Monday to Friday. The service now offers an additional day each week in Burnley at the Prince's Trust building in Sandygate. Trust House have been able to furnish and equip the Blackpool room to offer versatility for its use with both older and younger children.

Hate crime:

Victims' Voice has been commissioned to provide support for victims of hate crime. Specialist case workers can:

- Support victims and help them deal with what has happened to them
- Provide help and speak up for victims when dealing with other organisations
- Support victims if they decide to make a police report
- Help victims understand what is happening with the police or at court

Over the past six months the service has dealt with 62 cases to provide emotional support and practical help. Outreach workers have had over 1,950 contacts with hate crime victims. Cases can be broken down into the following categories:

- Race (32%)
- Gender Identity (15%)
- Religion (18%)
- Disability (24%)
- Sexual Orientation (9%)
- Stalking Case (3%)

Supporting young people

Susie, nine, was referred to the service for therapeutic support with her brother, following an investigation which had taken place 12 months prior to the referral. Susie was abused by her father. Her brother was struggling to come to terms with the abuse.

Susie's parent contacted the service concerned about her daughter's withdrawn behaviour and self-harming. Susie wasn't experiencing any major difficulties at school but she was not showing any signs of emotion at home. She demonstrated a need to control her friendships and wanted her school work to "be perfect".

Both Susie and her brother have received one to one non-directive play therapy sessions. After seven sessions Susie is showing progress and is beginning to talk about dreams, thoughts and experiences. She will continue with sessions and a review is due after a further five sessions.

Lancashire Victim Services Conference:

This year I hosted the 'Here for you – Lancashire Victim Services Conference'. The conference was attended by more than 100 delegates and looked at our current service model with a view to identifying gaps in support.

Guest speakers included Blackpool teacher Sandra Poole (pictured) who told how restorative justice helped her move forward following the death of her son at a house party in Blackpool in 2014.

The response to the current model was positive, recognising that the service provides a more seamless pathway for victims and that it is more inclusive of both statutory and voluntary organisations in delivering support to victims in Lancashire.

The conference did identify areas we can improve too such as communication between providers and improving how people hear about and access services.



Working with partners

A case worker started supporting a lady who was being targeted with racist remarks, threatening behaviour, property damage and abuse. She lived in a property with her four young children and was very scared and worried about the behaviour from her neighbour.

The referral came through the council and both the council and the police had been working to support her. The client was keen to move out of the area and into Manchester but neither the council nor the police were able to offer support with this.

The caseworker set up a multi-agency meeting with the council and police to avoid confusion about the case as there was some confusion over who was doing what to support the client. It became clear that the police was able to deal with the client's reports of the crime but that the council would only be able to offer to rehome the client within the same area. Following on, the caseworker attended the police station with the client to report the hate crimes and incidents and spoke to the police officer and PSCO involved in the case. This resulted in a letter to take to Manchester Council to show the client was a victim of hate crime.

The caseworker helped the lady fill out forms to apply for houses, spoke to organisations to overcome the language barrier and referred the lady to her GP to get mental health support for depression and anxiety.

The caseworker has helped the client look for houses (private rented) and the client has since contacted the caseworker to report she was going to move.

"I can't thank you enough for your time and all the support; you do too much for me. Thank you for listening and taking it seriously, I know I will be okay now" (Client, 2016)

"This service goes above and beyond for their clients; the work you do is invaluable" (Council worker, 2015)



Lancashire Council of Mosques third party reporting:

I recently provided funding through my Community Action Fund to the Lancashire Council of Mosques to help them set up third party reporting for Muslims. This followed the recommendations from Professor Paul Iganski, of Lancaster University, as part of a wide-ranging research project into hate crime and in particular barriers to Muslim people feeling comfortable reporting incidents directly to the police.

The funding has allowed the Council of Mosques to promote a telephone reporting service and Lancashire Constabulary has trained call handlers in how to take crime reports.

More information on grant funding provided in 2012-2016 is available at Appendix B.



Restorative Justice:

Restorative Justice (RJ) is one way of helping victims get closure following a crime. By allowing them to meet with the person or people who wronged them and ask questions, it can help them to deal with the incident. It can also help offenders understand how their actions impact others and is known to reduce the chances of them re-offending.

I have funded training to support this work and seen successes at all levels, ranging from neighbour disputes through to a mother who got the chance to meet the men involved in her son's death. I am also pleased to report that in the last year we have grown the number of community RJ panels around Lancashire. These are volunteers from the community, based right across the county, who are trained to deliver restorative justice.

Feedback following Restorative Justice conferences:

"I was able to ask questions that were so important to me and began to form some kind of understanding of the reasons behind the offender's actions."

"I will always be grateful for my own conference, which gave me great peace of mind and ability to move on."

4

PROTECTING VULNERABLE PEOPLE

Domestic abuse:

I have continued to fund domestic abuse services across Lancashire, providing £315,000 funding as part of a joint commissioning approach in the Lancashire County Council area supporting those at risk of domestic abuse.

In Blackburn with Darwen I have provided £102,000 to support local domestic abuse staff and services and in addition I have supported work in the Multi Agency Safeguarding Hub (MASH) to improve support for standard risk victims of domestic abuse through the provision of a dedicated support team.

Throughout February partners across Lancashire joined forces to deliver the "Be a Lover Not a Fighter" campaign to raise awareness of domestic abuse and encourage people to sign up to a pledge never to commit violence. My office donated an extra £7,000 to the campaign to enable further advertising and activity to take place throughout Lancashire raising awareness and encouraging people to sign up to a pledge to never commit domestic violence.

Tackling child sexual exploitation:

Child sexual exploitation (CSE) is another area of continued growing police demand. As well as tackling a significant number of non-recent cases, work has taken place to ensure we are better prepared to help prevent these incidents before they happen.

In the last year, police secured convictions for two men involved in the murder of Blackpool schoolgirl Paige Chivers, who detectives believe was sexually exploited before she died in 2007. The investigation into the 2003 disappearance of Charlene Downes remains live with a reward offered by my office for any information leading to the conviction of her killer.

Some work we have undertaken in this area this year includes working with partner agencies to help protect vulnerable children by working more closely to improve regulation and training of Lancashire's taxi drivers following the publication of the Casey Report into the Rotherham scandal.

By educating drivers to spot the warning signs and sharing best practice between local authorities we can help to reduce the risk to vulnerable young people. This was prompted by a proactive police operation to monitor behaviour as it was felt some drivers were not behaving appropriately around young girls.

My Lancashire Victim Services now include a specialist service to deliver counselling and therapy services for young people who have been a victim of CSE.

I have also recently announced a grant of £100,000 from the Proceeds of Crime towards a new project in Blackpool to provide psychiatric support to victims of sexual exploitation who are at risk of becoming offenders themselves.

See page 43 for more details.

Child sexual exploitation conference:

In November Lancashire Constabulary held its annual tackling CSE conference focusing on lessons learned in tackling offending and supporting vulnerable young people.

Alongside this event ran a young people’s conference which I funded as part of my support to prevent young people becoming victims. As part of the conference the young people themselves helped my officers to develop new campaign materials to raise awareness among their peers about the dangers of exploitation and helping them to know the signs.

The award-winning Chelsea’s Choice drama was performed depicting a true life tale of abuse and helping the young people to understand more about the risks of exploitation.

The new posters (pictured) were released to all secondary schools across Lancashire as part of National CSE awareness day in March this year.

They highlight the risks of online gaming and ‘new friends’ as potential abusers to encourage young people to question relationships and make them aware of the risks they face.



Vulnerable victims:

As part of our work in this area my office has been working with Lancashire Constabulary to develop a vulnerability marker to ensure that people who are made vulnerable by a crime or incident can receive the right level of support regardless of the type of crime or incident that has been experienced.

It’s important that victims of ASB are also supported and I have ensured that funding is available to enable Lancashire Victim Services to provide support and help, regardless of whether the incident is reported to the police or not.

Independent custody visitors (ICVs):

It is part of my role to ensure we have independent custody visitors who complete regular unannounced checks on the welfare of people detained in custody units around the county. Lancashire has six purpose built custody units located within the three policing divisions. In 2015/16 more than 30,000 detainees passed through custody units, so the role of the ICV is vitally important in checking that cells and treatment are up to standard. The ICVs check on the welfare of the individuals as well as report any concerns about the cells ensuring that problems are resolved.

The Lancashire scheme currently has 43 Custody Visitors who sit on four panels - Northern, East, South and Western. Each panel is responsible for undertaking visits to each of the custody units.

The number of visits undertaken in 2015/16 is included in the table below:

Custody unit	Number of cells	Actual number of visits
Blackpool	40	49
Lancaster	24	48
Skelmersdale	14	45
Preston	31	53
Greenbank	44	46
Burnley	27	34
Total:	204	275

In 2015/16, ICVs made **275** visits. Of the **1,544** persons being detained at the time of the visits, **700** (45%) consented to meeting the ICV and **389** (25%) were observed.

The majority of issues raised by detainees were resolved at the time of the visit by the Custody Officer. Issues raised by ICVs include: graffiti in cells, blanket provision, routine maintenance issues, food provision, faulty buzzers and clinical waste bins. Any issues which cannot be resolved by the Custody Officer are referred to the Custody Inspector for consideration and appropriate action. Repetitive or serious issues are brought to the attention of the Constabulary’s HQ Custody Management.

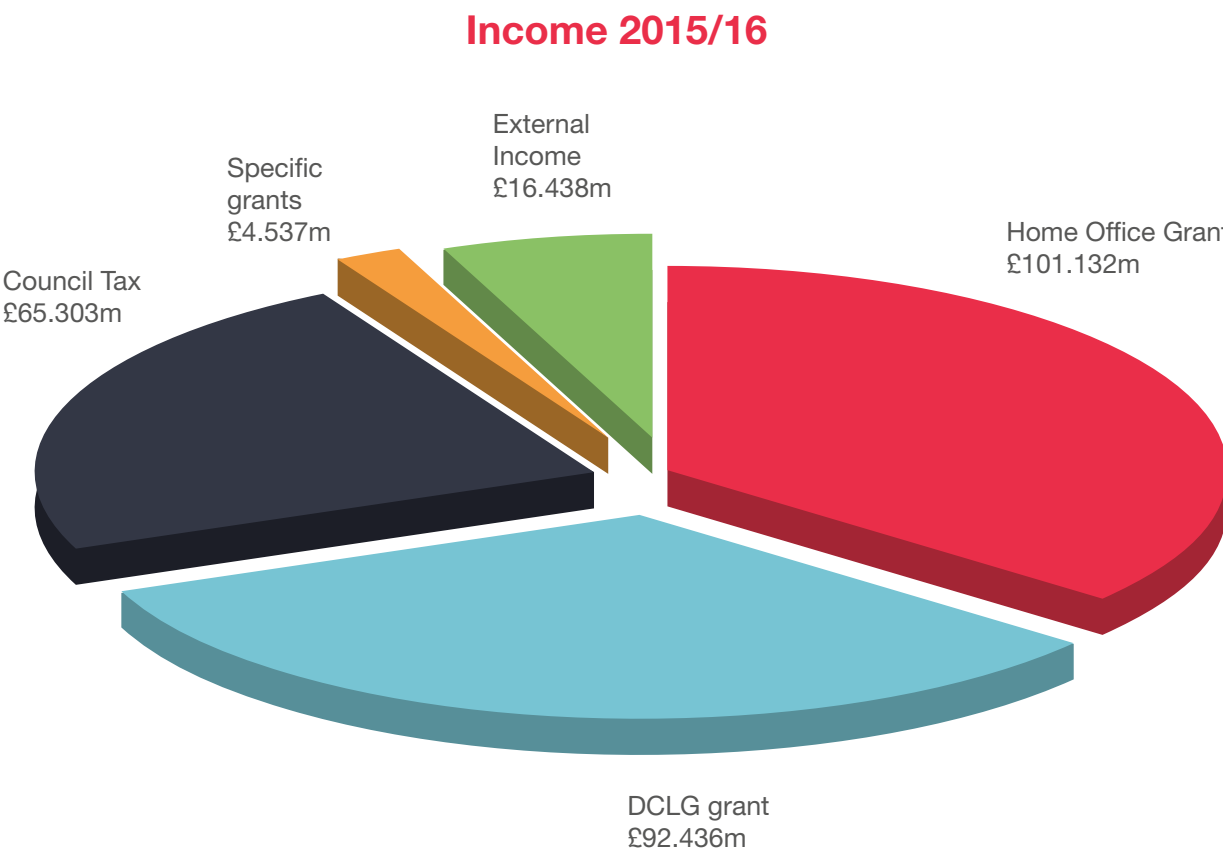
During the year there was a full day regional training conference including ICVs from across the North West and North Wales. Four other training events were held for Lancashire ICVs as well as quarterly panel meetings.

Seven new ICVs were recruited in the year and all now undertaking visits within their designated panels.

6. THE BUDGET

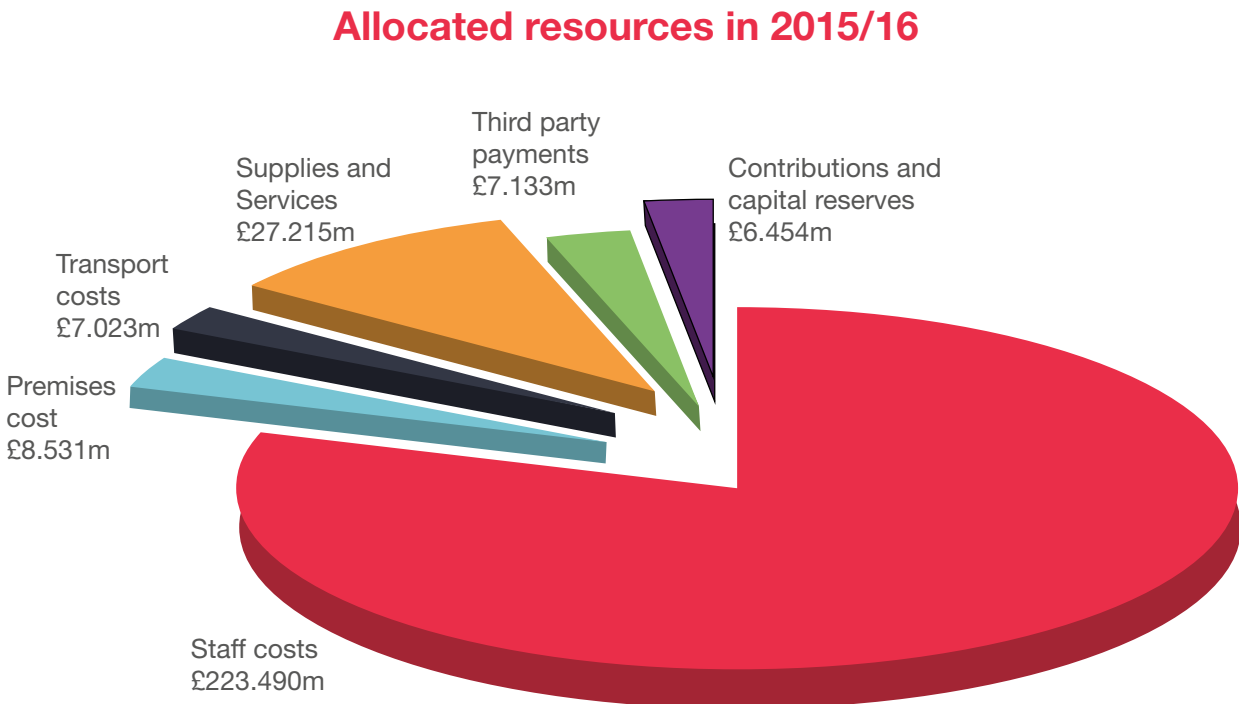
The funding available in 2015/16 reflected a reduction in central government support of £9.733m (4.8%) from that received in 2014/15. Having taken into account increasing cost pressures of £5.772m and the additional income generated through council tax, I needed to make a total of £13.399m of savings in order to deliver a balanced budget in 2015/16.

This significant challenge was met through the continued delivery of savings from the ongoing review process undertaken across the organisation that has sought to minimise the impact on frontline service delivery as much as possible.



Available funds:

The total funding available to me in 2015/16 included the central government grants (£193.568m) and council tax (£65.303m) plus specific grant income of £4.537m supplemented further by £16.438m of income we have generated through charges for some of the services we provide. I therefore had total resources of £279.846m available in 2015/16 that I allocated in the revenue budget as follows:



In conjunction with the Chief Constable I maintain a rolling five-year financial strategy that identifies future years' savings requirements. This has meant that we are planning for funding reductions in advance. There is an established process that has meant that the savings needed for next year have not only been identified but in some cases have actually been realised in 2015/16 ahead of the requirement. This forward-looking approach earned Lancashire an 'outstanding' rating for its financial management from Her Majesty's Inspectorate of Constabulary (HMIC) during 2015/16.

In each of the last three years delivering savings early has realised an underspend on my revenue budget. I have set aside these underspends within my investment reserves. These reserves will be used to provide a significant level of investment over five years and meet the costs of reducing the workforce in order to deliver future savings.

The future:

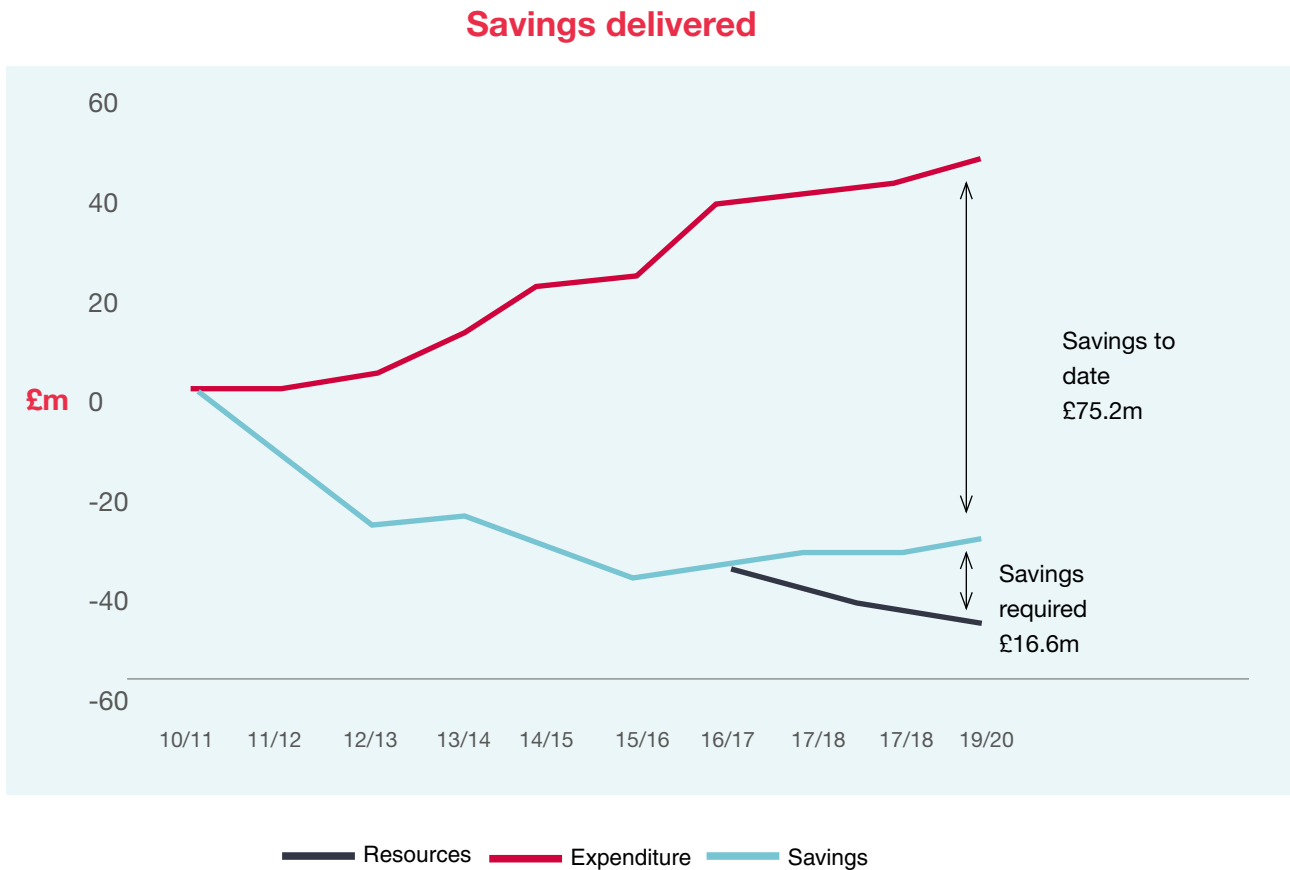
The final police grant for 2016/17 was announced on 4 February 2016. Lancashire has been allocated £192.537m which is a reduction of £1.031m on the funding for 2015/16. In future years under this current comprehensive spending review, it is assumed that the Government will continue to reduce our funding by 2% per annum. The Government has confirmed that funding for policing will be protected only if Commissioners increase council tax by 2% per year to offset the reduced Government grant.

The force continues to face additional cost pressures of:

- pay and general inflation
- pension costs and the apprentices levy
- increased demand for services, often as a result of cuts to other public services such as councils.

I have forecast the impact on the budget of both the reductions anticipated in funding from Government and the additional costs we will face and identified that I will need to deliver a further £16.6m of savings by 2019/20 to deliver a balanced budget in each of those years.

This means that since 2010 we in Lancashire will have delivered a total of £91.8m of savings by 2019/20 which is the equivalent of 30% of the budget we had in 2010/11. The graph below sets out the challenge we face and how we have met it so far, but it clearly shows there is a lot more to do.



Capital investment programme:

My capital programme has been developed to meet the needs we have identified for investment in IT, accommodation and vehicles that will provide the infrastructure to enable the delivery of effective frontline policing across the county in future years.

It has been developed using the principles of affordability, prudence/sustainability, value for money, stewardship, planning and practicality set out in the financial regulations and the Prudential Code with which I am charged with carrying out the functions of my office.

To preserve the operational ability of the force in future years while delivering savings, I will be considering a number of proposals that will change how our police service operates.

In all, £83.5m will be invested in projects over the next five years. By improving efficiency through better use of buildings and IT networks for example we can ensure services can still be resourced.

These strategies identify a number of projects that will ensure frontline policing is protected and made as efficient as possible in future years including:

- Replacing of desktop and mobile equipment (£7.3m)
- New and replacement of key IT systems (£8.7m)
- New and replacement of IT infrastructure including networks and security (£21.8m)

To support these investments I have set aside more than £20m of reserves to provide one-off investment funding for proposals within the capital programme that will assist the Constabulary to deliver services in a secure and sustainable way.

This investment has helped to deliver my capital investment programme as set out below:

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
IS/IT Strategy	12.751	10.080	6.160	4.565	4.290	37.846
Accommodation Strategy	12.460	14.810	1.000	0.500	0.500	29.270
Vehicle Replacement	4.780	2.300	3.000	2.300	2.300	14.680
Other Schemes	0.971	0.200	0.200	0.200	0.200	1.771
TOTAL	30.962	27.390	10.360	7.565	7.290	83.567

I am funding this using the following resources:

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m	%
Capital Grant/ Contributions	1.499	1.293	1.293	1.293	1.293	6.671	14.6
Capital Receipts	6.323	1.000	0.150	0	0	7.473	6.6
Contribution from the Revenue budget	4.119	4.019	2.519	2.519	2.519	15.695	39.4
Road Safety Reserve	0.485	0	0	0	0	0.485	39.4
Transition Reserves	6.160	7.343	5.371	3.226	3.033	25.133	39.4
Borrowing	12.376	13.735	1.027	0.527	0.445	28.110	39.4
Total	30.962	13.735	1.027	0.527	0.445	28.110	

In the final settlement announcement in February, the Home Office also confirmed capital grant allocations. Lancashire will receive £1.293m in 2016/17 which is £0.846m (40%) less than the amount received in 2015/16. This reduced level of grant funding has also been reflected in future years.

The financing of the capital programme reflects the forecast use of £25.133m from the Commissioner’s earmarked investment reserves. This source of funding is used for assets with a shorter life such as IT systems and equipment as it is considered a more prudent approach to use such funding in this way rather than unsupported borrowing. Borrowing will be used to finance longer life assets such as property.

7. BLUE LIGHT COLLABORATION

Lancashire Constabulary and Lancashire Fire and Rescue Service (LFRS):

Much has been done in Lancashire to improve collaboration across public services. Some of this is taking place across a range of partnership activities aimed at reducing demand through our Early Action approach. However there is also work on-going with Lancashire Fire and Rescue Service aimed at making better use of public resources.

A range of examples of our collaboration are included below:

- LFRS are now supporting North West Ambulance Service (NWAS) attending emergencies where entry is needed to attend to patient emergency. LFRS have been shown to respond faster than it is possible for police to do so.
- A Community First Responder trial is under way between NWAS and LFRS meaning that in life-threatening situations, especially heart attacks, the nearest trained individual will be deployed whether ambulance or fire service.



Storms Desmond and Eva

In December, storms Desmond and Eva caused widespread flooding in Lancashire and forced people out of their homes. The joint response saw police work alongside Lancashire Fire and Rescue, Electricity North West, the Environment Agency, the military, United Utilities and local councils to ensure the safety of residents.

Social media was a key tool for keeping people informed – and safe. During the month, Facebook interaction soared as residents were able to get vital information quickly, even during the power cuts. Posts on the Lancaster and Morecambe pages were seen by more than 4 million people in December.

Lancashire Police and LFRS took it in turns to lead on communications during the floods, seamlessly transitioning between the two, meaning people were kept informed round the clock. Staff in the police contact centre noticed the improved engagement and rapid response to enquiries reduced calls to the 101 non-emergency number and freed call handlers to deal with enquiries from the rest of the county as normal

Procurement and commissioning:

As we continue to face financial challenges I have tried to ensure that our services provide the best value for money, but also trying to ensure our work helps support our local economy. In May 2015 I agreed a joint procurement strategy with the Chief Constable.

The strategy seeks to ensure that operational policing is fully supported, that we demonstrate best value in the goods and services we procure and that we make savings on goods and services we procure, by reducing our costs and entering into collaborative arrangements with other organisations.

I am also keen to ensure that where possible, the Constabulary increases the number of goods and services from local enterprise, including the voluntary sector, in order that we create a sustainable procurement environment which stimulates business in the local economy.

Our work in this area is already showing positive results with the percentage of our spend with local businesses increasing year by year. We now spend around 54% of the supplies and services budget locally helping local suppliers and businesses. The percentage is higher when you look at our 'controllable spend'.

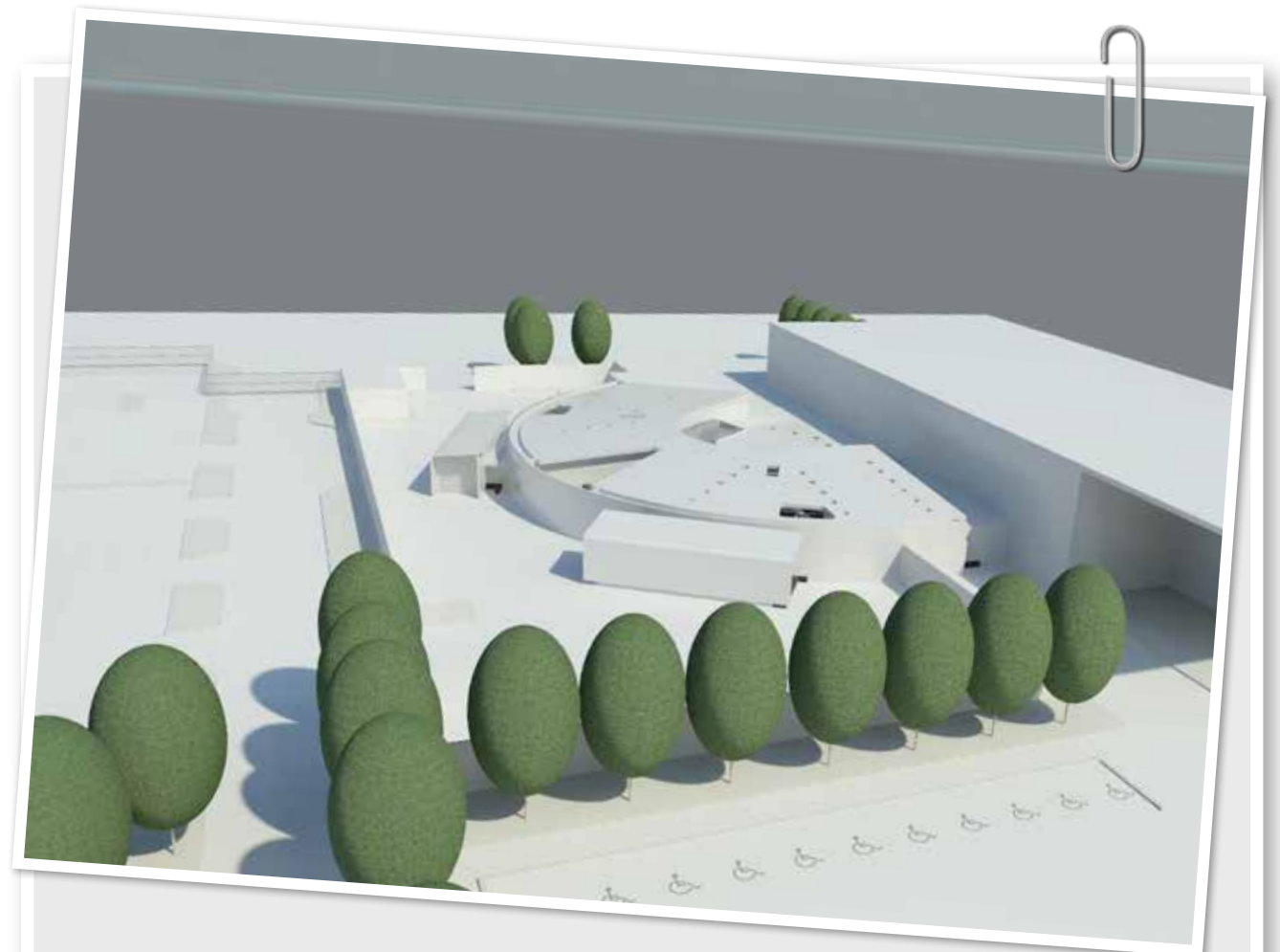
The procurement team is also striving to make savings across all its 296 contracts and this financial year to date has reported procurement savings in the region of £1.2m.

Many of these savings are achieved through collaboration with other Constabularies and agencies, and currently 187 of our contracts are against either regional or national collaborative arrangements, which equates to 63% of the total contract numbers. Two major contract renewals in respect of vehicles and energy have resulted in significant savings for the Constabulary during 2015.

Saving money on vehicles

By collaborating with 21 other forces, Lancashire Constabulary was able to save more than £100,000 on vehicle procurement. The new arrangement, which was only possible because the forces worked together, will save around £300 per vehicle.

As part of the arrangement, the Commissioner also ensured Lancashire Constabulary commits to supporting the local economy by awarding contracts for accident repairs to local businesses. In addition, some warranty work will be carried out by local dealerships and fuel will be purchased locally.



West Division HQ

A good example of this is the work which is ongoing around social value initiatives within the contract for the new West Division HQ in Blackpool which will be constructed on the site of the former Progress House close to the M55 motorway.

The new facility will serve as a headquarters for the Constabulary's West Division and will house one of the largest custody suites in the UK. The approved contractors for the development are working closely with the Constabulary to not only maximise the construction business opportunities for local suppliers, but to work closely with other external organisations in order to provide training and employment opportunities for local residents.

8. PROCEEDS OF CRIME

Throughout my administration Lancashire Constabulary has been instrumental in seizing criminal assets across Lancashire. A large share of what is seized goes to Government, but around £1.2m has come back to Lancashire in the last few years.

I have used this to fund rewards, offer extra one-off funds for short term projects and to help boost constabulary teams to clear caseloads.

However I thought it was important that funding was made available to grass roots organisations working to make a difference in local communities. As a result I decided to allocate a significant amount of funding as grants and this year applications were invited from across the county.

In all my office received 92 applications totalling £3.6m against an available pot of £600,000.

I am pleased to be able to report that grants totalling £500,000 have been allocated this year to 15 organisations and my team is in discussion with a number of the other applicants to see if we can bring their work to fruition.

Projects offering support to vulnerable people, victims of abuse and preventing youth crime in deprived areas are among those who have benefited.

Individual grants of between £5,000 and £100,000 are being used to support a wide range of projects across the county including sports activities for young people, women's refuges for victims of domestic violence, and support for victims of sexual abuse.

Funding will go to groups across Lancashire whose projects met the criteria for the scheme and will help support the Commissioner's priorities of defending frontline policing, protecting vulnerable people, tackling crime and reoffending, and supporting victims.



Money seized from criminals under Proceeds of Crime was awarded to:

- Burnley FC in the Community – £20,000 to support diversionary activities to support young people in some of the most deprived areas of Lancashire.
- Newground – £19,455 to buy furniture and IT equipment for the new Shadsworth Community Hub in Blackburn to assist with delivering an education programme aimed at adults to help identify the warning signs of extremism and right-wing radicalisation in children. Other programmes tackle issues including: bullying, hate crime and anti-social behaviour
- Fylde Coast Women's Aid – £17,922 to Fylde Coast Women's Aid to help refurbish accommodation and improve security at three women's refuges in Blackpool, Fylde and Wyre.
- Enlighten – received £100,000 to support an early intervention project in Blackpool aimed at young people who have been victims of sexual abuse and are showing early signs of sexual aggression or are at risk of victimisation. The funding will provide psychiatric help and access to mental health wellbeing services.
- Skelmersdale Action For Youth – £22,000 to support the 'Let's Get Active' project in connection with Wigan Athletic FC, delivering sports activities for young people.
- Preston Community Safety Partnership – £57,000 to extend and improve the CCTV network in Preston City Centre.
- HARV Domestic Abuse Services in Accrington - £50,000 to house staff and provide support services for victims of abuse
- Pendle Action for the Community - £16,788 providing one-to-one support for victims of abuse and training for staff
- Families Health and Well-being Consortium, Burnley - £35,000 extending existing Make Every Adult Matter project into Burnley to support adults with complex needs
- Ynot Aspire, East Lancashire - £9,999 Early Action intervention to work with pupils and prevent crime using cell visits as a deterrent
- Every Action Has Consequences - £14,700 project to educate people about alcohol-related harm and violence.
- Skelmersdale Action for Youth - £22,000 on sports activities for young people identified as on the periphery of gang crime and violence in Skelmersdale area.
- Preston Community Safety Partnership - £57,000 to extend the current CCTV network in Preston
- Ingol and Tanterton Community Trust - £13,853 to improve security and tackle local anti-social behaviour
- The Haythornthwaite Sports Foundation, Preston - £5,000 for a sports programme aimed at young people identified as vulnerable and at risk of isolation
- Fylde Veterans CIC, Fylde Coast - £41,100 funding for parades training and support for veterans



Preventing victims becoming offenders

Enlighten is a ground-breaking project aimed at cutting demand on social services by providing vital therapeutic support to victims of sexual abuse at the earliest possible opportunity. The £100,000 grant, using money seized from criminals, will fund a pilot scheme, working with the most high-risk youngsters in Blackpool.

By engaging with those young people early, the Enlighten project aims to save money by preventing them requiring more costly intervention from police and other local services at a later stage in their lives and when their behaviour is much more difficult to manage. These savings would then be used to fund the scheme in future years.

9. COMMUNITY SAFETY PARTNERSHIPS

My office is represented on all of the Community Safety Partnerships across Lancashire, as I want to ensure that my priorities reflect those identified at a local level:

I allocated £325,000 to our Community Safety Partnerships right across Lancashire over the last year. This money can be used to deliver projects that help promote community safety in the local area.

These are just a few of the ways that money has been spent:

- Fylde - £5,000 to help tackle re-offending by working to reintegrate offenders back into the community
- Hyndburn - £2,000 to fund a 12-week football programme for 14 to 19-year-olds on Friday nights to tackle anti-social behaviour
- Preston - £5,000 to provide one-to-one mentoring and support for adult and young people identified as vulnerable to gang and youth violence cultures
- Blackpool - £45,000 to provide a Community Safety Officer and support a number of projects and initiatives to improve safety for the residents of Blackpool.

For more information on grants and funding awarded by my office from 2012 to 2016 see Appendix B.



10. APPENDICES

Appendix A: Engaging with stakeholders:

The table below illustrates delivery of agreed communications strategy actions.

INFORM	<ul style="list-style-type: none"> • Produce monthly newsletter alerts through In the Know • Develop campaign materials to raise awareness of key issues • Produce a new website to make it easier to find information you need about the work of the Commissioner and the Police • Update you through social media on how we are delivering on our promises • Provide leaflets and information on our role and how to access services we provide 	✓ ✓ ✓ ✓ ✓
CONSULT	<ul style="list-style-type: none"> • Develop Let’s Talk Policing as the main way for residents to have their say on policing and crime in the county • Conduct two focus groups gathering public opinions on policing and crime issues • Develop online surveys and tools to make sure residents can have their say in determining police and crime plan priorities and the council tax precept • Meet regularly with stakeholders to gauge issues in local communities 	✓ ✓ ✓ ✓
ENGAGE	<ul style="list-style-type: none"> • Develop Let’s Talk Policing to engage residents, staff and partners • Encourage volunteering • Promote the Community Action Fund as a means of tackling or prevent crime • Work with voluntary organisations to enable them to tackle local crime, anti-social behaviour and support victims • Organise and support conferences on a range of issues to encourage people to work together 	✓ ✓ ✓ ✓ ✓
CAMPAIGN	<ul style="list-style-type: none"> • Deliver the Here for you campaign to encourage victims of crime to get the help and support they need • Develop the Stand out, Speak up, Make a difference campaign to help recruit volunteers to the force, ICVs and Victims services • Develop a new campaign to help victims of domestic violence and encourage perpetrators to change their ways • Develop Let’s Talk Policing as our main priorities and precept engagement activity • Support the constabulary in delivering their campaigns aimed at tackling crime and reducing re-offending. • Lobby for legislative change where I see issues likely to create risk of harm to Lancashire residents 	✓ ✓ ✓ ✓ ✓ ✓

Appendix B: Funding 2013-16 summary:

The Police and Crime Commissioner has provided funding to a wide range of statutory agencies and third party groups and organisations to support the delivery of the Priorities detailed in the Police and Crime Plan.

Police and Crime Commissioner Funding	
Project	Amount
Tackling Crime & Re-offending	
2015-2016	
LCC Substance Misuse/ Red Rose Recovery	£280,000.00
Blackburn with Darwen Substance Misuse Services	£81,000.00
Blackpool Substance Misuse Services	£128,700.00
Lancashire Sport Partnership - Challenge through sport initiative	£10,000.00
Intact - Intact Youth Café	£4,290.00
Operation Parents Get Social	£3,500.00
AFC Fylde - Positive Pathways	£20,000.00
Lancashire Combined Watch Forum	£10,000.00
AFC Fylde - Writing Wrongs	£14,800.00
Blackpool Council CCTV Hub	£52,665.30
Every Action Has Consequences - Train the Trainer Events	£5,000.00
Burnley Council - Community Initiative	£14,800.00
YOT Triage Scheme	£175,000.00
Positive Together	£118,000.00
Princes Trust - Get Started Programme, Blackpool	£20,000.00
2015-2016	
LCC Substance Misuse Services	£288,000.00
Blackburn with Darwen Misuse Services	£81,261.00
Blackpool Misuse Services	£128,700.00
LSP Challenge Through Sport Initiative	£10,000.00
YOT Triage Scheme	£175,000.00
Positive Together	£118,000.00
Prince's Trust - Get Started Programme, Blackpool	£20,000.00
NSPCC Letting the Future in Programme	£1,604.50
CSE Family Support Workers (PACE)	£35,000.00
Club2Go Mobile Youth Provision, Blackpool	£10,000.00
Writing Wrongs	£3,014.00

2013-2014	
LCC Substance Misuse Services / DIP	364,084.00
Blackburn with Darwen Substance Misuse Services / DIP	90,000.00
Blackpool Substance Misuse Services /DIP	143,000.00
LCC C&YP Substances Services	134,300.00
YOT Triage Scheme	136,643.00
Inside Out at Preston Prison	5,000.00
AVERT Female Custody Triage Pilot	33,000.00
Prince's Trust - Get Started Programme, Blackpool	20,000.00
Positive Together Programme	108,000.00
Protect Vulnerable People	
2015-2016	
LCC - Domestic Abuse Services	£315,000.00
Blackburn with Darwen - Domestic Abuse Services	£51,000.00
Blackpool - Domestic Abuse Services	£51,000.00
Chorley Street Pastors	£5,000.00
Blackpool & Fylde Street Angels	£6,000.00
National Ugly Mugs Scheme	£7,000.00
Sophie Lancaster Foundation - Hate Crime Conference	£1,800.00
Chelsea's Choice Performance at the CSE Event	£1,015.00
Making Every Adult Matter (MEAM)	£48,424.00
2014-2015	
LCC - Domestic Abuse Services	£107,000.00
Blackburn with Darwen - Domestic Abuse Services	£78,000.00
Blackpool - Domestic Abuse Services	£51,000.00
Making Every Adult Matter (MEAM)	£96,854.00
National Ugly Mugs Scheme	£7,000.00
Sahara - Breaking the DA Cycle	£46,100.00
Saheliyaan Asian Womens Forum	£20,000.00
Chelsea's Choice Performance at the CSE Event	£1,015.00
Making Every Adult Matter (MEAM)	£48,424.00

2013-2014	
Blackpool Domestic Abuse Services	£51,636.00
Blackburn with Darwen - Domestic Abuse Services	£51,315.00
Sahara - Breaking the DA Cycle	£20,000.00
Early Intervention DA & CSE	50,000.00
Preston & Chorley Street Pastors	£10,000.00
The Birchall Trust	£11,000.00
2014-2015 MOJ Competed Fund (Refurbishment of Womens Centres & Accommodation)	
Bsafe Blackpool - DV Intervention Programme	£21,500.00
BwD - BDDWA and Humraaz	£50,000.00
Fylde Coast Womens Aid - Burton House	£8,669.68
Fylde Coast Womens Aid - Hayward House	£14,310.36
Fylde Coast Womens Aid - Laurel House	£14,803.68
Greater Together	£47,520.00
HARV	£19,308.00
West Lancs Womens Refuge - Liberty Centre	£30,862.00
Sahara in Preston	£6,095.00
Safer Preston	£15,750.00
SafeNet Domestic Abuse Service	£56,148.65
Preston Domestic Violence Services - Support Centre	£9,203.00
Preston Domestic Violence Services - Info + Materials	£9,880.00
Preston Domestic Violence Services - HOPE Centre	£7,075.00
Preston Domestic Violence Services - Refuge	£6,082.00
Preston Domestic Violence Services - Early Support Service	£934.00
Pendle Action for the Community	£2,304.00
Lancashire Women Centres	£35,600.00
Making Every Adult Matter (MEAM)	£48,424.00

Champion the rights of Victims	
2015-2016	
Victim Support Core Contract	£653,202.00
Trust House & Birchall Trust YP's Counselling & Therapy	£99,659.00
Funding for equipment for C&YP's Specialist Counselling/ Therapy	£1,000.00
Victims Voice - Hate Crime Support Service	£136,950.00
Street Life Trust - Youth Support Worker	£10,000.00
Think Jessica - Anti-fraud materials	£694.00
Restorative Justics Constabulary Service	£52,990.00
RJ Victim Awareness Course	£15,098.00
"Be a lover not a fighter" campaign	£5,000.00
2014-2015	
Community RJ Panels	£5,000.00
RJ Workshop	£450.00
Disability First - Hate Crime Volunteer Co-ordinator	£18,472.00
Street Life Trust - Support for Young Victims	£18,677.00
Birchall Trust - Rape & Sexual Support Service	£20,922.00
White Ribbon Sports Campaign - DA Victims	£10,000.00
Victims Voice Collaboration & Road Shows - Hate Crime	£20,000.00
Trust House, Preston - Sexual Violence Victims	£72,141.07
HARV Clare's Law Pilot Scheme	£5,000.00
Young Lancashire - YPS Victim Services	£9,450.00

Additional information and notes:

The Commissioner has also supported the community safety “infrastructure” in Lancashire by providing funding for the following:

- MADE – Multi Agency Data Exchange website
- TIIG – Trauma Injury Investigation Group for data gathering and analysis from Lancashire hospital A&E centres
- ASB Work – pan-Lancashire training and development work to prevent ASB
- Community Safety Partnerships – providing funding for all district CSPs and Blackburn with Darwen and Blackpool CSPs
- Partnership analysts to provide support to CSPs and other

Police and Crime Commissioner – Partnership Support:

The Police and Crime Commissioner is represented on a wide range of partnerships and forums across the pan-Lancashire area to ensure that the priorities from the Police and Crime Plan are supported through partnership working.

This also enables the Commissioner to monitor the effectiveness of the use of the funding allocated and identify areas where additional resources may be required.

The Commissioner attends or is represented on the following partnerships:

- Lancashire Chief Executives Board – Community Safety Group
- Community Safety Partnership strategic groups
- Lancashire Criminal Justice Board
- Reducing Re-Offending Board
- Contest Board
- Pan-Lancashire Domestic Abuse Strategic Group
- Pan-Lancashire HBV/FM/FGM Strategic Group
- Joint Human Trafficking & Sex Workers Strategic Group
- Hate Crime Strategic Group
- CCTV Task & Finish Group
- Multi Agency Taxi Group
- Health and Wellbeing Boards (x3)
- Youth Offending Team Management Boards (x3)
- Lancashire Partnership for Road Safety Executive Board

