

ANNUAL REPORT

2016/17



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COMMISSIONER'S FOREWORD

As I look back over 2016-17 it is with a sense of pride of what we have achieved here in Lancashire, where our officers, staff, volunteers, partners and communities have come together to condemn hate with our countywide #saynohate campaign.

Partners across the public sector and political divide stood strong with me this year as Lancashire came together to condemn those who victimise people purely because of the colour of their skin, religion or gender, their sexuality or disability.

Thousands engaged with us as we rolled out the campaign in October 2016 as part of national Hate Crime Awareness week, which in the wake of June's Brexit vote and the atrocities on the continent and across the world had taken on a whole new direction.

The year though also marked the beginning of my second term as Police and Crime Commissioner for Lancashire and was also a time to really get to grips with ensuring people were more aware of my role in holding the Chief Constable to account for the way the area is policed and for setting strategic direction for the county through the Police & Crime Plan.

Hundreds of stakeholders and thousands of individuals helped to shape my second plan through a range of events, surveys and workshops across the county.

Perhaps the highlight of my year though was being able for the first time, to appoint a new Chief Constable, Andy Rhodes, who took up post at Lancashire Constabulary in summer 2017.

This is one of my key responsibilities as Police and Crime Commissioner and something which does not occur very frequently.

Many of our partners helped with the recruitment process which was also supported by an independent advisor and the College of Policing and scrutinised by the Police and Crime Panel, who unanimously endorsed the appointment.

Thank you to those from the many partner agencies in Lancashire who were involved in this process and also contributed to the Police and Crime Plan.

We continue to face difficult challenges ahead of us – not least because the nature of crime has changed beyond recognition in the last ten years, crime isn't in our streets and businesses in the same way it was, crime the taking place in our homes and online as our officers continue to struggle to keep up with the ever-moving technology that is exposing our communities to risks.

And with the continued decline in many of other public services, particular those services to protect elderly or vulnerable people and engaging with young people, then increasingly the Lancashire force is being made to pick up the pieces.

Our officers, once the service of last resort, are now being called on because there is no-one else there to help. While 80% of officer time is spent investigating crimes, significant numbers of our calls will never lead to a crime report, because they are generally down to concern for welfare such as a missing person, or vulnerability caused by mental health for example.

This last year has seen such an increase in demand that calls for service now number around 90,000 per month – and with the increasing complexity of each case require more support and help than ever before at a time when our resources continue to be stretched by on-going reduction in budgets.

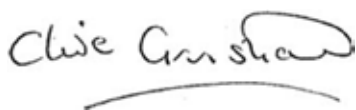
Despite this, Lancashire remains one of the highest regarded forces in the country – one of only a handful to achieve Good rating across all four inspection areas by Her Majesty's Inspectorate for Constabulary.

Our drive in 2017-18 is to ensure that we build on this success under the guidance of a new senior leadership team.

In this final full year of Steve Finnigan's term as Chief Constable, it is timely for me to provide him with a special vote of thanks for the years of dedicated and excellent service he has given to Lancashire.

Steve has led the force through significant change and ensured its place as one of the best forces in the country. He is the longest service Chief Constable of any force in the country and not one who has rested on his laurels, but someone who has encouraged and developed Lancashire into the force it is today.

So, on behalf of the people of Lancashire, I would like to thank Steve for his work, his dedication and his achievements for our force and wish him well in his retirement.

A handwritten signature in black ink, reading 'Clive Grunshaw'. The signature is written in a cursive style with a horizontal line underneath the name.

Clive Grunshaw
Police and Crime Commissioner for Lancashire



ENGAGING WITH STAKEHOLDERS

As Police & Crime Commissioner, it is my role to be the voice of the public of Lancashire in ensuring that their needs are being met through the Police and Crime Plan ('the Plan').

The Plan shapes the work of the Constabulary and I hold the Chief Constable to account for the force's delivery against the plan priorities.

As part of my commitments to engage with stakeholders and residents, I have continued to consult and engage the public and stakeholders in 2016-17. You can see more details about the engagement and consultation at Appendix A.

In addition, I have continued to attend a whole range of stakeholder events, formal and informal meetings. I have also visited community safety partners and voluntary organisations, whilst talking to residents and stakeholders and seeing first-hand the work they do in their local communities.

POLICE AND CRIME PLAN ENGAGEMENT AND CONSULTATION

In 2016 I created a new plan for the period 2016-2021 further to an extensive engagement exercise with stakeholders. This engagement and consultation took place during the summer of 2016 with Lancashire Constabulary, members of the public, victims of crime, stakeholders and public sector partners to ensure a broad range of opinion and local data and evidence has been taken into account when shaping my priorities.

This included:

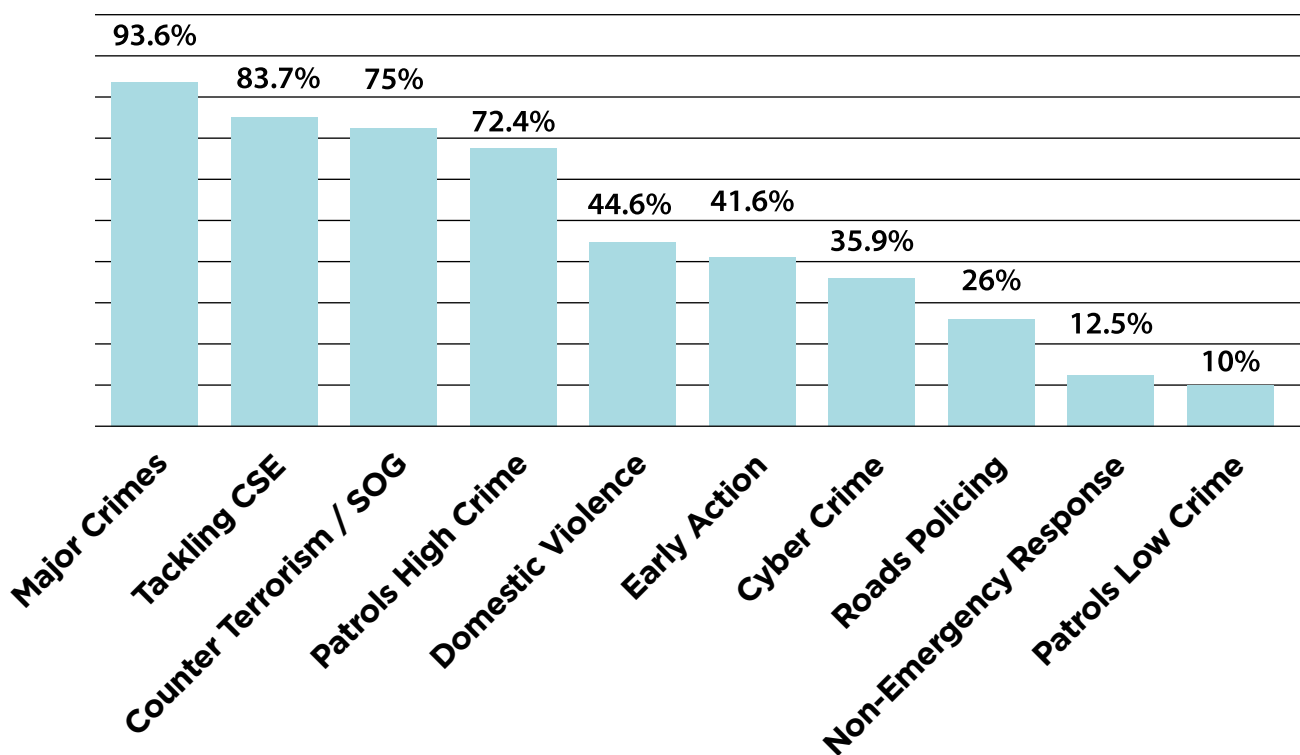
- Joint management sessions with Lancashire Constabulary, myself and my Office.
- Stakeholder engagement events attended by more than 100 representatives from public, voluntary and criminal justice organisations who took part in workshops.
- Roadshows in towns and city centre locations where residents of Lancashire were encouraged to discuss their policing and crime priorities with the Commissioner and complete a survey identifying their key issues.

- An online survey circulated to residents via the ‘In The Know’ message alert system and promoted on the Commissioner’s social media.
- A study of local community safety, public health and local strategic documents and plans from across the country.
- Analysis of crime data and intelligence regarding emerging and continuing crime trends in Lancashire through the local community safety partnership’s strategic assessments
- Independent survey of crime victims and providers of victim services in Lancashire
- Task and finish groups involving Police and Crime Panel members

Draft priorities were created and shared with partners and stakeholders as part of the consultation, and feedback was encouraged. At all these events stakeholders felt the overarching priorities were broad enough to cover key issues and flexible enough to cover new trends and issues.

In terms of the public, they were presented with a list of 10 thematic crime areas and were asked to rank them as high, medium and low. In total, 1672 survey responses were received. The graph below sets out the themes highest ranked by priority by the public.

Crime themes ranked by highest priority by the public



COUNCIL TAX PRECEPT CONSULTATION

As part of the Council Tax Precept for 2017-18, I undertook further consultation with the public. This has taken place through a number of different methods each designed to gain the largest response. In all, 3940 responses have been analysed, an increase of 37.5% on 2015-16.

The different methods and consultation included:

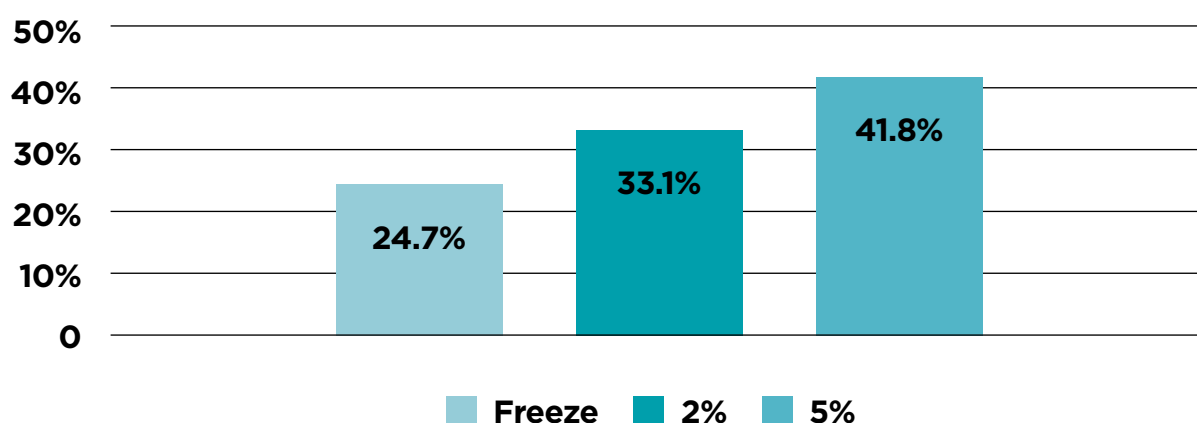
1. A telephone survey of 1400 residents across Lancashire.
2. A paper survey countywide
3. An online survey promoted via social media, on my website and through local media.

Respondents were asked how much they were willing to pay towards policing in 2017-18 and were given three options:-

- Freeze/keep it the same
- Increase by 2%
- Increase by 5%

The combined results for the paper and online survey are shown below:

Council tax consultation 2017/18 combined survey results



Additionally, the telephone survey looked at confidence in policing. The key findings were that:

84% of residents feel confident about Lancashire Police's ability to tackle crime (24% are very confident).

78% feel the Police do a pretty good job

73% are confident the Police will be there when they are needed (24% are very confident).

76% believe that the Police treat people with respect regardless of who they are

30% of residents don't feel informed about policing in their area.

Of those surveyed, only 8% said they have been victims of crime in the last year.

Further, of those affected by crime, 14% took up the offer of help from Lancashire Victims Services and all reported they were satisfied with the service.

ROLES AND RESPONSIBILITIES

As Police and Crime Commissioner for Lancashire I have a number of statutory duties including to:

Appoint and hold to account the Chief Constable for policing whilst ensuring there is an efficient and effective force

In 2016 I ran a recruitment process for the new Chief Constable of Lancashire. Andy Rhodes was the successful candidate and took up post in July 2017 replacing Steve Finnigan.

In 2016-17 I have held 7 Strategic Scrutiny meetings with the Chief Constable and held 4 Joint Management Boards. The notes and papers for these meetings can be found on my website at: <http://lancashire-pcc.gov.uk/meetings-and-decisions/> In addition, I have regular meetings and briefing with Constabulary staff and my team sit on strategic working groups to ensure the Police and Crime Plan priorities are reflected in the delivery of policing.

Set the local precept (council tax charge for policing)

In January 2016 I approved an increase to the council tax precept by 1.99% for 2017-18 further to consultation with the Police and Crime Panel.

Publish a Police and Crime Plan

In October 2016 the Police and Crime Panel received my draft Police and Crime Plan for 2016-2012 which was agreed and I then officially launched it in January 2017.

Publish an Annual Report

This is my Annual Report for 2016-17.

Commission services and award grants

Appendix B of this report details where I have provided funding to a range of statutory agencies and third party groups and organisations to support the delivery of the priorities in the Police and Crime Plan.

THE YEAR IN HIGHLIGHTS: 2016-17

April 2016 - The Commissioner agreed a budget of £248.6m to be delegated to Lancashire Constabulary for policing services across the county and £2.4m to community safety partnerships to deliver grass roots projects.

May 2016 - I was elected Police & Crime Commissioner for a second term

June 2016 - Nest Lancashire - a service to provide specialist help and support to young crime victims is launched. The charity supported 106 youngsters and provided vital support in helping to raise awareness of child sexual exploitation and sexting during the year.



July 2016 - Annual crime figures show an increase in violent crimes and, in particular, violent offences and sexual assaults particularly against young people. Throughout the year efforts were stepped up to raise awareness and tackle violent crime.

August 2016 - New designs for the new West Division Headquarters in Blackpool were unveiled and contractors appointed. The build got underway later in the year.



September 2016 - Accrington Police Station opened its doors after relocating from Spring Gardens to Boardwalk.

October 2016 - Say no to hate# launched with people across Lancashire pledging their support for the campaign. The campaign continued over the course of the next few months and will continue into 2017.

#SAYNOTOHATE

November 2016 - Lancashire announces its bid to become a White Ribbon County with men standing up against domestic violence and all public sector organisations pledging to gain accreditation.



December 2016 – The Commissioner begins his consultation on budget proposals and the council tax precept gaining the support of 76% of those who responded to raise council tax by 1.99% providing essential funding to frontline policing.

January 2017 – The new Police & Crime Plan 2016/17 is launched with new priorities of protecting frontline policing, tackling crime and re-offending, supporting vulnerable people and crime victims and developing safe and confident communities.

February 2017 – The Commissioner joins Wasted Lives to raise awareness of the dangers on our roads facing young drivers.

March 2017 – The Commissioner launches the Be Scam Wise campaign aimed at raising awareness of fraud and scams facing the vulnerable and elderly people in local communities.



PERFORMANCE HEADLINES FOR 2016-17

Overall crime levels reported to Lancashire Police increased by 10.71% (by 10,371 crimes) in 2016-17 compared to the previous year (2015-16 total 96,870 crimes).

However, the increase in crime was reflected nationally, and was due to a range of factors including improvements to the recording procedures and practices and genuine increases in some crime types.

Headline crime statistics for 2016-17 for Lancashire include:

- **Sexual offences have increased by 21% over the past year (380 crimes/ totalling 1811 crimes).**
- **Modern slavery crimes have gone from 6 crimes to 39 crimes over the last year (this is a new crime and only introduced in 2015).**
- **Hate crimes have gone up 27.2% or 224 crimes more than in 2015-16 when there were 821 hate crimes recorded.**
- **Road safety incidents have reduced by 5.9% or 50 incidents in 2015-16 – going from 846 incidents to 796 incidents.**
- **CSE crimes have increased by 30.3% or by 269 incidents on 2015-16 to 1026 incidents in 2016-17.**
- **Domestic abuse crimes have risen by 19.4% or 1730 crimes in 2016-17 when compared with 8,899 crimes in 2015-16.**

A more detailed set of measures or performance as agreed with the Police and Crime Panel are set out at Appendix C.

HER MAJESTY'S INSPECTORATE OF CONSTABULARY (HMIC)

Her Majesty's Inspectorate of Constabulary (HMIC) carry out regular inspections of all police forces and rate them against three main categories. These are known as PEEL Inspections and the categories are Effectiveness, Efficiency and Legitimacy. Forces are rated either as Outstanding, Good, Requires Improvement or Inadequate.

The latest reports on Lancashire Constabulary are:

| PEEL Category | Description | Date of Report | Rating |
|----------------------|---|-------------------|--------|
| Effectiveness | How effective is the Constabulary at keeping people safe and reducing crime. | 2nd March 2017 | Good |
| Efficiency | How efficient is the Constabulary at keeping people safe and reducing crime. | 3rd November 2016 | Good |
| Legitimacy | How legitimate is the Constabulary at keeping people safe and reducing crime. | 8th December 2016 | Good |

The report includes observations by Mike Cunningham, Her Majesty's Inspector of Constabularies:

"I am very pleased with the overall performance in Lancashire Constabulary.

Lancashire Constabulary has an effective approach to preventing crime and reducing anti-social behaviour. The force communicated well with the people of Lancashire, has effective partnership arrangements and a sound understanding of the public's concerns. Officers and staff are directed towards the most significant threats and they respond effectively.

I am satisfied that Lancashire has a good track record of understanding current and future demands for its services. It has a proven track record of making savings and produce financial plans.

In summary, the force provides a good level of service to the people of Lancashire. I am reassured that it is sustaining this level of performance."

Full reports can be found at the HMIC website: <https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2016/lancashire/>



FOCUS ON POLICE AND CRIME PLAN PRIORITIES 2016-17

1. Protecting frontline policing

My pledge throughout 2016/17 and continuing in future years is that Lancashire's police officers deliver the best possible service to the people of Lancashire.

I am committed to the retention of neighbourhood teams across Lancashire, with the additional support provided by immediate response officers and various specialist investigations teams tackling gangs, serious and organised crime, modern slavery and protecting children from child sexual exploitation.

The Constabulary understand well, the threat or risk of harm in the communities they serve. Through 2016/17 Constabulary have realigned their service provision in a "Place" based model which is built on an early action approach with other public service and community providers. Neighbourhood policing teams understand and know their communities and are deployed in areas of high demand. In this year PCSO's have been given increased responsibilities and ownership of local issues and are providing a visible presence in most communities taking the lead on local crime and antisocial issues. This service is supported well by the dedicated immediate response service, responding to calls from the public dealing with emergencies and protecting vulnerable people.

In 2016/17 I worked hard in lobbying the government on a number of things including the Funding formula review. I lobbied ministers and MPs to ensure Lancashire was not adversely affected by changes to the way that police forces are funded from the national policing budget. I called on the government to ensure extra funding to national policing was additional funding and not drawn from the general budget which would affect the delivery of neighbourhood policing Fracking costs.

I additionally made a detailed submission to Home Affairs Select Committee on future of policing setting out the demands faced by policing in 21st century from emerging threats to none crime demand.

I also urged government to remove the charge levied by GP's for victims of alleged domestic abuse, in getting the letters of support they need to be able to apply for legal aid support.

Police Officer Resourcing

In order to keep police officer numbers at strength and to cater for in year retirements Constabulary have continued to recruit. Between 1 April 2016 and 31 March 2017 there have been 228 Police Officer appointments; of this number, 98 (43%) are female and 11 (6%) are from a BME background.

The recruitment window for Police Officers opened on 1 November 2016 and 1,714 applications were received of which 136 (8%) were from applicants from a BME background. 572 applications (33.4%) were from females. 425 candidates were invited to attend the National Assessment Centre (NAC) which took place between 20 and 31 March 2017 of which 52 (12%) were from a BME background and 183 (43%) were female.

288 applicants passed the NAC of which 28 (9.7%) were from a BME background and 138 (47.9%) were female

The first appointments are planned for June 2017 and are for candidates who have a Foundation Degree in Policing.

Additionally, 17 appointments were made through the Police Now 2017 scheme, subject to vetting, physical and medical clearance being granted. Following 6 weeks training in London in July and will then be posted to Blackpool, Burnley and Preston.

The recruitment window for Constables wanting to transfer to Lancashire also opened in October 2016, with 60 applications being received. 30 officers transferred to Lancashire on 27 March 2017. Of these 4 were Detectives, 2 were Trainee Investigators and 24 were Uniformed Constables. The breakdown of the officers is as follows: 12 (39%) were female.

As mentioned earlier in the report I held a recruitment process for a Chief Constable and Mr Andrew Rhodes was appointed with effect from June 2017.

Police staff

In terms of Police staff, further recruitment has taken place with 195 members of Police Staff (including Police Control Room Operators) having been appointed since 1 April 2016. 122 (63%) of these were Female and 10 (5%) were from a BME background. 56 of these were Police Control Room Officers (PCRO), 41 (73%) of whom were female and 4 (7%) were from a BME background. A further PCRO intake is planned for 3 July 2017 with up to 30 appointments being made.

Specials

Since 1 April 2016 there have been 193 appointments to the Special Constabulary. 84 (44%) of these were Female and 11 (6%) were from a BME background. A further intake of 53 took place in April 2017 and, of these 22 (42%) were Female and 3 (6%) were from a BME background.

A recruitment window opened in December 2016 and 213 applications have been received which are now being processed by the Recruitment Team with appointments being made in July 2017.

The recruitment window for UCLan students studying for the Foundation Degree in Policing opened in September 2016 and 49 applications were received. 20 individuals were made conditional offers and 16 appointments were made, 7 (44%) of whom were female and 1 (6%) were from a BME background.

PCSOs

Since 1 April 2016, 56 PCSOs have been appointed: 30 (54%) of these were Female and 1 (2%) was from a BME background.

Wellbeing

At the beginning of 2017 Lancashire joined other emergency services and associations in signing up to a campaign against mental health stigma and discrimination in the workplace by signing up to the MIND Blue Light pledge to challenge the stigma that can be associated with being open about mental health and to offer support to members of staff who work in the emergency services.

ICT

The roll out of new modern police ICT equipment is a key part of my Police and Crime plan and my investment strategy.

A further 150 Body Worn Video cameras and associated equipment were rolled out across Lancashire. Ensuring now that 14 locations across Lancashire have access to the equipment. This equipment allows evidence collection at the scene of an incident and has proved valuable in progressing cases such as domestic violence matters and has been used in complaints matters.

In year I have invested in the Connect system which has come on line 2016/17. The system makes the whole case file electronic and all parts of the criminal justice system are involved in this process including the courts and the crown prosecution service. This process makes the journey through custody to court more efficient. The Connect platform will be used in 2017 to build an engagement module which will help keep victims and witnesses better informed on the progress of their case.



2. Tackling crime and reoffending

Modern Slavery

I have funded two posts to support my commitment to this work. These posts form part of the Constabulary's Modern Slavery and Human Trafficking team who work closely with Intelligence team. Initially the aim was to proactively target the organised crime groups and to provide training and awareness for staff. The Co-ordinator commenced a programme of identifying and recording incidents and immediately the intelligence picture grew. A number of proactive operations have since been run and a number of offenders brought to justice and victims to safety. Training whilst beginning with front line and contact management has been extended from within the Constabulary to partner agencies including NHS, faith groups and safeguarding teams. In addition, I have funded a number of training sessions for police and partner agencies, hoteliers in respect of recognising the signs, Duty to Notify and the National Referral Model for Modern Slavery matters.

Cyber Crime

Over 50 % of crimes committed in Lancashire have a digital input. The public use technology a lot these days from phones, to computers and tablets. Relevant technology therefore needs to be reviewed when crimes are committed, phones need to be read or computers interrogated. This is a massively increased work area for the Constabulary and as such they need to be funded sufficiently to make an impact in this significantly growing work area. I have funded a Learning and Development Officer in this field and who will enhance the knowledge of the first response officers and then she will proactively work through the Constabulary training and testing the knowledge base of staff at all levels and creating specialists along the way. Officers and staff will be more ICT savvy and will be trained to do certain tasks themselves as a matter of course which will help make the investigative process much more efficient.

CCTV

This year I have supported through the Police Innovation Fund, money for a CCTV project that has seen the launch of the East Lancashire CCTV hub – comprising of the CCTV for Blackburn with Darwen, Hyndburn, Burnley, Pendle and Preston. In addition I have contributed to the new and upgraded systems of Blackpool and the regenerated Winkley Square in Preston.

Rural Crime

Rural Crime continues to be a high priority and I have supported a number of initiatives this year together with visiting farmers at the Auction Marts and discussing first-hand the issues they have. Following a calendar of events I have committed to a poster campaign which operates along themes on badger baiting, poaching, sheep worrying etc. I have also agreed to more livered rural vehicles which will come on line in 2017.

Business Crime

I have continued to support this area and I have attended engagements with Federation of Small Businesses and with the Chamber of Commerce and I am continuing to work with businesses in connection to their education and protection against crime.

Substance Misuse

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

Behind the Bars

In the last 12 months some excellent work by the police has resulted in some significant sentences across the county.

Members of a Preston and Liverpool based drugs gangs were sentenced to a total of 89 years and 7 months imprisonment for conspiracy to supply Class A drugs.

Men from across the North West were also given tough banning orders for gang related violence and drug dealing in Preston.



3. Supporting vulnerable people and victims

In 206/17 we continued to deliver the Lancashire Victim Services:

- There were 43,956 referrals received during the year, with 33,771 cases followed up and offered support
- 10,266 entitled to enhanced support with attempts to contact within 24 hours
- We also saw the Launch of NEST Lancashire the service for children and young people victims of crime:
 - The service has taken 106 young people.
 - Young victims of crime were aged 7-24 years of age, and 14 was the most frequent age.
 - The gender balance of young victims of crime was 43% male, 56% female and 1% transgender.
 - Young victims of crime came forward from across all three geographic areas of the project, and most were from the South area.
 - A variety of interventions, including counselling with these young people have taken place and in some instances are ongoing

Campaigns

Modern Slavery

I joined officers working to tackle modern slavery and human trafficking in Lancashire. This followed my funding of two additional roles in Lancashire which help address this growing issue. The launch of the campaign coincided with modern slavery week.



Say No To Hate

#SAYNOTOHATE

I called on residents, councils and organisations to sign up to an anti-hate crime pledge and 'say no to hate' in the county, ahead of a series of events during Hate Crime Awareness Week

Child Sexual Exploitation

I unveiled a hard hitting campaign, designed by Lancashire school pupils, to raise awareness of child sexual exploitation.

This was the latest phase of the 'More You Know, The More You See' campaign.



Community Action Fund



Community
Action Fund

My Community Action Fund has continued to award local groups and organisations with small grants to enhance their area and cut crime, reduce re-offending and support victims – working toward the key priorities in my Police and Crime Plan.

New Blackpool Divisional HQ

The new Divisional HQ build in Blackpool started to take shape throughout 2016/17, with the build itself visibly developing quickly, with a keen interest in the local community.



**SCAM
WISE**

'Be Scam Wise' campaign

Campaign materials were created, aimed at residents in the County who could potentially be a victim of a doorstep scam.

Warning residents about the varied range of potential risks, the campaign was launched in conjunction with Trading Standards and other partners.



4. Developing safe and confident communities

Partnership working

My Office is represented on all Community Safety Partnerships across Lancashire.

The money I allocated can be seen detailed in Appendix 2 to this report. However a few examples of the ways that money has been spent include;

Burnley CSP- Military School £9,000

The aim of the project was to work in an area of high need within Burnley creating a vibrant atmosphere for children and families. Activities included an assault course, team building, physical fitness, camouflage and military skills, arts and crafts all within the Community. Between 50 - 100 children took part.

36% overall reduction in ASB was recorded across Burnley as a result of running the summer camp - within the area where the Summer Camp was held the reduction was noted as 61%. The feedback from the children and parents was 100% positive as being able to take part in a venture that involved both parents and children, was structured in its input and instilled valuable life skills.

Blackburn CSP - £2,927

The aim of the project was to engage with young children in respect of crime prevention and anti social behaviour in addition to better health in a range of sessions in partnership with the local school community. Sessions delivered were aimed at looking at where an impact could be made in respect of 'being safe' and 'taking responsibility'. The police input was in respect of tackling involvement in organised crime, hate crime, gang culture and bullying.

Over 800 pupils and adults took part in Operation Streetwise in approximately 19 schools across Blackburn and feedback received across all the agencies has been very positive with individuals feel that the events were informative and well organised and that children learnt that as they become more independent they need to know there may be consequences. Key feedback was received in respect of safety on a whole range of subjects from e-safety, health and safety (wearing of seatbelts, around water, building sites) and bullying and drugs.

Wyre CSP - £14,400 - Wyre Community Trust

The aim of the project was to help reduce youth crime rates, anti social behaviour and improve health, education and future prospects of your people linked to the Health and Education Outreach Programme.

Over 80 participants took part providing young people a better chance in life by inspiring individuals to leave healthier and active lifestyles.

My Office also represents me at the Lancashire Road Safety Partnership, the 3 Youth Offending Team Management Boards across the County, the Reducing Offending Boards, and the Lancashire Criminal Justice Board. I am also a member of the Executive of the Lancashire Public Services Board

Ethics

The Audit and Ethics Committee has met 5 times this years and has received plans for the embedding of the ethics agenda for both my Office and the Constabulary. I am committed to ensuring the Chief Constable and his policing team deliver the highest professional and ethical standards in their service to the public. Overall HMIC have assessed the Constabulary as “Good” in terms of legitimacy and the “Constabulary ensures the workforce behaves ethically and lawfully”.

Confidence /Satisfaction

In my survey for the precept 2016/17 I undertook a confidence survey. It was very encouraging to see that 84% of residents feel confident about Lancashire Police’s ability to tackle crime (24% are very confident).

The Crime Survey for England and Wales also assessed confidence data and at the year ending March 2017 overall public confidence had gone from 80.4% to 78.3% from the previous year. When compared n our most similar group we are placed 2nd and regionally we are third.

In terms of user satisfaction there has also been a reduction in year from 78.5% to 76.6%. Constabulary are working hard to address these measures and I scrutinise them through every Scrutiny meeting.

Volunteering

Independent Custody Visitor's Scheme 2016/17

Independent Custody Visitors (ICV's) are members of the local community who make unannounced visits to custody suites to check on the treatment of detainees. The scheme offers protections and confidentiality to detainees and reassurance to the wider community. I am responsible for co-ordinating and overseeing the scheme.

ICVs have carried out 246 visits across the 6 custody suites visiting 686 detainees.

Highlights and achievements from 2016/17 included;

During the year there was a full day Regional Training Conference with over 100 ICVs from across the North West and North Wales receiving training on topics including Alcohol and Substance Misuse (including Psychoactive Substances, Police Interview Skills and a demonstration of Arrest and Restraint Techniques delivered by officers from Lancashire Constabulary's Training Team.

Four additional training events were held for Lancashire ICVs which including presentations from a Lead Appropriate Adult from Child Action North West, from HM Border Agency on Immigration Detainees and from the Criminal Justice Diversion and Liaison Teams from Lancashire Constabulary.

Lancashire's ICVs also attended quarterly Panel Meetings of our 4 Panels covering the whole of Lancashire.

National Volunteers' Week was held between 1st June and 12th June. Volunteers' Week is a longstanding, popular event in the voluntary sector, established in 1984. Events were organised all over the UK to celebrate volunteering, recognising the contribution of over 23 million people who volunteer in their communities across the country.

The North West region of Independent Custody Visitors arranged to co-ordinate a visit to designated custody suites at the same time, this being Wednesday 1st June 2016 @ 19.30 hours. In Lancashire all six designated custody suites were visited at this time.

Newly appointed ICVs have been undertaking observational visits in the Custody Suites as part of their induction training between 19.00 and 02:00 to observe activity. The Custody staff have welcomed these visits. Feedback from the ICVs has been very positive and they have found the observational visits insightful providing a better understanding of the procedures within Custody Suites.

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 inappropriate items in the 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.

Our Volunteers continue to deliver input to the Custody Sergeants' Refresher Training Programme to make them aware of the practices and procedures of the Scheme. The Scheme Manager also delivers a similar presentation to the training programme for the Custody Detention Officers of G4S. Both sets of delegates advised they found these sessions an invaluable section of their ongoing training.

Custody Visitors submitted complimentary reports about their visits, which included the positive attitude and efficiency of the custody staff, the prompt access into the custody area and the cleanliness of the suites.

ICV continue to scrutinise practices and procedures within Lancashire's custody suites whilst maintaining a professional and equally mutual respectful relationship with all the custody staff.

Lancashire Volunteer Partnership

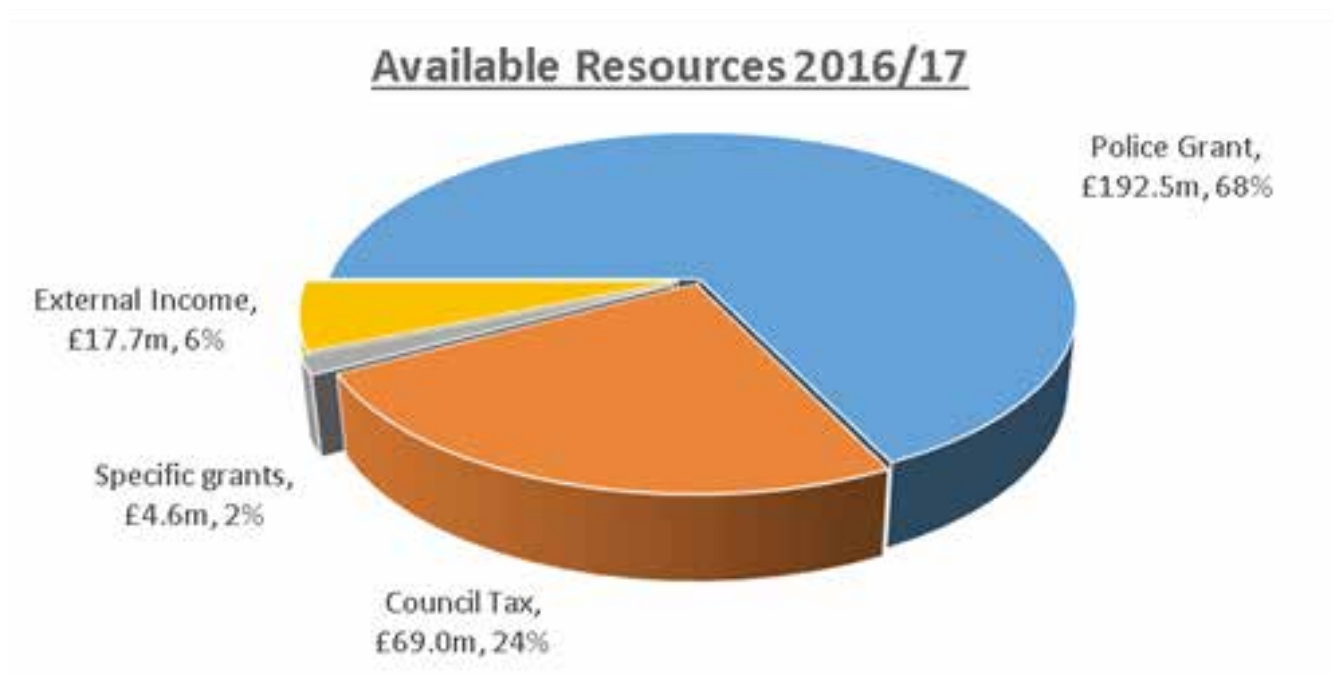
Lancashire Volunteer Partnership was established in 2016 between public services who wanted one gateway into volunteering. By bringing these opportunities into one place and by working together I believe we can better look after our volunteers and allow them to use their skills widely. The volunteers visit people who may feel lonely or support those who are struggling to get out and about independently, to give a carer some respite, or be a Special Constable alongside the Neighbourhood team.

I feel volunteering can make a great difference to our communities but, volunteers need support so they can have the impact they want to achieve. I am delighted to be supporting the Lancashire Volunteer Partnership to help bring together volunteers from across public services in Lancashire, not only from the Police but from health, the fire service and local authorities.

BUDGET 2017/18

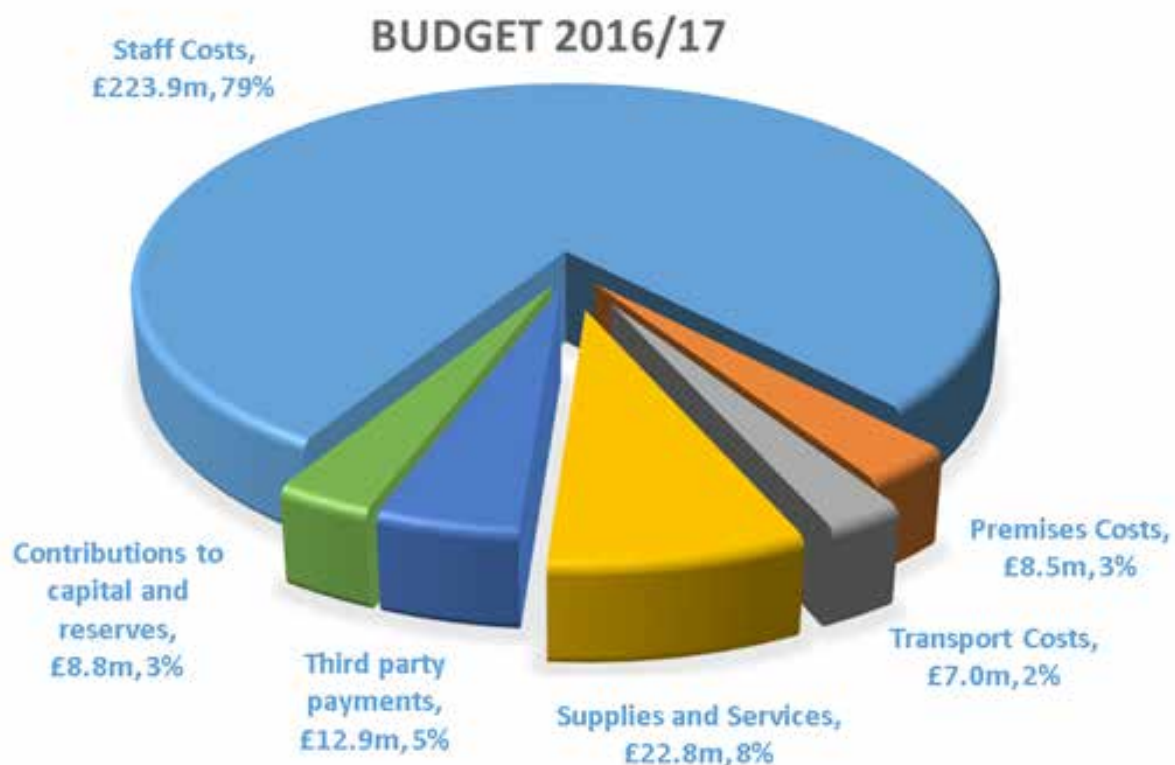
The funding available in 2016/17 reflected a reduction in central government support of £2.5m (1.3%) from that received in 2015/16. Having taken into account increasing cost pressures of £13.7m and the additional income generated through council tax, I needed to make a total of £11m of savings in order to deliver a balanced budget in 2016/17.

This significant challenge was met through the continued delivery of savings from the ongoing 'Futures' programme undertaken across the organisation that has sought to redesign the delivery of policing services and reduce costs whilst seeking to minimise the impact on frontline service delivery as much as is possible.



The total resources available to me in 2016/17 included the funding from central government grants (£192.5m) and council tax (£69.0m) plus specific grant income of £4.6m supplemented further by £17.7m of income we have generated through charges for some of the services we provide.

I therefore had total resources of £283.9m available in 2016/17 that were allocated in the revenue budget as follows:



In conjunction with the Chief Constable I maintain a rolling 5 year financial strategy that identifies future years' savings requirements, this has meant that the service is planning for funding reductions for a number of future years. There is an established process that has meant that the savings needed for 2017/18 have not only been identified but in some cases have actually been realised in 2016/17 (ahead of the requirement). This forward looking approach earned Lancashire a rating of good in respect of financial management from HMIC during 2016/17.

In each of the last 3 years the early delivery of savings 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 in future years as part of the funding for my capital investment programme and meeting the costs of reducing the workforce in order to deliver future years' savings.

Financial Outlook for 2017/18 and Future Years

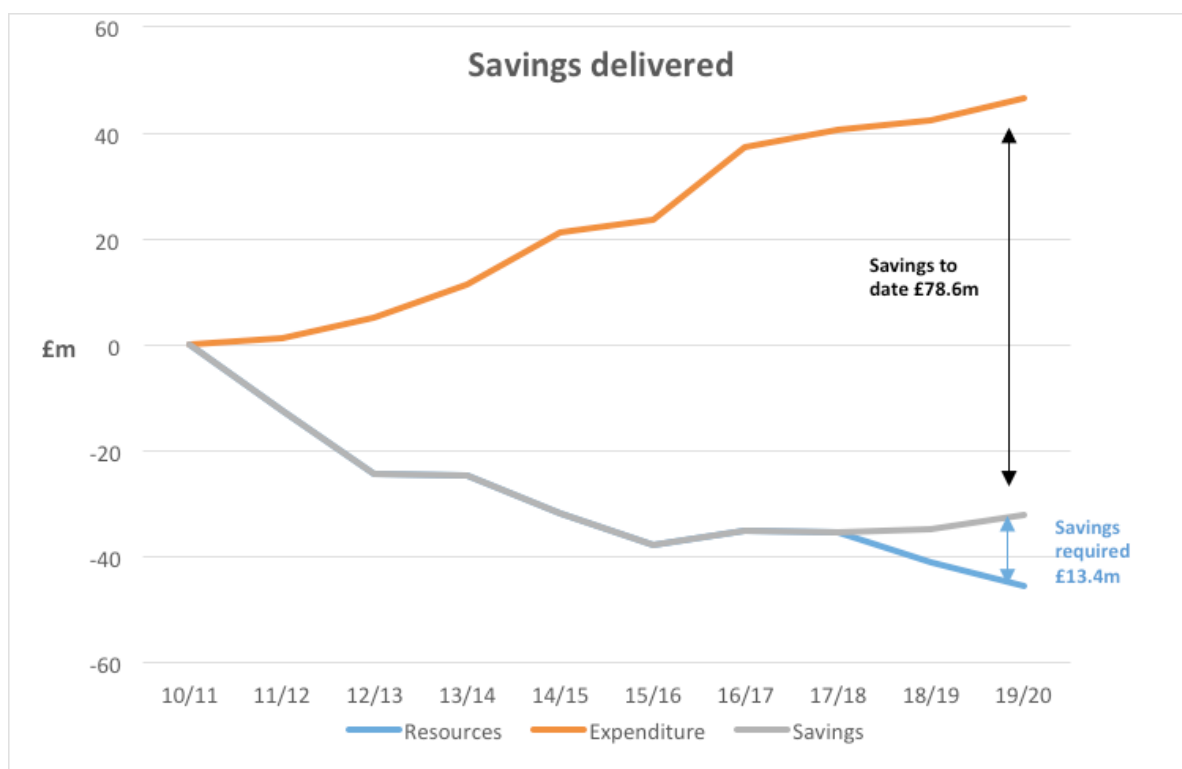
The final police grant for 2017/18 was announced on 1st February 2017. Lancashire has been allocated £190.024m which is a reduction of £2.514m (1.3%) on the funding for 2016/17. In future years it is assumed that government funding will continue to reduce by 1.3% per annum to reflect the indicative allocations provided with the 2017/18 settlement and the statement from the Home Secretary that funding for policing will be protected only if Commissioners increase Council Tax by 2% per year to offset the reduction in government grant.

In addition cost pressures continue to increase in respect of:

- pay and general inflation
- additional burdens placed on the service by the government in respect of pension costs and the apprentices levy, and
- from service demand increases.

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 in the period 2017/18 to 2019/20 I will need to deliver a further £13.4m of savings to deliver a balanced budget in each of those years.

This means that since 2010/11 we in Lancashire will have delivered a total of £92m 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 2017/18 and Future Years

My capital programme has been developed to meet the needs 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 within in which I am charged with carrying out the functions of my office.

I have recognised that in order to preserve the operational integrity and ability of the force in future years whilst delivering the savings required to meet the financial challenge identified

above, I must consider a number of proposals that will change how the service operates. I also recognise that improving the efficiency in which assets are used such as buildings, infrastructure and IT networks and equipment, is crucial if the level of service being provided is to be maintained whilst the way it is delivered changes.

I have therefore developed a programme that will invest £80.6m in projects over the next 5 years as set out in the table below. This significant investment has been recognised in both my ICT and my Asset Management strategies.

| | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | 2021/22 £m | Total £m |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| IT Strategy | 12.0 | 10.9 | 5.6 | 5.4 | 5.0 | 38.9 |
| Accommodation Strategy | 21.6 | 4.7 | 0.5 | 0.5 | 0.5 | 27.8 |
| Vehicle Replacement Programme | 2.4 | 2.6 | 2.8 | 2.8 | 1.8 | 12.4 |
| Other Schemes | 0.7 | 0.2 | 0.2 | 0.2 | 0.2 | 1.5 |
| Total | 36.7 | 18.4 | 9.1 | 8.9 | 7.5 | 80.6 |

The key elements of the IT strategy are:

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

The main element of the accommodation strategy is the construction of the new divisional headquarters in West Division at a forecast cost of £23.8m

To support these investments I have set aside more than £27m of specific 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. It is proposed that up to £34m may be required over the next few years for investments in such projects.

This investment from my reserves contributes to the overall funding of my capital programme as set out below:

| | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | 2021/22 £m | Total £m |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| Capital Grant/Contributions | 1.497 | 1.097 | 1.097 | 1.097 | 1.097 | 5.885 |
| Capital Receipts | 0.601 | 0.150 | - | - | - | 0.751 |
| Contribution from the Revenue budget | 2.519 | 2.519 | 2.519 | 2.519 | 2.519 | 12.595 |
| Transition Reserves | 10.515 | 9.978 | 4.989 | 4.839 | 3.489 | 33.810 |
| Borrowing | 21.543 | 4.678 | 0.445 | 0.445 | 0.445 | 27.556 |
| Total | 36.675 | 18.422 | 9.050 | 8.900 | 7.550 | 80.597 |

In the final settlement announcement made on 1st February 2017, the Home Office confirmed capital grant allocations. Lancashire will receive £1.1m in 2017/18 which represents a £0.2m (18%) reduction from that received in 2016/17. This reduced level of grant funding has also been reflected in future years.

The financing of the capital programme reflects the forecast use of £33.8m from the Commissioner's ear-marked 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 continue to be used for the financing of longer life assets such as property as this reflects an appropriate method of financing for such assets.

Value for money

For the year ending March 2017, Grant Thornton issues their joint findings for the Lancashire Police & Crime Commissioner and the Lancashire Constabulary and they concluded that "the PCC and the Chief Constable had proper arrangements in all significant to ensure they delivered value for money in the use of their resources"

Procurement and commissioning

In 2016-17 I reviewed my commissioning Framework to ensure alignment with my Police & Crime Plan priorities.

In 2016-17 I made a number of funding decisions which are set out in Appendix B.

A key recommission in 2016-17 was the Lancashire Victim Services recommission. I invited tenders for the provision of a managed service in respect of victim referral and assessment and the provision of specialist support services.

The successful bidder was Victim Support who, with other contractors, will deliver the service from 1st April 2017 to 31st March 2020, with an option to extend the contract until 31st March 2022.

As we continue to face financial challenges, I have tried to ensure that our services provide the best value for money possible, but also try to ensure our work helps support our local economy where possible.

I have a joint procurement strategy with the Constabulary through which we ensure best value when purchasing goods and services and make savings, through procurement, by reducing our costs and expenses with collaborative arrangements.

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

In 2016-17 we have increased our percentage of local spend from 54% to 60% thereby helping more local suppliers and businesses.

The procurement team have also made procurement savings in 2016-17 of £1.6m, an increase of £0.4m on 2015-16.

Many of these savings are achieved through collaboration with other constabularies and agencies.

The new facility of the West Division Headquarters in Blackpool will house one of the largest custody suites in the UK. Through the procurement process in 2016, the approved contractors are working closely with the Constabulary not only to maximise the construction business opportunities for local suppliers, but to work closely with other organisations to provide training and employment opportunities for local residents. It's envisaged these opportunities will come to fruition in the autumn of 2017.

APPENDICES



Appendix A - Engaging with stakeholders

| | | |
|----------|---|---------------------------------|
| INFORM | <ul style="list-style-type: none"> • Provide leaflets and information on our role and how to access services we provide • Update you through social media on how we are delivering on our promises • Website updates to make it easier to find information you need about the work of the Commissioner and the Police • Develop campaign materials to raise awareness of key issues • Produce monthly newsletter alerts through In The Know | ✓ ✓ ✓ ✓ ✓ |
| 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 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"> • 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 • Delivered Modern Slavery campaign (November 2016) • Delivered #SayNoToHate campaign (November 2016) • 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 summary 2016-17

| Police and Crime Commissioner Funding | |
|---|-------------|
| Project | Amount |
| Tackling Crime & Re-offending | |
| 2016-17 | |
| LCC Substance Misuse/ Red Rose Recovery | £280,000.00 |
| Blackburn with Darwen Substance Misuse Services | £81,000.00 |
| Blackpool Substance Misuse Services | £128,000.00 |
| Lancashire Sport Partnership - Challenge through Sport Initiative | £10,000.00 |
| Burnley CSP - Military School | £9,000.00 |
| Blackburn CSP - Child Action North West | £35,677.00 |
| Blackburn CSP – Streetwise | £2,927.40 |
| Fylde CSP - AFC Fylde | £10,000.00 |
| Wyre CSP - Fleetwood Town Community Trust | £14,400.00 |
| CLA - Printing 'Hare Coursing is illegal' signs | £300.00 |
| The Foxton Centre – Youthlink | £8,500.00 |
| Preston CSP - Winckley Square CCTV | £20,000.00 |
| LCC Safeguarding Training for Elected Members | £1,442.16 |
| Hope for Justice - Blackpool Hoteliers and Landlords | £300.00 |
| CAF Projects | £100,000.00 |
| YOT Triage Scheme | £175,000.00 |
| Positive Together | £118,000.00 |
| Princes Trust, Get Started Blackpool Programme | £20,000.00 |
| Community Safety | |
| MADE Website | £39,850.00 |
| Partnership Analysts | £70,000.00 |
| Trauma Injuries Investigation Group (TIIG) Data | £17,509.00 |
| 12 x Districts Councils | £144,000.00 |

| | |
|--|-------------|
| Blackburn with Darwen | £90,000.00 |
| Blackpool | £91,000.00 |
| Domestic Homicide Reviews | £20,000.00 |
| Protecting Vulnerable People | |
| Making Every Adult Matter (MEAM) | £12,106.00 |
| National Ugly Mugs (NUM) Scheme | £7,000.00 |
| Preston Street Pastors | £10,000.00 |
| Chorley Street Pastors | £5,000.00 |
| Blackpool & Fylde Street Angels | £5,000.00 |
| Blackburn with Darwen – Domestic Abuse Services | £51,000.00 |
| Blackpool – Domestic Abuse Services | £51,000.00 |
| Child Sexual Exploitation – Youth Conference | £1,950.00 |
| Champion the Rights of Victims | |
| Victim Support Core Services | £659,164.00 |
| Victim Support Domestic Violence Team | £55,264.00 |
| Trust House / Birchall Trust – Young Persons Counselling and Therapy | £119,590.00 |
| Victims Voice - Hate Crime Support Services | £190,831.00 |
| Victims Voice - Mediation and Restorative Interventions | £16,444.20 |
| FHWB – NEST (Young Victims Service) | £220,000.00 |
| Lancashire Constabulary – Restorative Justice Staff & Services | £47,906.00 |
| Community Restorative Justice Panels | £5,000.00 |
| Prison Victim Awareness Course | £15,098.00 |
| Blackpool Teaching Hospital – IDVA Pilot | £24,021.25 |
| CSA Support Fund | £169,326.41 |

Appendix C - Police and crime plan measures

| PROTECTING LOCAL POLICING | | | |
|--|--|--|--|
| Measure | Previous Period (April 16 - December 16) | March 2017 Performance Versus Previous Period | Position as at March 2017 (April 16 - March 17) |
| Proportion of Force Budget Spent on Front Line Policing | 73.5% | Down 0.5% | 73.0% |
| Measure | Previous Period March 16 | March 2017 Performance Versus March 2016 | Position as at March 2017 March 17 |
| Grade 1 - Emergency Response Average Time to Arrive | 10.0 Minutes | Up 1.3 Minutes | 11.3 Minutes |
| Grade 2 - Priority Response Average Time to Arrive | 41.8 Minutes | Up 18.5 Minutes | 60.3 Minutes |
| Grade 3 - Planned Response Average Time to Arrive | 15.8 Hours | Up 5.9 Hours | 21.7 Hours |
| 999 Calls Service Level | 88.6% | Down 16.3% | 72.3% |
| 999 Calls Average Time To Answer | 4.6 Seconds | Up 3.6 Seconds | 8.2 Seconds |
| 101 Calls Service Level | 81.1% | Down 37.7% | 43.4% |
| 101 Calls Average Time To Answer | 21.8 Seconds | Up 97.4 Seconds | 119.2 Seconds |

| TACKLING CRIME & RE-OFFENDING | | | |
|--|--|---|---|
| Measure | Previous 12 Month Period (April 15 - March 16) | March 2017 Performance Versus 12 Month Ending Mar-16 | Position as at March 2017 (April 16 - March 17) |
| All Crime | 96,887 | Up 10.8% (10,438 Crimes) | 107,325 |
| Serious Assault | 855 | Up 9.8% (76 Crimes) | 779 |
| High Impact Acquisitive Crime | 5,517 | Up 12.6% (697 Crimes) | 6,214 |
| Business Crime | 9,141 | Up 14.4% (1,312 Crimes) | 10,453 |
| Road Safety - KSI | 846 | Down 5.9% (50 KSI's) | 796 |
| Number of Anti-Social Behaviour Incidents | 77,091 | Down 1.5% (1,149 Incidents) | 75,942 |
| ASB Repeats Proportion | 11.0% | No Change | 11.0% |

SUPPORTING VULNERABLE PEOPLE & VICTIMS

| Measure | Previous 12 Month Period (April 15 - March 16) | March 2017 Performance Versus 12 Month Ending Mar-16 | Position as at March 2017 (April 16 - March 17) |
|--|--|--|---|
| Victims Code of Practice | New measure - data not available | | |
| Rape | 811 | Up 30.1% (244 Crimes) | 1,055 |
| Sexual Offences | 1,811 | Up 21.0% (380 Crimes) | 2,191 |
| Sexual Offences Against Under 16's | 1,345 | Up 31.7% (427 Crimes) | 1,772 |
| CSE Crime | 787 | Up 30.4% (269 Crimes) | 1,026 |
| Modern Slavery Crimes (Only introduced 1st April 2015) | 6 | Up 550.0 (33 Crimes) | 39 |
| Domestic Abuse Crime | 8,899 | Up 19.4% (1,730 Crimes) | 10,629 |
| Hate Crime | 821 | Up 27.3 (224 Crimes) | 1,045 |
| Missing Person Incidents | 7,113 | Up 27.1% (1,931 Incidents) | 9,044 |

DEVELOPING CONFIDENT COMMUNITIES

| Measure | Previous 12 Month Period (April 15 - March 16) | March 2017 Performance Versus 12 Month Ending Mar-16 | Position as at March 2017 (April 16 - March 17) |
|---|---|--|---|
| Local Policing Visibility | New measure - data not available | | |
| User Satisfaction - Four Groups Combined | 78.5% | Down 2.1% | 76.6% |
| User Satisfaction - Anti-Social Behaviour | 77.4% | Up 5.0% | 82.4% |
| Confidence - CSEW (Overall Confidence) | In Year Performance (October 15 - September 16) | In Year Performance Versus 12 Month Ending Mar-16 | Position as at March 2016 (April 15 - March 16) |
| | 80.7% | Down 2.8% | 83.5% |



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