

Lancashire Police and  
Crime Commissioner

# ANNUAL REPORT

2018/19





LANCASHIRE  
VICTIM  
SERVICES



Backing  
Lancashire  
HELPING OUR COMMUNITIES THRIVE



LANCASHIRE™  
VOLUNTEER  
PARTNERSHIP



OUR  
LANCASHIRE

LET'S JOIN TOGETHER



Standing up  
for Lancashire

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# COMMISSIONER'S FOREWORD

**Welcome to my 2018/2019 Annual Report as Police & Crime Commissioner for Lancashire (PCC). This 2018/2019 report provides a narrative on progress made in delivery of my 2016/2021 Police & Crime Plan Priorities.**



During the past 12 months, my Office has been leading the way Backing Lancashire through my social value policy, which is now incorporated into all Lancashire Constabulary contracts where it is appropriate to do so.

It not only ensures that more of our spending power is invested locally but promotes apprenticeships, fair employment practices, trade union recognition, paying the living wage and ethical procurement. Since starting my policy, over £62million has been invested back into Lancashire businesses through my social value commitment.

Over the last year we have seen positive outcomes achieved through Lancashire Volunteer Partnership and I continue to be very proud to be part of this venture which has created a valuable resource to the people of Lancashire, with a social return of £10 for every £1 invested. In 2018/2019, 4,499 volunteers supported public services across Lancashire.

It has been another good year for Lancashire Victim Services who have continued to perform well, receiving over 67,000 referrals for service. In year I have increased the provision in relation to Nest Services due to the demand in an effort to reduce waiting lists for the Specialist Children's Service. I also launched an ongoing sexual violence campaign as part of Sexual Violence Awareness Week and funded a specialist support worker at Blackpool Hospital to offer help to anyone who has experienced sexual violence while they are receiving care at the hospital. Supporting victims and vulnerable people is so important and I am committed to making sure that specialist support is out there for when it is needed.

In year, I have listened to local parish councils and a new volunteer role, Community Champion, has been developed, which is being piloted in a number of parish council areas that will provide a visible presence in local communities and bring groups together. I have also invested in the Our Lancashire Social Action platform which will bring together social action groups. This will launch in the autumn of 2019.

In previous years I have reported back on how Lancashire Constabulary have performed in the Police 'efficiency, effectiveness and legitimacy (PEEL) Inspections. Last year Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) changed to an integrated style of assessment and whilst it is yet to publish its graded judgements for Lancashire Constabulary, I am confident that the Inspectorate will find areas of good and outstanding police performance across the Constabulary.

Again in 2018/2019, I have been Standing up for Lancashire and lobbying Government on fairer funding for Lancashire Constabulary. Through this lobbying in February 2019, I was successful in securing £4.3million from Government, by way of reimbursement of costs towards policing the ongoing fracking protests at Preston New Road. It didn't cover all our costs, but it was a real victory for Lancashire.

The cuts to our partners – particularly those who work with the vulnerable in our communities – continues to have an impact on our police service. Increasingly officers are the service of last resort often called out not to deal with a crime, but with a vulnerable person who can be a threat to themselves or others either through mental health problems, sometimes drugs or alcohol. Police officers can't and don't look away, but a range of complex issues is causing a spiralling demand for our service.

Officers and staff are working hard to tackle rises in violent crime and manage increases in emergency calls at a time of stretched resources and increasingly complex demand.

Every day Lancashire Constabulary receives an average of 609 emergency 999 calls and 2125 non-emergency 101 calls with 75% of demand non-crime related. This is against a backdrop of reduced officer numbers with 750 fewer in 2018/2019 than we had in 2010.

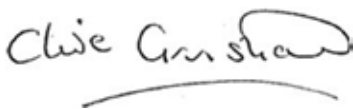
It is therefore unsurprising that we have started to see an increase in recorded crime. This is not just as a result of changes to recording practices and the reduction in police officer numbers, but is also symptomatic of the increasing complexity of crime such as cybercrime and online abuse. By March 2019 recorded crime had increased by 32% on the previous year.

In this landscape the Chief Constable and I are very clear that keeping people safe and feeling safe remains the overriding purpose of Lancashire Constabulary, but that this cannot be done alone. We need to work with partners on a prevention based approach which is why this is threaded throughout my Police and Crime Plan and remains a key driver for my priorities.

Recognising a one size fits all approach is ineffective, the place based policing model continues to be developed and embedded across the county, with local policing teams focusing on different issues in different locations.

I remain grateful to residents for their financial support and continue to lobby hard on police funding, ensuring our MPs understand the increasing demands for service.

Despite the challenges, the people of Lancashire can be assured they are served by an efficient and effective police force and together with our public and voluntary sector partners we can continue to keep Lancashire safe.



Clive Grunshaw  
Police and Crime Commissioner

# BUSINESS FOR THE YEAR 2018/2019

In 2018/2019 I refreshed my scrutiny arrangements and introduced a Joint Asset Management Board to ensure that the Constabulary's assets are efficiently deployed in service delivery and managed in accordance with the Police and Crime Plan, Medium Term Financial Strategy and the Capital Plan.

I also took the opportunity to introduce a Strategic Business Meeting to facilitate a greater exchange of information and foster the already effective working relationship with the Chief Constable and his senior officers.

Work is underway to revise the corporate governance framework to ensure we continue comply with changing legislation and to do business the right way.

## **During 2018/2019 I have...**

- Engaged in 5 Police and Crime Panel meetings where members scrutinised and supported my work
- Made formal 59 decisions and published them
- Dealt with 15 complaints (28 allegations) against the Chief Constable - none of which were upheld
- Held 8 Strategic Business Meetings giving me the opportunity to discuss matters of immediate concern, trends in performance and incidence of crime that may impact on priorities included in the Police and Crime Plan, strategic finance and policing matters
- Held 11 one-to-one meetings with the Chief Constable
- Held 4 formal Scrutiny meetings giving me an opportunity to challenge and question the Chief and his Officers

## **In response to topical and risk based issues at Scrutiny, I have for example requested in year reports on:**

- Held 4 Joint Audit and Ethics Committee (JAEC) meetings focusing on governance and risk management
- Taken over the administration of the Stop & Search Scrutiny Panel.

**In 2018/2019 I was pleased that my office took over the running of the Stop & Search Scrutiny Panel. Through independent oversight stop and search is reviewed to ensure it is being used in an appropriate manner. The Panel provides independent oversight to enable the Police and Crime Commissioner to hold the Chief Constable to account.**

- Through the Independent Custody Visitor Scheme, 229 unannounced checks have been carried out by our Independent Custody Visitors (ICVs) offering 716 detainees a welfare visit.

Through my office, we manage 45 independent Custody Visitors an increase of 7 additional volunteers in year. Weekly visits by these volunteers take place at Lancashire's six Custody Suites: Greenbank (Blackburn), Burnley, Skelmersdale, Preston, Blackpool and Lancaster.





**1.** I made a presentation to one of our Custody Visitors upon her retirement from the Scheme. Sheila Maw had been a volunteer over 30 years. **2.** Every year I hold a Volunteer Lunch event for all Lancashire ICVs, as a way to say thank you for all the work they do on behalf of the Lancashire communities. **3.** Deputy Police and Crime Commissioner Chris Webb and I spent the summer out and about across Lancashire consulting the public on their police and crime priorities. **4.** I heard first-hand from Jack about how working as an apprentice within Lancashire Constabulary is helping him develop his skills and career opportunities. **5.** I sponsored Community Group of the Year at the Fusion Awards, won by Blackburn's Curry Club. **6.** I spent time in Clitheroe speaking with local residents about policing in their community.

# MY YEAR AT A GLANCE

This section is designed to give you a flavour of just some the highlights of the work and key milestones over the past 12 months.

**April 2018:** I put in place a total budget for 2018/2019 of £267.755, of which £258.248m was delegated to Lancashire Constabulary for policing services across the county and £306,586 to community safety partnerships to deliver grassroots projects. I also marked the first year of the Lancashire Victim Services multi-crime hubs, which has seen more victims than ever before offered support.

**May 2018:** I was pleased to officially announce the naming of the road leading to the new West Division Headquarters after fallen officer Gerry Richardson, a visible link to the past as the new, state-of-the-art £30m facility prepared to become fully operational.

**June 2018:** Lancashire Constabulary were officially announced as a real Living Wage employer, joining my office in being accredited by the Living Wage Foundation. The Constabulary worked hard to implement this which directly led to a pay increase for over 160 staff, part of my social value policy to maximise social, economic and environmental benefits whilst delivering value for money.



**July 2018:** As the public's voice in policing, it is important for me to understand the people of Lancashire's key priorities and also their confidence in the Constabulary's ability to combat crime. Over the course of 10 weeks, 3,000 people gave

their views both online, in person at several 'Let's Talk Policing' events and through my Office. The survey highlighted that people of Lancashire want officers to focus on key priorities such as tackling child abuse and sexual exploitation, investigating serious crime, combatting terrorism and extremism and tackling domestic abuse and violence.

**August 2018:** During August the big move to the new West Division Headquarters in Blackpool took place, marking the final weeks of the Bonny Street site after 40 years as the Constabulary's base in the west of the county.

The welfare of officers who work round the clock to keep us safe is extremely important and I visited the North West Police Benevolent Fund facility in Lancashire to see first-hand the support that it offers.

**September 2018:** I appointed Chris Webb as the Deputy Police and Crime Commissioner who took up post later in the year. This was to support the growing portfolio of work that the role as Police and Crime Commissioner is responsible for.

Over £160,000 was awarded to nine projects across the county through in the first round of my Reducing Reoffending Fund which launched this year, working with offenders to help them integrate back into the community.

**October 2018:** Over half of all crime that takes place every single day has an online element, and to help tackle this growing issue I launched my 'Be CyberWise' campaign to raise awareness amongst those most at risk, particularly older people and small to medium sized businesses.

**November 2018:** Supporting vulnerable people and victims is a key priority for me and as part of this work, I brought together over 250 professionals who work with children and young people to tackle child exploitation.



I also marked six years in office since the creation of the role of Police and Crime Commissioners and took the opportunity to look back on what my Office has achieved.

**December 2018:** I visited one of the local investigation hubs across the county, in Preston to see first-hand the varied roles and responsibilities of our local policing teams, along with the challenges that they face in investigating serious crimes that impact on the most vulnerable people. I also launched a survey for the public's views on proposals to recruit over 80 additional officers across the county, through the council tax precept.

**January 2019:** I was pleased that Police and Crime Panel backed my plan for funding policing in Lancashire during 2019/2020, which will see more officers out in every community.

An event aimed at helping organisations protect against cyber criminals saw 180 business leaders come together to learn about the ways online crime impacts small and medium sized organisations as well as larger companies.

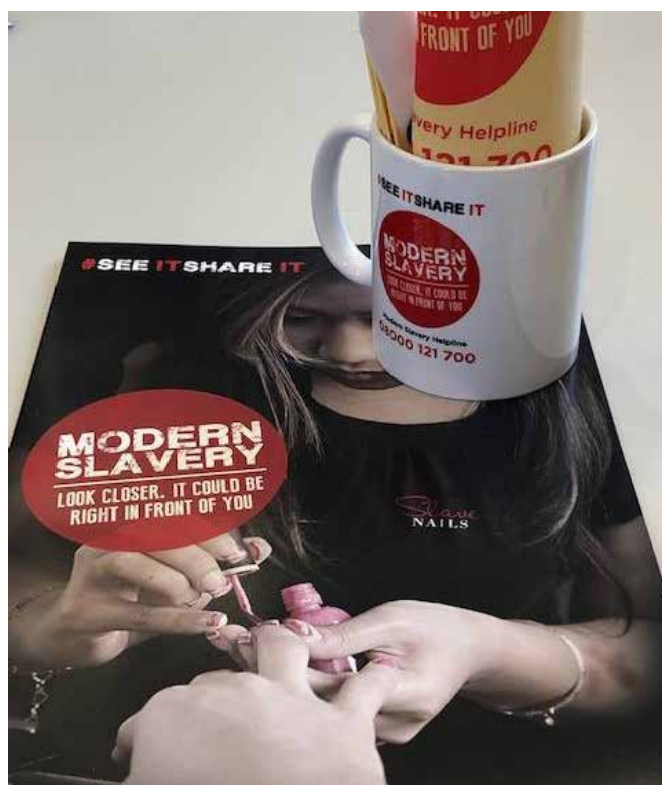


**February 2019:** My Office, alongside Lancashire Constabulary, launched a sexual violence campaign which aims to encourage anyone affected by sexual violence to seek support and report to the police. The campaign's main focus was around victims whose attacker is a husband, wife or partner.

After two years of lobbying the Government, they agreed to reimburse Lancashire over fracking protests, with £4.3m provided in costs towards policing the ongoing protests at Preston New Road.



**March 2019:** Tackling modern slavery is something that myself and Lancashire Constabulary take extremely seriously and raising awareness of the signs is a major part in helping victims get to safety and bringing offenders to justice. One of the events on this that took place this year focused on businesses, with information on spotting signs in supply chains and other information.



# PROGRESS AGAINST MY PRIORITIES

## Priority 1 – Protecting Local Policing

Demand for Lancashire Constabulary continues to rise. The public, understandably, want to be kept safe and feel safe. Below is a snapshot of demand on a typical day for Lancashire Constabulary:



The public have told me, through surveys and face-to-face meetings, that they want police to answer the phone quicker, respond more effectively and target offenders causing the most concern to local neighbourhoods. They also want us protect the most vulnerable in our county - children at risk of exploitation and adults subject to emerging threats like modern slavery.

We've listened to all of this feedback and as a result, and in the context of demand, I have worked with the Chief Constable and prioritised areas for investment to enhance the ongoing effectiveness and efficiency of Lancashire Constabulary.

I am confident that these moves will help to ensure we can better meet the public's expectations and meet the increasingly complex demands we are facing.

# Headlines - 2018/2019

## SEE THE CHANGE

Over the last 18 months I have:

### Contact Management

Increased the number of Police Control Room Operators to 345 in line with demand into Force Control Room



POD working where staff know the areas and patrols they are working alongside

### Response



**45+ PCs** and **10+ Sergeants**

to bolster resilience

### Neighbourhood

**400+**

police officers and staff are still working in NHP across the county



### Investigations



Invested in **additional investigators**, including recruitment of **Police Staff Investigators**

### Well-being



Appointment of in-house **Force Psychologist, Nurse Manager, Physiotherapist** and additional **counselling services**

### Custody

Successfully **insourced custody provision**



### New PDR System

Records learning  
Recognises **performance** and supports **personal development**



**Significant investments in Estates**



**£2m** investment in Burnley Custody  
**£4.1m** in Skelmersdale police station

**£12 million**

allocated for divisional refurbishments over the next 5 years

**Keeping people safe and feeling safe**

Trusted to consistently deliver a competent and compassionate service 24/7





# PROGRESS AGAINST MY PRIORITIES

## Backing Lancashire



This year has seen an increasing emphasis on social value, building on the launch of my dedicated Social Value Policy in 2017. Since then, Social Value has been threaded through the procurement process whilst ensuring best value for money is achieved.

Wherever possible, Lancashire and North West Suppliers will be used, ensuring that the local economy benefits from the investment, whilst encouraging suppliers to pay the real Living Wage, create jobs and apprenticeships as well as volunteer opportunities.

A local supplier to Constabulary says:

*"I'm really proud to have this contract with Lancashire Constabulary, as a local business based only 2 miles away, focussing on locally produced goods where possible is a great thing for the community and it seems to work well for both of us".*

Since my policy started, £62m has been invested back into the County through procurement and commissioning. This means that around 54% of all money spent by the Constabulary has been put back into Lancashire business and people.

## Living Wage Success

I am also delighted that this year has seen Lancashire Constabulary accredited as a Living Wage Employer by the Living Wage Foundation. Upon immediate implementation 119 staff members received a pay rise.

The Living Wage rate was increased in November 2018 and 160 staff benefitted from this increase with the rate of pay going to £9 per hour rising by 25p



## Standing Up for Lancashire

During 2018/2019 I continued to lobby Government on fairer funding for Lancashire Constabulary. Police funding is a debate which affects everyone in Lancashire and my priority is to see that Lancashire Constabulary has the resources it needs to fight crime and keep people safe and feeling safe.

In July 2018, I met with Nick Hurd, MP, and Minister of State for Policing and Fire Services to discuss the changing and challenging nature of policing demand and to tell him first-hand about the impact of austerity. I also set out my disappointment at Lancashire residents being left to foot the bill for the fracking operation on Preston New Road and urged him to consider carefully my request for support for operational policing costs.

Six months after this meeting, I received a letter from the Home Office indicating that they would be reimbursing £4.3m towards the payment of the operational costs.

Further to an announcement by Government to increase the cost of pension contributions in 2019/2020, Lancashire faced a bill of £71m. I lobbied Government and subsequently they agreed to pay part of these costs for 2019/2020, but this issue has not gone away, and shouldn't be underestimated as it will continue to have an impact if it is not fully funded in future years.

Since 2010, Lancashire has had to make over £84m savings with an additional £18m required by 2021/2022. Over the same period Lancashire has lost over 750 police officers.

In 2018/2019 the Government gave PCCs the flexibility to put up Council Tax by £12. The Government effectively passed on the liability for police funding to the residents of Lancashire, rather than providing support through core police grant. I have consistently stated that this is not a sustainable form of police funding, nor is it a fair one. Continued reliance on Lancashire residents to pay through Council Tax should not persist. I have called on the Government to make real grant increases instead.

Nationally, increasing funding through Council Tax creates a differential impact. The ability to generate council tax income is driven by the number of 'Band D' equivalent properties ('taxbase') in an area, which can vary significantly. Taxbase does not necessarily correlate to the population or the total number of dwellings in an area, as it is affected by the individual value of each dwelling. Population is clearly one of the key drivers of demand for policing services therefore distribution of funding that does not reflect population means resources are not directed to the areas that need them most.

	Income from a £12 increase in council tax (£)	Population	Number of dwellings	Taxbase
Surrey	5,970,150	1,189,934	493,880	497,512
Sussex	7,385,051	1,413,442	635,120	615,420
Lancashire	5,188,603	1,498,300	675,760	432,384

For example, Lancashire has a population that is 85,000 higher than in Sussex and more than 309,000 higher than in Surrey but in both cases Lancashire generates far less income from a £12 increase in council tax:

As you can see, despite having a lower population than Lancashire, Surrey generates £800,000 more, and Surrey £1.2m more, from a £12 increase in council tax.

For these reasons I will continue to lobby Government to reconsider the shift in funding for policing away from core grant and increasing the burden on council tax payers as this system is clearly unfair and creates a significant divide between forces in the budgets they have available.

## HMICFRS

HMICFRS inspected Constabulary for the Police Efficiency, Effectiveness and Legitimacy Inspection and we await their determination later in 2019. However, additionally, HMICFRS conducted 11 Inspections in 2018/2019, 8 were thematic and of a national nature, and 3 were directly on Lancashire Constabulary.



In 2017, the Inspectorate found that the way crime was recorded was inadequate and had left over 20,000 victims of crime without the adequate access to support. However, through

a considerable amount of hard work and oversight from myself, Inspectors found, on re-inspection, that Constabulary had "significantly improved" the crime recording management and is now rated as "GOOD". The Inspectorate commented that Lancashire had made the best improvement of any force in the Country. Work is still ongoing in this area with an additional emphasis being on the quality of the service the victim receives as well as its recording.



In March 2018, HMICFRS published a report into Child Protection in the Constabulary which highlighted a number of weaknesses in the Constabulary's approach in this area. However, I am delighted to say that on re-inspection, the position had significantly improved, due to the hard work and determination of Lancashire Constabulary and its partners and through oversight by myself.

The Inspectorate said the Constabulary had "worked hard to improve the culture of its workforce" and that most officers understood their safeguarding responsibilities and were child focused.

Protecting victims and vulnerable people is a key priority in my Police & Crime Plan and I really welcome the significant steps taken by Lancashire Constabulary to ensure children are being safeguarded and the 'Voice of the Child' is being heard.

## Priority 2 – Tackling Crime and Reoffending

According to the Office of National Statistics, Crime in England and Wales (March 2019), nationally, the picture of crime levels is a complex one. Over 2018/2019 the overall levels of crime have remained steady, but certain types of crime have seen some increases, for example, violent crimes involving knives and sharp implements, theft and fraud but decreases in burglary.

Overall, the increase in crime for 2018/2019 is set out below:

**England & Wales +8%**

**Most Similar Group +13%**

**North West +9%**

**Lancashire +32%**

(Data taken from Lancashire Police sources)

In Lancashire recorded crime has continued to rise. There was a 32% increase in recorded offences over the year i.e. from 127,028 offences to 167,590 offences. This increase was predicted by the Constabulary based on significant changes to crime recording, standards and practices.

In Lancashire, violence, public order and acquisitive crime feature as significant rises. Recorded anti-social behaviour (ASB) incidents have continued to fall (by 29%), this is due to many incidents being captured in public order offences and other offences. Public order has increased by 155% particularly due to recording practices. All robbery recorded crime was increased in 41 police force areas, however in Lancashire the increase of 11% is below the national level of 12%.

A full breakdown of Lancashire's crime statistics for 2018/2019 is set out at Appendix A.

## Serious and Organised Crime

Tackling serious and organised crime is an absolutely critical part of the job that Lancashire Constabulary do to keep people safe across the county.

Organised crime can take many different guises from drug importation and supply networks, organised people trafficking leading to forced labour or prostitution, to high profile environmental crime and professional money laundering used to legitimise criminal income. Organised crime also permeates down to street level and may affect you and your family. The drug dealers on street corners, people in the pub selling contraband goods and outbreaks of violence that can frighten and intimidate ordinary people.

I am committed to ensuring organised criminals are disrupted to the benefit of law abiding citizens.

Through various operations, Lancashire Constabulary have dismantled numerous organised crime groups responsible for flooding the County with drugs including heroin, cocaine, cannabis and amphetamine.

The Constabulary is consistently tackling significant threats. One of these is the emergence of a more sophisticated County Lines model with criminal gangs from Manchester, Liverpool and West Yorkshire involved in drug supply in Lancashire.

Lancashire Constabulary, alongside its key partners, tackle the issue of County Lines and Child and Criminal Exploitation on a daily basis. In January 2019 to March 2019 alone arrests resulted in seizures of replica firearms and drugs from criminal gangs. Additionally, 22 vulnerable people were identified, including 10 vulnerable juveniles and the collective efforts with our partners continue to keep people safe and feeling safe.

## Lancashire Reducing Reoffending Boards

I have continued to fund an Independent Chair, Jerry Graham, as I see this as being crucial to supporting the local boards as well as the Countywide Board. These boards have started to function much better through his input and that of key partners and there is direction for the overall partnership in helping reduce levels of reoffending and keeping Lancashire safe.

Tackling crime and reoffending is not sometimes the police do alone and that is why supporting organisations that work with offenders most likely to commit crime in the Justice system is extremely important.

In 2018/2019 I awarded over £266k to 17 projects for reducing reoffending through two funding rounds. This opportunity was open to all and attracted bids from charities, partners and a wide range of organisations.

A full breakdown of all grants is given in Appendix A.

By way of highlight, I awarded £18,300 to The Well Communities organisation, which addresses the impact that substance misuse has on the likelihood of reoffending and supports those leaving the prison system in reintegrating into their communities through a structured programme that includes peer to peer support and a community focussed approach. As a result of this funding, 13 males and 4 females have desisted from criminal behaviours and 100% have remained abstinent from substances and are living in safe sustainable housing.

The Chief Executive at The Well said:

***“We would like to thank the PCC for investing in the Well and the work we are doing. This support is vital to help us show that people can break free from a life of addiction and crime”***

I also awarded £28k to Blackburn with Darwen Council for their SCRAM Project which works with volunteers whose alcohol misuse was a key element of their reoffending. Alcohol monitoring through an ankle device, combined with a range of interventions that include outreach and support, help to secure those on the programme do not reoffend.

A spokesperson for Blackburn with Darwen Council said

***“This continuous monitoring provides local authorities, course and the child protection agencies with the tools to know if people whose actions have been driven by their alcohol consumption are committed to changing their behaviours definitively. This is a really good tool that is very much helping those who volunteer to use the equipment to ensure they continue to make positive changes.”***



## Modern Slavery

In 2018 the Pan-Lancashire Anti-Slavery Partnership was launched. I am really grateful that wide range of organisations, businesses and other groups are involved. A series of roadshows across Lancashire took place with the Freedom Bus raising awareness about human trafficking and modern day slavery, reaching many hundreds of people.



## Forensic Academy Launch

In February 2019, Forensic Science took a leap forward with the official launch of the Forensic Academy, a collaboration between myself, Lancashire Constabulary and University of Central Lancashire (UCLan). It is based at Hutton and includes a suite of high end laboratories which delivers training across a diverse range of forensics disciplines including footwear, drug analysis and blood pattern analysis.

This is what some students at UCLAN said about their Academy experiences:

*“I absolutely loved the shadowing. It made me realise just what it will be like once I finish my degree. “*

*“I really learned about what CSI’s do and how they work. I’d do it again in a heartbeat, I loved it that much!”*

*“Conducting research at the Lancashire Constabulary was one of the best experiences I have ever had ..... I have learned a lot and have benefitted enormously.”*

## Cyber Crime

The past 12 months have seen over £1.1m invested in the Constabulary’s Digital Forensics and Investigation Unit, as part of a 5-year plan to grow and upskill staff ensuring that we can meet the current and future challenges. In October 2018, I launched my Cybercrime Campaign ‘Be CyberWise’ as online crime is one of the biggest challenges facing policing. My campaign produced a dedicated website and a whole host of advice on how to protect against the techniques used by criminals to steal money or personal information.

The dedicated Business Crime Officer said:

*“The Constabulary supports a skilled cyber-special volunteers who work tirelessly to provide additional cyber-crime resources at a local level, including drop-ins where anyone with concerns can receive face-to-face advice from a skilled volunteer”.*

## Rural Crime

Around 75 % of Lancashire can be classed as rural and whilst the crime rate for those areas remains low, unfortunately these areas are not immune from crime. Many of those who commit crime in rural areas come from towns and cities outside Lancashire. Organised crime gangs will target agricultural machinery, livestock and will travel borders to do so.

Over 2018/2019 Lancashire Constabulary worked tirelessly on cross border patrols and was successful at disrupting their tactics through the use of smart technology.

At the end of 2018, I funded the Lancashire Rural Crime Conference as part of a national day of action. I have also funded the purchase of a number of liveried vehicles for rural use and with support from Lancashire Partnership Against Crime (LANPAC), three thermo-imaging cameras have been acquired and are being actively used across the County to help particularly with the issue of poaching.

## Priority 3 – Supporting Vulnerable People



**LANCASHIRE  
VICTIM  
SERVICES**

Three years ago I commissioned Lancashire Victim Services to provide support for victims of crime. In 2018/2019 over 67,400 referrals were received by the service with 38% being classified as vulnerable or entitled to enhanced support under the terms of the Victim Code of Practice.

Whilst the overall number being referred into the service has reduced when compared to the previous year, primarily as a result on the enactment of the new General Data Protection Requirements (GDPR), the numbers being offered support has increased with less cases being unsuitable or not qualifying for support.

The service has also provided training and awareness raising to nearly 400 staff from other agencies and organisations such as local authority staff, Midwives, Police Officers as well as other community and voluntary groups.

Having reviewed the overall service provision, I have agreed in principle to extend the service with the current provider for a further two years.

### Victim Satisfaction

It's really important to me that when victims come into contact with the Police they are satisfied with the response they receive. Working alongside the University of Central Lancashire (UCLan), the Constabulary has undertaken analysis of 690 domestic abuse victims; 958 burglary victims; and 921 violent crime victims who were surveyed. Of these samples 86.5% of domestic abuse victims, 72.5% of burglary victims, and 73.7% of violent crime victims were reportedly satisfied or very satisfied with the response provided by Lancashire Constabulary. Of the victims who were satisfied, all groups explained how being listened to was a main reason for their satisfaction, especially when officers had followed up with options and advice. A particular theme within burglary satisfaction was when officers took the time to secure the victims' premises, offer security advice and provide reassurance/contact details.

### Restorative Justice

Restorative Justice (RJ) can be a really important process giving victims a chance to get answers following a crime and often giving them a way to move on with their lives. In 2018/2019 353 referrals were made to Restorative Justice, up 16.9% on the year before, with 57.7 % resulting in a restorative intervention up 17 % on the year before. In 2019 the RJ team were awarded the Training Provider Quality Mark from the Restorative Justice Council which recognises the high quality training provided to police officers and external partners and provides recognition that the training course meets high standards.

People who have used the service say ...

***The offender felt "...the process was of benefit and would prevent him from committing these violent and serious offences again, hearing the impact on the victim had a visible effect on him."***

***Both parties felt that the experience was very positive, and essential to them both being able to move on with their lives, offering clarity and closure.***



## Violence Against Women and Girls (VAWG)

I secured £300k of funding for Lancashire, in conjunction with the Blackpool Teaching Hospitals NHS Foundation trust for a 3 year project to transform the care sexual violence victims receive when they present at hospital. The first phase placed a service co-coordinator (an ISVA independent sexual violence advocate) at Blackpool hospitals to establish the service, train staff and to make referrals routes.

Supporting vulnerable people and victims is a key priority for me. Victims of rape and sexual assault need specialist support and making this available in hospitals where they may first talk about it can make a real difference to victims of sexual assault in Lancashire.

A Blackpool hospital spokesperson said

*"...we are very pleased to be part of this inspiring project to lead the development of the service provision for victims of sexual violence in health settings across Lancashire....feedback from patients has all been very positive"*

A victim who accessed the service following attendance at A&E said:

*"I found the support of my ISVA invaluable. You see many different members of staff and have to repeatedly explain your story over and over. She was very professional, and it took such a huge weight off my shoulders."*



## Domestic Abuse

Following my bid to make Lancashire a White Ribbon County in 2017, events took place across Lancashire in December 2018 as part of the 16 days of action for the White Ribbon campaign. East Lancashire Clinical commissioning group were the latest body to be accredited with White Ribbon Status and I and others actively took part on ambassador training. As part of the activities Accrington Stanley players were among those who pledged their support with large white ribbons across the county.

In addition to the core support service for victims of domestic abuse that I commission as part of Lancashire Victim Services, I have continued to provide funding to support the delivery of services in the Blackpool and Blackburn with Darwen areas to ensure that support is available for victims regardless of where they live in Lancashire.

I have also continued to provide funding for hospital based IDVAs (Independent Domestic Violence Advocate) in Blackpool Hospital and the East Lancashire Hospitals. Working closely with the hospitals' Safeguarding Teams these IDVAs provide support for both patients and staff who may wish to disclose issues of domestic abuse.

I have maintained the funding available to local Community Safety Partnerships to assist in the unfortunate event of them needing to undertake a Domestic Homicide Review (DHR).



## Sexual Violence Campaign

In February 2019 I launched a new campaign as part of Sexual Violence Awareness Week encouraging anyone affected to seek support. The campaign raises awareness of sexual violence, particularly within relationships and urges anyone affected to seek help from Lancashire Victim Services. We know that 31% of all reported rapes in Lancashire happen within relationships. This is shocking and we have to send out a clear message that being in a relationship does not equate to having the right to force or coerce a partner into anything they don't want to do.

Anyone who uses physical force or coerces their partner to comply is committing a crime and it is important that we spread that message. I launched the campaign at Blackpool Victoria Hospital where my office is also funding a specialist support worker to offer help to anyone who discloses that they have experienced sexual violence while they are receiving care at the Hospital.



A spokesperson from Lancashire police said

***“We take all reports of rape and sexual assault seriously and will continue to work hard to investigate incidents of sexual violence within any relationship.”***

## Child Exploitation

Tackling child exploitation and supporting victims has been a priority from the start of my role as PCC for Lancashire.

My Office has been developing resources for many years to support work with children and young people who are at risk of exploitation and child sexual abuse. We successfully launched in 2017 the Tackling Exploitation Toolkit and in 2018 we took the opportunity to refresh and update it.

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The toolkit supports professionals working with children and young people across Lancashire. It includes resources developed as part of a Rock FM Workshop in 2018 funded by my Office to work with young people from five local High Schools. My Office has also worked closely with the police and other partner organisations to develop new resources that address key issues like sexting, healthy relationships and consent.

In November 2018 over 250 professionals attended the Tackling Child Exploitation Conference organised by my Office to learn about new resources in the toolkit, the growing threat of county lines and to hear from victims of exploitation to understand what more can be done to support them and to protect other young people from falling victim in the first place.

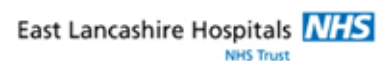


## Priority 4 - Developing safe and confident communities

In a bid to develop resilient and safer communities, I have awarded £306,586 to a number of Community Safety grants to the Community Safety Partnerships within Lancashire during the financial year 2018/2019. A full list of my grant awards is at Appendix A

### Lancashire Volunteer Partnership

Throughout 2018/2019 Lancashire Volunteer Partnership (LVP) has continued to extend its coverage across Lancashire, with East Lancashire Hospitals NHS Trust now on board, joining together public services to provide a single gateway into public service volunteering. 4,499 volunteers have supported public services in 2018/2019.



In turn these volunteers have supported 437 vulnerable people over the year and whilst the cost of running the partnership have decreased, the social return continues to rise with LVP adding nearly £10m worth of social value to public services and communities across Lancashire. This would not have been possible without the devoted and committed team members or volunteers and volunteer week at the beginning of June 2018 saw a whole week dedicated to rewarding and recognising those that have made a difference.

I have listened to consultation in relation to new membership and developed a new subsidised package aimed at making it as easy as possible for new public service organisations to join. I have also appointed a new manager for LVP to sustain the development capacity within the partnership and supported him in attending a number of high profile national events to share best practice and bring back learning into Lancashire.

Three years on and LVP remains unique, with no other public services across the UK using this approach to volunteering with Lancashire leading the way having achieved some significant benefits, working alongside

partners to improve the lives of people who receive the service and in supporting their volunteers.

I have also developed a new volunteer role the Community Champion. This is a uniformed role in the heart of the community linked directly to Parish Councils. The volunteers will be fully trained, a visible presence and ready to assist people wherever possible.

We are undertaking a number of pilots across the county and learning will shape and influence the roll out of a scheme across Lancashire.

## Community Action Fund

Since originally launching my Community Action Fund (CAF) in 2013, over 230 projects have received grants, delivering projects across the county.

2018/2019 has seen over £110,000 invested into our neighbourhoods with 77 applications received and 48 grass root organisations successful, more than ever before. These small grants of up to £3,000 have been used to tackle local concerns, which support the delivery of my Police and Crime Plan priorities.

I am always extremely keen to visit some of the projects that are being delivered to see for myself the great work that's being delivered across the county.

By way of a highlight, I visited a project delivered by Blackburn with Darwen Youth Awareness Project, which has directly helped young people in the area get into work, education or volunteering; I also saw a project, which is supporting older people, engaging them in the community and providing information around personal safety.

One young person who took part in the project said ...

*"I can't believe the support I have received since August last year when I found out about the Youth Awareness Project from a friend of mine."*

## What's new...



LET'S JOIN TOGETHER

**Our Lancashire is the new Social Action Network for Lancashire working with the Office for Civil Society, this project aims to:-**

- Reduce demand on statutory services
- Most appropriate support for those in need
- Social assets can be enhanced by providing a networking platform
- Step down facility
- Mapping at grass roots level enabling resource targeting

It will be an on-line space where social action groups can register and advertise their work and interest category. Launch date November 2019

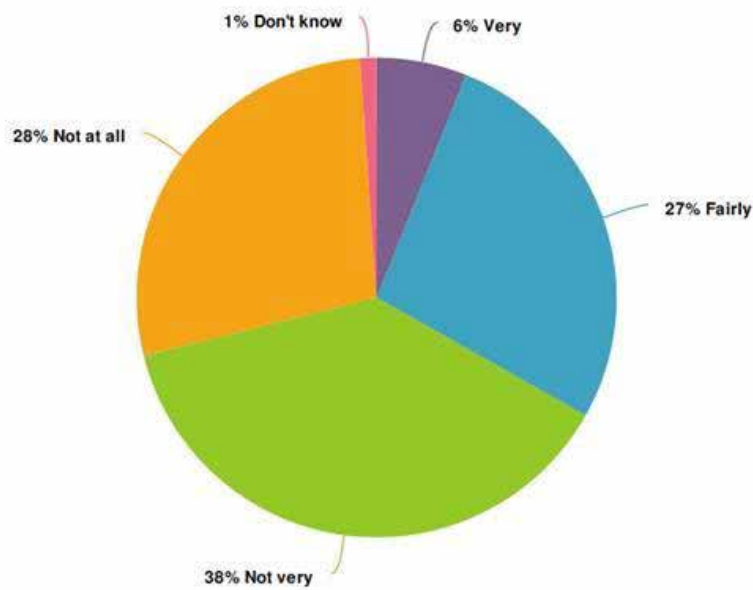
 [@Our\\_Lancs](#) and/or  [@Our\\_Lancashire](#)

# Listening to you

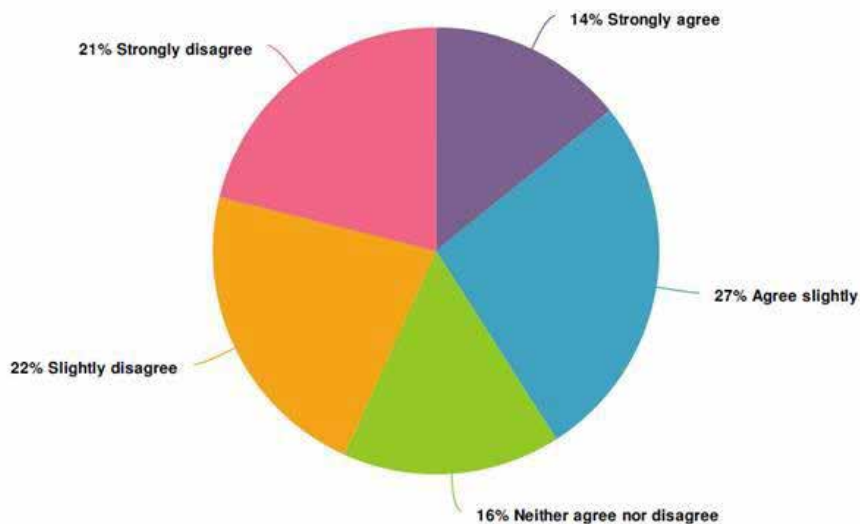
As the people’s voice in policing, I have been listening to the public about their views and priorities as this is extremely important to me. Through a summer a series of Let’s Talk Policing events saw me talking with residents, with engagements taking place in every borough. Through this engagement I undertook a survey which saw around 3,000 responses through online, at our engagements and over the phone. 91% of respondents’ ranked tackling child abuse and sexual exploitation as a high priority, closely followed by investigating serious crime (90%), combatting terrorism and extremism (78%) and tackling domestic abuse and violence (72%). Patrolling areas with low levels of crime was only a priority for 8% of respondents.

Almost half of people asked thought that all things considered, the police did a good job and more than half would be confident if they approached police with a problem, they would take action.

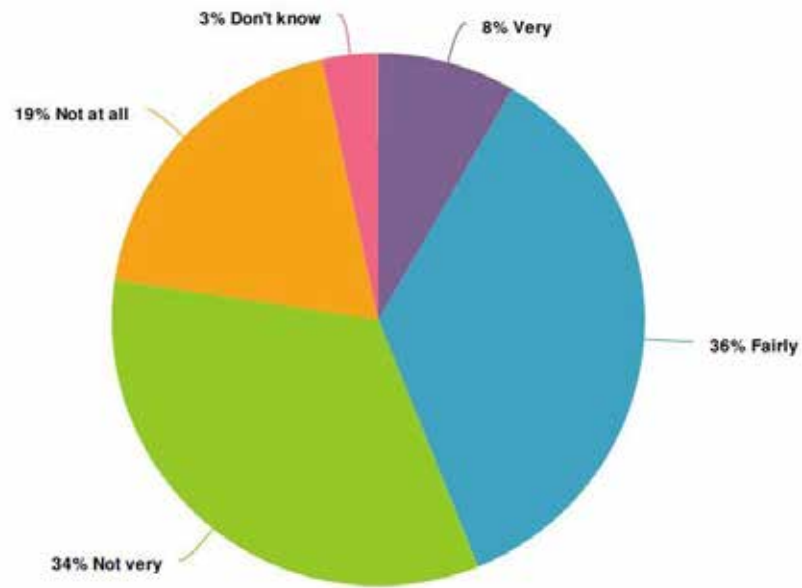
## 6. How confident are you that the police will be there when you need them?



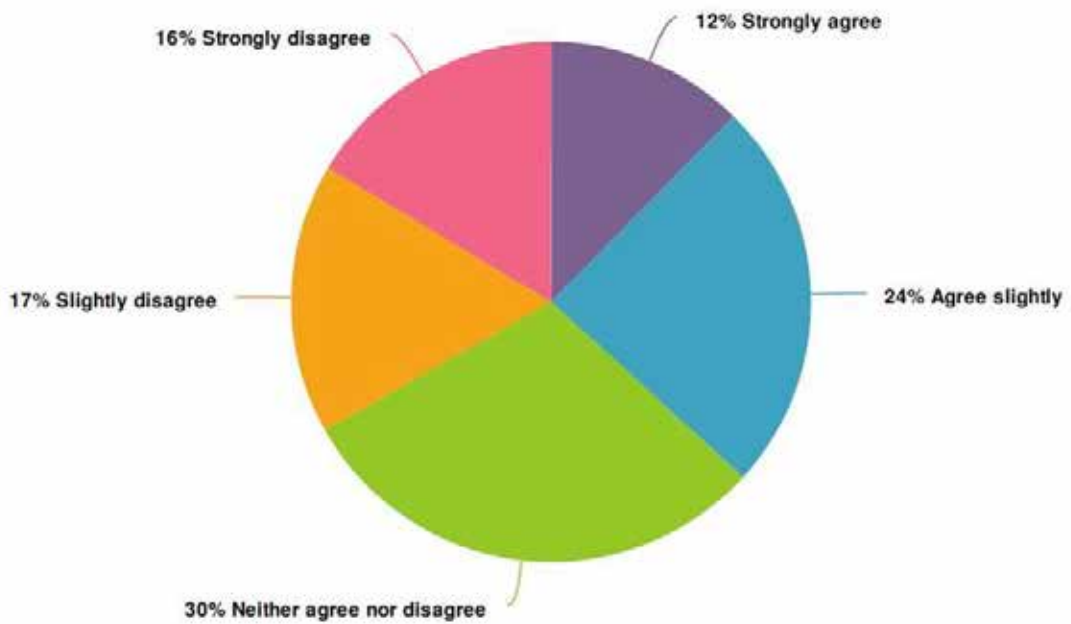
## 8. What extent do you agree with the following statement: the police can be relied upon to respond quickly to emergencies



11. How confident are you in Lancashire Constabulary to tackle crime?



12. To what extent do you agree with the following statement: The police understand the issues that matter to people in my area

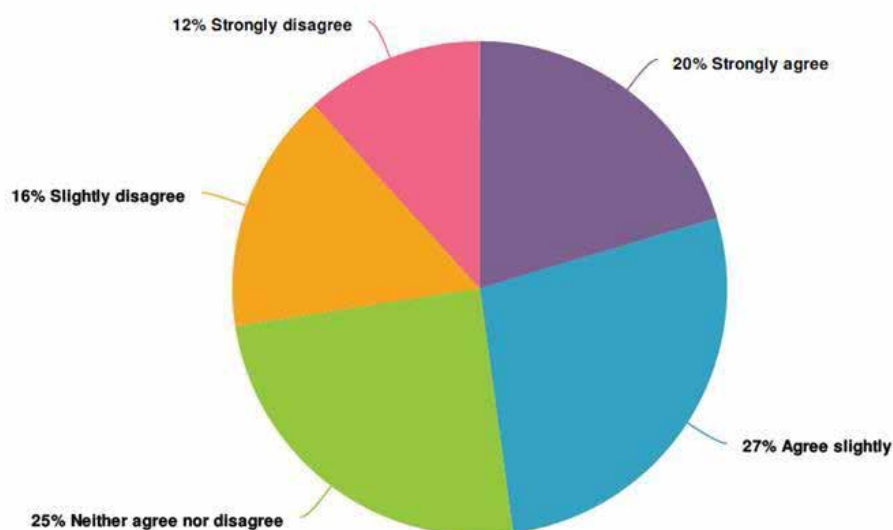




13. Thinking about the issues below, what should Lancashire Police be concentrating on as a high, medium or low priority

	High	Medium	Low	Responses
Investigating major crimes Row %	90.1%	9.0%	0.9%	3,014
Tackling Domestic abuse/violence Row %	71.6%	25.7%	2.7%	3,011
Roads traffic policing Row %	27.0%	51.9%	21.1%	3,012
Tackling Child abuse and sexual exploitation Row %	91.0%	8.1%	0.9%	3,014
Patrolling areas with regular reports of crime Row %	66.6%	31.2%	2.3%	3,016
Patrolling areas with low levels of reported crime Row %	8.0%	43.8%	48.2%	3,013
Combatting terrorism/extremism Row %	77.6%	18.2%	4.2%	3,014
Taking early action to prevent crimes Row %	58.6%	36.2%	5.2%	3,016
Addressing local crime & anti-social behaviour Row %	65.6%	32.1%	2.3%	3,014
Provide crime prevention advice and support Row %	19.9%	54.9%	25.2%	3,013
Answer and respond promptly to non-emergency calls Row %	21.7%	51.4%	26.9%	3,016
Provide information to you about policing Row %	18.0%	49.5%	32.5%	3,017
<b>Totals</b>				
Total Responses				3017

14. All things considered, the police do a good job around here

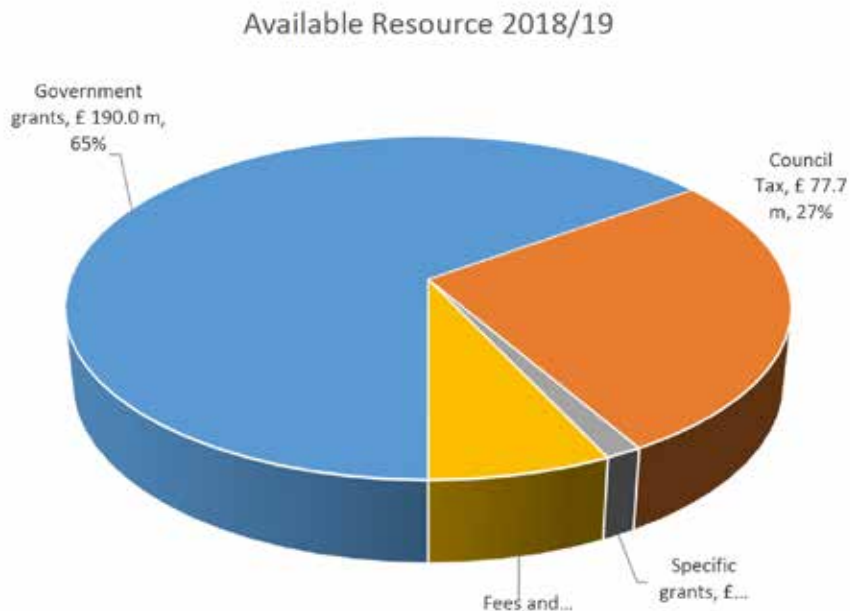


# Finances and resources

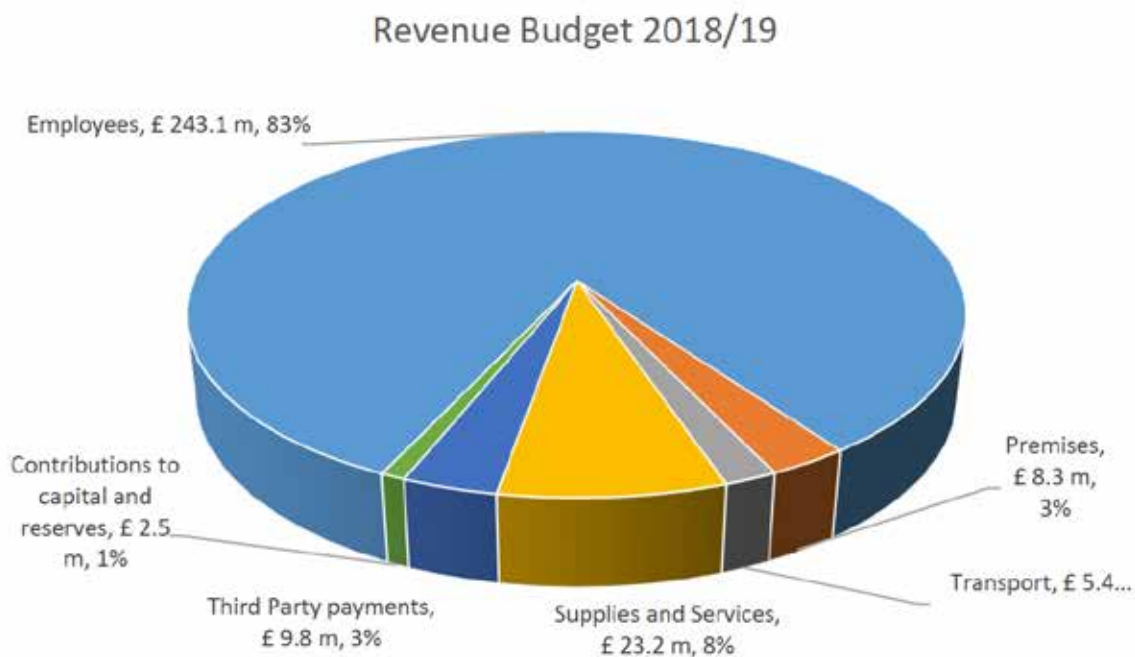
## The Budget

The funding made available from central Government of £190m in 2018/2019 represents a reduction in core funding for Lancashire of more than £52m (23%) since 2010/11.

The total resource available to me in 2018/2019 was £292.3m including £190m of funding from central Government grants, £77.7m from council tax and specific grant income of £4.1m. This was supplemented further by £20.5m of income generated through charges for some of the services we provide.



Having taken into account increasing cost pressures and the additional income generated through an increase in council tax I needed to make a total of £3.2m of savings in order to deliver a balanced budget in 2018/2019. I allocated the £292.3m of available resource in 2018/2019 as follows:



During 2018/2019 I have invested more than £15m in vital support for our officers through my capital investment programme:

## CAPITAL PROGRAMME 2018/19 - EXPENDITURE



Some of the key areas of investment were:

### IT Strategy

- £1.712m Network Access and Security
- £0.829m Device upgrade and replacement
- £2.724m System replacement

### Accommodation Strategy

- £3.522m West Division HQ
- £0.868m Development of HQ site
- £0.645m Minor works programme

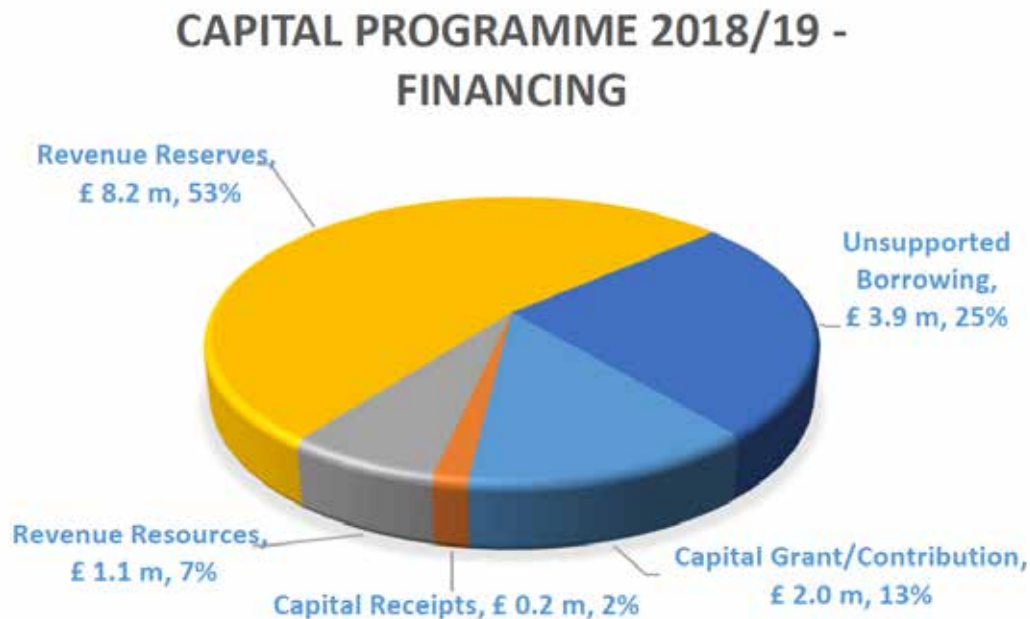
### Vehicle Replacement Programme

- £2.904m Vehicle replacement programme 18/19

### Other Schemes

- £0.420m Replacement of specialist equipment
- £0.166m Speed camera replacement on behalf of Lancashire Road Safety Partnership
- £0.484m ANPR equipment and infrastructure
- £0.961m Forensic Science partnership

This investment has been funded as follows:



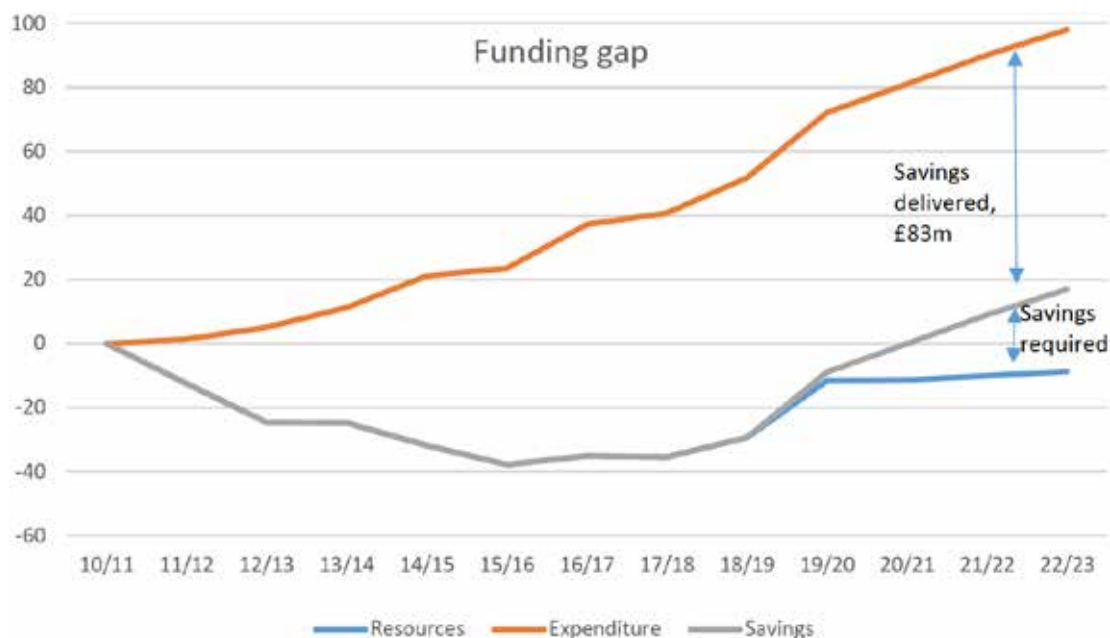
## Financial Outlook for 2019/20 and future years

The final police grant for 2019/20 was announced in January 2019. Lancashire has been allocated 'Core Police Grant' of £193.745m plus a specific grant of £3.104m giving total Government funding of £196.849m, an increase of £6.8m compared to 2018/2019. This additional funding is intended to meet the increased costs of police officer pensions in 2018/2019 which for Lancashire is £7.1m, therefore I had to find some £300,000 from our own resources towards these centrally imposed cost increases.

The police grant allocation of £193.745m represents a reduction of £48.9m (21.2%) from the funding we received in 2011/2012 before the advent of Government imposed austerity. At the same time cost pressures relating to pay and general inflation have increased by over £50m and the demand for police services has increased at a dramatic rate.

The combined effect of reduced funding and increased costs means that, despite increased contributions from the council tax payers of Lancashire, we have had to find more than £84m of annual savings to 2019/20 and the forecast identified that we need to find more than £18m of further savings by 2021/22.

This means that since 2010/2011 we in Lancashire will have delivered a total of £102m of annual savings by 2021/2022 which is the equivalent of more than 36% of the budget we had in 2010/2011. 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 2019/20 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 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 Constabulary 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 £102.5m in projects over the next five years as set out in the table below.

This significant investment has been recognised in both my ICT and my Asset Management strategies.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
IT Strategy	5.6	3.5	3.2	4.6	7.1	<b>24.0</b>
Accommodation Strategy	15.3	18.8	18.5	5.0	1.0	<b>58.6</b>
Vehicle Replacement Programme	3.3	3.0	2.4	2.9	4.1	<b>15.7</b>
Other Schemes	1.7	0.6	0.4	0.4	1.0	<b>4.2</b>
<b>Total:</b>	<b>25.9</b>	<b>25.9</b>	<b>24.5</b>	<b>12.9</b>	<b>13.2</b>	<b>102.5</b>



The sources of funding for my capital programme as set out below:

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total
Capital Grant/Contributions	1.3	1.1	1.1	1.1	1.1	<b>5.7</b>
Capital Receipts	0.7	-	-	-	-	<b>0.7</b>
Contribution from the Revenue budget	1.7	2.6	3.7	4.7	4.7	<b>17.3</b>
Transition Reserves	7.2	4.5	2.4	0.7	-	<b>14.8</b>
Borrowing	15.0	17.7	17.4	4.7	0.9	<b>55.7</b>
Financing to be identified	-	-	-	1.8	6.5	<b>8.3</b>
<b>Total:</b>	<b>25.9</b>	<b>25.9</b>	<b>24.5</b>	<b>12.9</b>	<b>13.2</b>	<b>102.5</b>

The sources of funding for my capital programme as set out below:

The financing of the capital programme reflects the forecast use of £14.8m from my earmarked transition 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.

If the Transitions Reserves contributions are taken as shown in the table, these reserves will be exhausted in 2022/2023.

The proposed programme identifies £8.3m of funding to be determined at a future date which will form part of the on-going MTFs and budget setting process.

## Transparency over reserves

Policing Minister Nick Hurd MP repeatedly raised the issue of reserves held by police forces across the country, with a focus on transparency and openness on why they are being held, and any intended purposes for their use.

Reserves are held to either fund one-off investments, or to cover unexpected demands. As they can only be spent once, it is unsuitable to spend reserves on recurring costs (such as staff wages).

My Chief Finance Officer is constantly monitoring the reserves strategy, in light of the changing real-time demands placed on the Constabulary.

## Types of reserve held

I hold two types of reserve:

- Earmarked reserves (held and allocated toward a specific purpose)
- General reserves (held with no allocated purpose, to deal with unexpected demands placed on the Constabulary)

## Earmarked reserves

Earmarked reserves held on 31 March 2019 were £20.195m. These are set aside for specific purposes, including investment in new police equipment, and transforming the Constabulary so it is better able to deal with new and emerging challenges in policing. Those held break down as follows:

<b>Earmarked Reserves</b>	<b>2018/29 £m</b>	
Proceeds of Crime Act reserves	0.846	Receipts from the proceeds of crime earmarked for specific grant allocations
Operational Policing reserves	2.592	Held to meet specific operational requirements including costs from major incidents
Road Safety reserve	1.974	Held on behalf of the Lancashire Road Safety Partnership (unavailable to the Constabulary)
Reserves to support operational transformation	14.783	Available to meet costs of transforming the organisation
<b>Total:</b>	<b>20.195</b>	

As these reserves are set aside for specific purposes, they are not available to support unexpected demands. They therefore should not be conflated with the General Reserves.

Under the current reserves plan, the Earmarked Reserves set aside for organisational transformation and investment in the capital programme will be fully utilised by 2022/23.

### General reserves

General reserves held on 31 March 2019 were £10.175m (or 3.6 per cent of the budget). These are set aside to deal with any unexpected demand on the Constabulary.

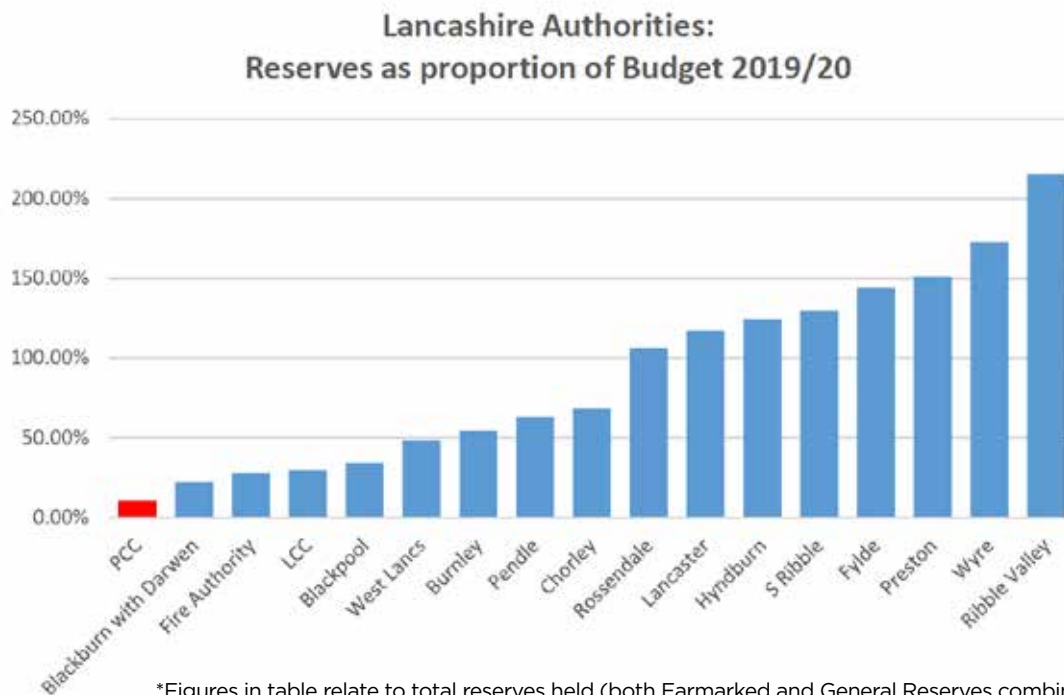
This is in line with the Commissioner’s published Reserves Strategy produced in line with Home Office guidance.

### Reserves in context

To give some understanding of whether the level of reserves held by my office it appears to be appropriate, it is helpful to compare my reserves level to Lancashire’s local authorities.

The reserves I held at 31 March 2019 were equivalent to just under 11 per cent of the 2019/20 annual revenue budget.

As you can see, as a proportion of overall budget, I hold by far the lowest reserves in Lancashire.



## Looking Forward

Producing this annual report always provides me with the valuable opportunity to pause and reflect on all the work that has had a positive impact across Lancashire.

There is never enough room to include all the good work that has contributed to keeping people safe over the past 12 months but, I hope this gives a snapshot of the varied and challenging work that has been going on within my Office, with partners and that I oversee across the Constabulary.

Looking ahead, autumn 2019 will see the official launch of 'Our Lancashire' which for the first time will enable groups in the same neighbourhood to register their work, see each other and create the opportunity to work together and access funding and support. This new and exciting programme will complete Lancashire's vulnerability triage and widen the county's capacity to keep people engaged and connected, utilising money from the proceeds of crime.

May 2020 will see the third election take place for Police and Crime Commissioners across England and Wales which will allow the people of Lancashire to have their say on policing in Lancashire.

As we move into the tail end of 2019, our eyes will be on Government to see the results of the Comprehensive Spending Review which will set spending priorities for the medium term and will give police forces a better understanding of their funding envelope over the next five years. I have made representations to Government and relevant ministers as well as impressing on Lancashire MPs the importance of a fair funding for Lancashire which takes into account our unique challenges.

My hope is that Government will deliver fairer funding for Lancashire Constabulary that does not rely on Council Tax increases. In my view it would be unconscionable for Government not to provide us with an appropriate settlement.

Lancashire Constabulary has lost over 750 police officers since 2010. I will continue to lobby Government for fairer funding to enable safe and confident communities and promise to take every opportunity to fight on behalf of Lancashire Constabulary and on behalf of you, the public of Lancashire.



*Clive Grunshaw*

Clive Grunshaw  
Police and Crime Commissioner

## Appendix A

<b>Reducing Reoffending Fund</b>		
AFC Fylde	Positive Pathways 'Runway to Release	18,090.00
Burnley Leisure	Stoops and Burnley Wood Holiday Activity Camp	6,590.00
Red Rose Recovery	RRR Citizenship Programme	29,620.00
The Well	Well Connected	18,300.00
The Princes Trust	Get Started & Get Into	20,000.00
Delphi Medical Consultants	Recovery home and support for offenders/those likely to reoffend who are receiving treatment and medication for addiction	13,000.00
Delphi Medical Consultants	Family mediation, training and facilitation	9,437.00
Blackburn with Darwen Borough Council	SCRAM programme	28,000.00
The Liberty Centre	Healthy Relationships	20,000.00
Fleetwood Town Community Trust	Tackling Reoffending	9,440.00
Children and Family Wellbeing Service	Schools Initiative	10,940.00
Morecambe Football Club Community Sports	Lancashire United Together	9,020.00
Preston North End Community Trust	Lancashire United Together	10,697.50
Blackburn with Darwen Council	Rental Deposit Project	20,000.00
Inter Madrassah Organisation	Personal Development Project	18,740.00
Lancashire Womens Centre	AVERT Scheme	7,800.00
Child Action North West	Regain Control	16,500.00
		<b>£266,174.50</b>

<b>Community Safety Funding</b>		
Community Action Fund		£111,625.16
District Community Safety Partnerships	Various projects	£134,542.38
Blackburn with Darwen Borough Council	Community Safety Funding	£70,000
Blackpool Council	Community Safety Funding	£91,000
Blackpool CCG	Nightsafe Haven	£25,000
Lancashire County Council	Contribution to Youth Offending Team (YOT)	£99,050
Blackburn with Darwen Borough Council	Contribution to Youth Offending Team (YOT)	£39,725
Blackpool Council	Contribution to Youth Offending Team (YOT)	£36,255



<b>Community Safety Funding</b>		
Active Lancashire	Positive Together	£118,000
The Dukes Theatre	(Child Exploitation Project – no name) Year 1 of 3	£12,500
National Ugly Mugs		£7,000
Lancaster Street Pastors		£3,000
Chorley Street Pastors		£5,000
Blackpool & Fylde Street Angels		£7,000
Preston & South Ribble Street Pastors		£10,000
Lancashire County Council	Substance Misuse Funding	£265,600
Blackburn with Darwen Borough Council	Substance Misuse Funding	£72,900
Blackpool Council	Substance Misuse Funding	£109,000
		<b>£1,217,197.54</b>

<b>Crime &amp; Reoffending Funding</b>		
Lancashire Constabulary	Modern Slavery Posts	£35,000
Blackburn with Darwen Borough Council	MEAM (Making Every Adult Matter)	£20,000
		<b>£55,000</b>

<b>Victims Funding</b>		
Blackburn with Darwen District Without Abuse	Operation Encompass Schools Toolkit	£9,400
Blackpool Council	Contribution to DA services	£51,000
Blackburn with Darwen Borough Council	Contribution to DA services	£78,000
Blackpool Teaching Hospital	IDVA	£31,832
East Lancashire Teaching Hospital	IDVA	£8,312
Lancashire Constabulary	Restorative Justice Team	£121,000
UCLAN	Independent Service Evaluation	£34,842.50
		<b>£334,386.50</b>

## APPENDIX A - STRATEGIC SCRUTINY MEETING

### PROTECTING LOCAL POLICING

Measure	Previous 12 Month Period Apr 17 - Mar 18	In Year Performance Versus Previous 12 Month Period	In Year Performance Apr 18 - Mar 19
Proportion of Force Budget Spent on Front Line Policing: visible	£105.9m (43%)	Decrease £3m (2.5%)	£102.9m (40.5%)
Proportion of Force Budget Spent on Front Line Policing: non visible	£74.9 (30.4%)	Increase £4.6m (0.9%)	£79.5m (31.3%)
Measure	Previous 12 Month Period Apr 17 - Mar 18	In Year Performance Versus Previous 12 Month Period	In Year Performance Apr 18 - Mar 19
Grade 1 - Emergency Response Average Time to Arrive	9.5 mins	up 0.6 mins	10.1 mins
Grade 2 - Priority Response Average Time to Arrive	29.3 mins	up 3.9 mins	33.2 mins
Grade 3 - Routine Response Average Time to Arrive	363.6 mins	up 478 mins	841.2 mins
999 Calls - Service Level	68%	8.40%	76.4%
999 Calls - Average Time To Answer	11 mins	down 3 mins	8.0 mins
101 Calls - Service Level	39.4%	-0.50%	38.9%
101 Calls - Average Time To Answer	103.2 mins	up 15.4 mins	118.4 mins

### TACKLING CRIME & RE-OFFENDING

Measure	Previous 12 Month Period Apr 17 - Mar 18	In Year Performance Versus Previous 12 Month Period	In Year Performance Apr 18 - Mar 19
All Crime	127,028	+32% (40,562)	167,590
Violence with injury	17,123	+18% (3,139)	20,262
Violence without injury	15,370	57% (8760)	24,130
Burglary- Residential	8,628	+6% (496)	9,124
Robbery (Personal)	814	+26% (213)	1,027
Public Order*	6,083	+155% (9427)	15,510
Business Crime	11,779	+1% (151)	11,930
Road Safety - KSI Jan-Dec17 vs Jan-Dec18)	736	-1% (10)	726
Number of Anti-Social Behaviour Incidents	70,556	-29% (-20,289)	50,267