

# ANNUAL REPORT

2017/18



# Keeping Lancashire Safe

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# COMMISSIONER'S FOREWORD

2017/18 has been a momentous year beginning with the launch of my social value policy which was a catalyst for change across the way both my office and the Constabulary operates and as you will read in this report has changed people's lives in Lancashire and across the North West.

As always, this year has not been without its challenges; not least increasingly complex demand and funding freezes; but these have not detracted from the huge successes and progress made over this period which are celebrated in this report.

I am incredibly proud of Lancashire Victims Services, the support service for victims and witnesses of crime across Lancashire and in April 2017 I launched the new hub model which was praised by Baroness Newlove, the national Victims' Commissioner, during her visit to Lancashire.

Appointing the Chief Constable for our police service is the single most important decision I can make as Commissioner. Great organisations need great leaders and in 2017/18 we paid tribute to a great public servant as Steve Finnigan retired. Through my rigorous recruitment process I believe that in new Chief Constable Andy Rhodes we have an excellent figure to take Lancashire Constabulary into the future. I know the Chief Constable is committed to my vision for Lancashire to be an outstanding force and I am looking forward to working with him to achieve this in the coming years.

In May 2017, following my appointment of Andy Rhodes to Chief Constable, Deputy Chief Constable Sunita Gamblin joined the Chief Officer team from Derbyshire Constabulary bringing a fresh perspective together with a wealth of experience. She was closely followed by the appointment of ACC Terry Woods and I am confident that the constabulary continues to have the quality of leadership necessary to deliver my police and crime plan and to maintain its place as one of the best performing forces in the country.

For me, this photo is my proudest moment of the year and encapsulates so much about the work my office does and the change we are trying to create.

Captured at our launch event in October 2017, this picture celebrates all the partners that worked together to make Lancashire the first White Ribbon County in the UK, a landmark occasion marking our commitment to tackle violence against women and girls.

22 November 2017 marked five years for me as Police and Crime Commissioner for Lancashire. This gave me an opportunity to look back on what's changed, the challenges we have faced and look ahead to the future.

Put simply, my role as Commissioner is to be the public voice in policing. When elected to this role, I wanted to ensure that the police service were accessible and transparent, but



also accountable to the people of Lancashire. However, my role is also increasingly to be an advocate for Lancashire in ensuring the police have the resources to be able to keep people safe.

As everyone involved in policing knows, the service has faced severe financial pressures across the country since 2010 – and Lancashire has been no different. In 2017/18 we have again had to accommodate budget reductions and work more efficiently but as Commissioner I have consistently and passionately made the case for Lancashire to be properly resourced.

Over the past 12 months I have continued to work with the Chief Constable to deliver my Police and Crime Plan. The plan covers four key areas; protecting local policing; tackling crime and reoffending; supporting vulnerable people and victims; and developing safe and confident communities. These four themes run through everything I do, from campaigning for proper resources to supporting projects to reduce re-offending and delivering service to those affected by crime. These cut through everything the Constabulary does as a service, from first contact to investigations and prosecutions, from early action to supporting vulnerable families and community policing.

As I write this report it is notable that much of the work delivered over the past year through my police and crime plan is now mainstreamed into business as usual. But this has offered many new opportunities for new initiatives to tackle emerging crime threats such as cybercrime and modern slavery.

Looking to the future, we are all striving for Lancashire to maintain its excellent reputation and pushing further to be recognised as an outstanding force. This will take a lot of work but by working together we can ensure the people of Lancashire are receiving the high standard of service they have come to expect from the police.

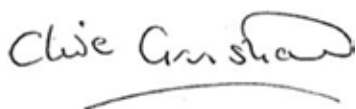
Throughout this report you will find not just information about the work that has taken place through my team over the last year, but read stories about the impact this work has made to real people living in Lancashire.

These collection of stories showcase the remarkable people we work with, and the actions they are taking in their own lives to support their communities.

The enthusiasm, determination and skills of the public of Lancashire and our volunteers are vital to the success of our work. From cyber volunteers; to neighbourhood watch their efforts have been remarkable.

It is vital that those who give their time to make their communities a better place have the support to ensure their work has a real impact. I am delighted that the Lancashire Volunteer Partnership has gone from strength to strength this year. Established in 2016 it now has over 4,000 volunteers from policing, to local councils and community organisations. The LVP team provide key support and I look forward to expanding on these efforts to really build on the fantastic community spirit we have across our county.

I continue to be proud to represent Lancashire, its great history and our diverse communities. I hope you enjoy reading this report on our activities over 2017/18 and I am grateful to my staff and volunteers, officers and staff at the Constabulary for their support and remain dedicated to continuing our work with partners, volunteers and the public to keep people across Lancashire safe.




Clive Grunshaw  
Police and Crime Commissioner for Lancashire



# HEADLINES

## 2017/18

OVER THE PAST 12 MONTHS I HAVE:

- 
- Protected police funding by raising an extra £1.18m through raising council tax
  - Ensured that the Constabulary have delivered £3.9m saving through greater efficiencies, working towards a further £18m of savings needed by 2022
  - Appointed a new Chief Constable who has assembled a new Chief Officer team to take Lancashire Constabulary into the future
  - Supported 7,143 victims – around 140 victims every week
  - Overseen Lancashire becoming the 1st White Ribbon County in the UK
  - Supported over 4,000 volunteers across Lancashire through the Lancashire Volunteer Partnership
  - Awarded £70,000 in grants through the Community Action Fund to small organisations working to keep their communities safe
  - Increased the amount of money spent by Lancashire Constabulary with Lancashire firms
  - Launched a dedicated toolkit for schools in Lancashire to support education around grooming and sexual exploitation



# ROLES AND RESPONSIBILITIES

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

This year I fulfilled this duty and appointed Andy Rhodes as our new Chief Constable. Following his appointment I supported his efforts to recruit to the senior officer team to ensure Lancashire Constabulary has strong leadership into the future.

## 2. Set the budget and local precept for Lancashire Constabulary.

In 2017/18 Lancashire Constabulary had a budget funding (including specific grants) of £261.6m compared with £261.5m in 2016/17.

Having consulted with the public of Lancashire through my precept consultation, I took the decision to increase the precept by 1.99%, raising an extra £1.182m of income. In total, council tax receipts in 2017/18 were £71.623m, which provides 27% of our overall funding.

## 3. Commission services and award grants.



 **LANCASHIRE  
VICTIM  
SERVICES**

The contract to provide Lancashire Victim Services was recommissioned at the start of 2017/18 and I have held quarterly performance reviews with Victim Support to maintain the quality of the provision.



**Community  
Action Fund**

Awarded £70,000 in grants through the Community Action Fund to small organisations working to keep their communities safe.

## 4. Engage with the public on their Policing Priorities

In my role as Commissioner I continue to strive to be the public's voice in policing. I continue to seek their views and in 2017/18 I consulted with the public on the costs of policing, their policing priorities, the provision of front counter services and the impact of TV coverage on public opinion of Lancashire Constabulary



# THE YEAR IN HIGHLIGHTS 2017/18

## April 2017

I agreed a budget of £253.1m to Lancashire Constabulary for policing services across the county and £305,000 to community safety partnerships to deliver grass roots projects. I also launched the enhanced support services available through Lancashire Victim Services, which for the first time brought together services for victims of hate crime, young victims, victims of sexual abuse and domestic abuse, alongside victims of other crimes.



## May 2017

I joined the Constabulary in supporting the first ever Lancaster Pride, to 'Say No To Hate' and celebrate diversity. Also, following the terrible attack at Manchester Arena, expert support was made available through Lancashire Victim Services to those affected in Lancashire.



## June 2017

I welcomed Chief Constable Andy Rhodes into his new role following the retirement of Chief Constable Steve Finnigan.

## July 2017

The topping out ceremony marked a key milestone in the development of the new West Division HQ in Blackpool. The building will replace Bonny Street Station when it is completed later in 2018.



## August 2017

I continued to pressure the Government to contribute towards the costs of policing the fracking protests in Lancashire, with a cross party letter from Lancashire MPs submitted to the Policing Minister.

## September 2017

I launched a cybercrime awareness scheme, with volunteers delivering training for community groups, businesses and other stakeholders – focussing on the need for prevention to tackle cybercrime and fraud.

## October 2017

I led celebrations as Lancashire was named as the first White Ribbon County in the UK, with public sector organisations across the region being accredited by the White Ribbon Campaign. This accreditation marks their commitment to ending violence against women and girls.



## November 2017

Working with Nest Lancashire, Lancashire Constabulary, teachers and professionals from across the county, I launched a toolkit to help tackle child sexual exploitation, providing materials to explore different CSE topics as part of the curriculum.



Supporting Young Victims

## December 2017

A campaign cracking down on drink and drug driving was successfully launched, which over the festive period saw a total of 3,347 breath tests administered across the county and 126 failing the test or refusing to provide a specimen. 56 people were stopped for a drug driving test, 30 of which were found to be under the influence of drugs.

## January 2018

After the Government announced that they would not be giving Lancashire any new money for policing in the county, I consulted with the public on the council tax precept, with 78% of those who responded supporting increasing the precept by at least 23p per week on an average Band D property.

## February 2018

I held several training sessions across Lancashire, aimed at tackling modern slavery and helping frontline staff across a range of organisations identify whether someone is a victim and how best they can help.

## March 2018

Lancashire Constabulary's effectiveness was praised by inspectors, finding that Lancashire Constabulary is "good at effectively keeping people safe and reducing crime. This came as it was announced that the county was receiving the second highest volume of calls for its population, after London





# DELIVERING SOCIAL VALUE

A crucial part of ensuring our communities are healthy, safe and confident places to live is looking after our communities and ensuring the maximum social and economic benefits for them. Lancashire Constabulary is a vital part of the county and needs a wide variety of goods and services to support its work. To ensure that the money that we spend delivers the best outcomes for Lancashire, while still representing value for money, the Chief Constable and I have put social value at the heart of everything we do – launching my Social Value Policy in April 2017.

The overarching intent of the Policy is to ensure procurement and commissioning activity maximises social, economic and environmental benefit for the OPCC and Lancashire Constabulary while delivering value for money.

The new West Division Headquarters provide a perfect example of how the social value policy is working to provide opportunities for local people and to invest money back into the local economy.

In September I had the opportunity to speak to people and businesses who are part of the build project and to hear how they have benefitted through being able to bid for work or through the local jobs or training opportunities that had been created.

Almost half of the money invested through this project so far has been spent within 20 miles of the site with 85% of the project spend taking place within 40 miles. This means a lot of money has gone back into Lancashire and the Blackpool economy.

Year on year since my election in 2012 we have embedded a focus on local spend where possible. Independent analysis of our spend data has shown that from 2012/13 to 2016/17, the proportion of spend with Lancashire based organisations has increased from 19% to 51.5%. In monetary terms, this is an increased spend of £11.4 million in the Lancashire economy.

Since 2012 I have been working with local Anchor Institutions and the independent Centre for Local Economic Studies (CLES) in order to improve the ways in which Local Spend can be enhanced through a more focused approach to procurement activity.

Following a baseline analysis which CLES completed in 2012/13, my office and Lancashire Constabulary have again engaged with CLES in 2017/18 in order to provide a further analysis of the Constabulary's local spend.

The Lancashire Constabulary supplied CLES with a list of their top 300 suppliers (by value), which then formed the basis of an analysis of spend during the period 1st August 2016 to 31st July 2017.

The analysis of our spending data during this period showed we spent £22.78m with organisations based in the Lancashire boundary, equivalent to 51.5% of procurement spend with the top 300 suppliers.

In numerical terms, 103 of Lancashire Constabulary's top 300 suppliers are based in, or have a branch in Lancashire

Between 2012/13 and 2016/17, the proportion of spend with Lancashire based organisations has increased from 19% to 51.5%. In monetary terms, this is an increased spend of £11,424,469.87 in the Lancashire economy.

It is clear that the direction I have set even before the new Social Value Policy came in is already having considerable impact within the Lancashire economy. I am looking to build on this to ensure the way we spend public money delivers an effective and efficient service while also being a key driver in supporting positive economic impact within the Lancashire area.



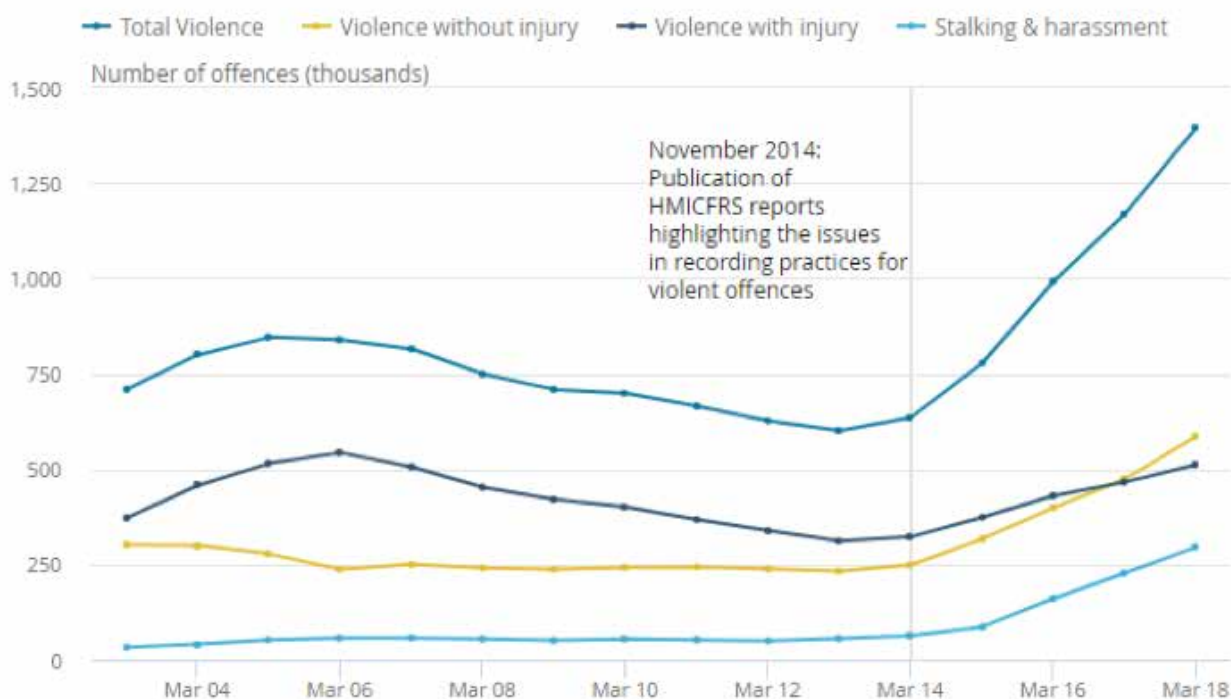
# CRIME STATISTICS AND PERFORMANCE DATA

The latest Office of National Statistics (ONS) data is provided for 2017/18 to March 31 2018 showed a total of 127,028 recorded crimes (excluding fraud), an increase of 18% when compared with the 12 months to year ending March 2017. This was higher than the 13% increase in recorded crime across England and Wales while across police forces in the North West region an increase of 23% was seen.

There were above average increases in violence against the person (+35%) and sexual offences (+28%) compared with the national picture (+19% and +24% respectively). The 35% increase in violent crime includes an 89% increase in stalking and harassment cases as the public and police develop a greater understanding of these offences.

**Figure 15: The volume of violent crime being recorded by the police has increased over the last few years**

**England and Wales, year ending March 2003 to year ending March 2018**



Source: Police recorded crime, Home Office

Analysts for the ONS have said “Ongoing work by police forces over the last three years to improve crime-recording practices has driven an increase in recorded violence against the person offences.”

While these trends are concerning they reflect a national move towards the police recording the reality of crime in their areas more accurately. Other measures of crime, including the Crime Survey of England and Wales, have suggested that crime levels experienced by victims remain stable with a slight increase in the past 12 months (see table below).

Better recording practices by the police and increased public confidence to report previously hidden crimes, such as modern slavery and sexual offences, have contributed to the increases seen in recorded crime.

## OFFICIAL INSPECTIONS

Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carry out regular inspections of all police forces and rate them against four 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
<b>Effectiveness</b>	How effective is the Constabulary at keeping people safe and reducing crime.	22nd March 2018	Good
<b>Leadership</b>	How well does the force understand, develop and display leadership	8th February 2018	Good
<b>Legitimacy</b>	How legitimate is the Constabulary at keeping people safe and reducing crime.	12th December 2017	Good
<b>Efficiency</b>	How efficient is the Constabulary at keeping people safe and reducing crime.	9th November 2017	Good

I am pleased that the Constabulary has successfully demonstrated its ability to provide a consistently good service to the public, keeping people safe and reducing crime, through efficient working practices and a clear understanding of demand across the range of policing requirements. Financial and workforce planning, combined with an openness to partnership working and an increasing digital capability, contribute to a positive picture for managing future challenges.

The organisation also displays fairness and respect to the people it serves. The Code of Ethics is well embedded in working practices, and there is a clear commitment to achieving the highest standards of behaviour.

I am especially pleased that HMICFRS has recognised that in the last year, Lancashire Constabulary has improved its understanding of more complex demand for its services, building upon its existing management of demand by working with partner organisations and identifying inefficiencies and duplicate of effort. The force is good at matching its resources to its priorities, resulting in co-ordinated support to communities and individuals most in need.

Full reports can be found at the HMIC website: <https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/lancashire>

In 2017/18 HMICFRS also carried out a Crime Data Integrity (CDI) Inspection on 28th November 2017 and a National Child Protection Inspection (CP) on 8th March 2018.

The CDI inspection reviewed approximately 2500 incident logs to ensure crimes reported had been properly recorded. The report graded Lancashire as 'inadequate' with a number of recommendations made which the force is working to implement immediately.

The grading was disappointing and I accept inspectors' findings and the recommendations in relation to the crime recording process. I have asked the Chief Constable to address these and have been kept up to date with progress to implement the key recommendations.

However, I do not consider it accurately reflects the quality of the service provided to victims. In fact, the Inspection report itself acknowledges that Lancashire Constabulary provide support and safeguarding in serious cases, including referrals to partner organisations when appropriate.

The Child Protection report raised a number of serious concerns and highlighted areas that Lancashire Constabulary are urgently addressing to ensure the voice of the child is always heard. The Chief Constable has assured me and the public that the police will work to deliver the high quality service that children across the county need and deserve. I am working closely with the senior leadership team at Lancashire Constabulary to ensure the recommendations in the report are fully implemented and the necessary changes, which are already underway, are embedded within the force at every level.



# POLICE AND CRIME PRIORITIES 2017/18

The priorities contained within my Police and Crime Plan for Lancashire are based on extensive engagement with stakeholders, residents and Constabulary that took place in the first few months after my re-election in 2016. They have been constantly examined since then through regular engagement by myself, my office and through specialist research to ensure they remain relevant and appropriate.

## **The four priorities are:**

- **Protecting local policing**
- **Tackling crime and re-offending**
- **Supporting vulnerable people and victims**
- **Developing safe and confident communities**

# PROTECTING FRONTLINE POLICING

Continued budget pressures were still a major challenge to protecting frontline policing in 2017/18. While £76m in savings had been found by the start of the year from the budget in 2010/11, the constabulary still had £13.4m in savings to find by 2020.

In addition, over the course of the year the Constabulary faced two major challenges. Firstly, demand continued to rise which can be seen in the recorded crime figures but also increased pressure on the Constabulary's contact management centre. Secondly, protests at Preston New Road began in January 2017 setting a precedent for the rest of the year, into 2017/18.

## Demand

We are seeing more and more people contact Lancashire Police.



Figures released by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services show that Lancashire Constabulary received 376 calls for assistance per 1,000 people in the 12 months to 30 June 2017, well over the national average of 282. Only the Metropolitan Police in London received more calls at 416 per 1,000.

The demand on police services is changing with a reduction in traditional high volume crimes. However, as recognised by the National Audit Office (NAO) crime levels are a limited measure of demand and do not show the full range of work carried out by the police.

This situation is echoed in Lancashire, where recorded crime does not take account of the complexity of issues people face or call the police to deal with. Nor does it take into consideration those emerging crime types such as cybercrime and child sexual exploitation, which have historically been under-reported.

The way people seek to access the police service is also changing and we have to react to this to ensure that the limited resources we have are available where people need them to be. Over 2017/18 we continued to see ever increasing demand on our contact management centre which deals with telephone and online contact with the police. At the same time, a review by the Constabulary into the use of front counters showed some were used by fewer than three people a day.

It was not an easy decision to make as many people had concerns about the impact of front counter closures. However, we need to ensure all aspects of the service provide the best value for money. At as much as £44.23 per interaction to provide core services to the public, some of these counters did not provide this and following a public consultation I approved the proposals to close ten of the least utilised sites.

This will help deliver savings of £1.4m every year from the budget and the Constabulary are investing in the contact management centre to ensure it is fit for purpose and that when people need to get through to the police, they can.

Below is a snapshot of some of the demands faced by Lancashire Police on a typical day during 2017/2018. This work goes on 24/7 alongside all the proactive work being carried out.

## **Fracking**

Operation Manilla is the Constabulary's response to the fracking related protest which is concentrated around Preston New Road near Blackpool.

The Constabulary have an obligation to facilitate peaceful protests while also upholding the law and allowing people and companies to go about their lawful business. To do that they employ a Police Liaison Team led approach to managing the protests while deploying the necessary resources to keep the road passable and protect all of those at the site.

Protracted protests started in January 2017 with protests on a daily basis supported by local and national campaign groups. Officers from right across Lancashire spend shifts policing the site and, in doing so, are diverted from investigating crime, keeping people safe, and acting on public concerns across our county.

A police presence is clearly still needed at the site as people have shown they are determined to break the law, go beyond lawful and agreed protests and put people's safety at risk. The police have to be there and are duty bound to intervene.

Over 2017, 332 arrests were made at the fracking site. Many have resulted in successful prosecutions which show some, not all, protesters are prepared to go beyond lawful protests. By the end of April 2018, Lancashire Constabulary has spent almost £7.3m policing the protests, this covers officers who have worked overtime at the site, mutual aid drafted in from other forces, officers abstracted from other duties across Lancashire and the support costs to the policing operation.



An application for Special Grant funding has been made to the Home Office to help Lancashire Police cover these costs and reduce the impact on our policing operations. HMICFRS attended Lancashire in November 2017 to review the claim and in terms of value for money found the operation to be well planned, with a clear governance structure.

I have also written to the Home Office on a number of occasions to request financial support in respect of the costs incurred for the fracking operation to date. Lancashire MPs also submitted a cross party letter in support of my request.



# TACKLING CRIME AND REOFFENDING

## Lancashire Reducing Reoffending Boards

I supports Lancashire's Reducing Reoffending Strategy which aims to bring agencies together to work in partnership to reduce reoffending and protect communities in the county. The approach recognises that reducing re-offending is not the responsibility of a single agency; it is essential that all agencies work together in partnership to successfully manage individual offenders, challenging their behaviour and encouraging them to move away from committing further crime and anti-social behaviour.

To support the delivery of this strategy, I made the decision to appoint an Independent Chairperson to drive the strategy through local Reducing Reoffending Boards.

These local Boards will feed into the county-wide Strategic Reducing Reoffending Board which will provide the overall direction for the partnership in helping to reduce levels of reoffending and keeping Lancashire safe.

The role of the Chair will be to ensure the running of each local board, and bring this information and insight to the county-wide Strategic Board. One of the key responsibilities will be ensuring the different Boards link in with my priorities, as set out in Lancashire's Police and Crime Plan. The Chair will also identify the key priorities emerging from the local and strategic boards and make recommendations for allocating the newly created Reducing Reoffending Fund in 2018/19

## Community Action Fund

Throughout 2017/18 I have awarded almost £70,000 to local groups and organisations through my Community Action Fund (CAF).

CAF funding has been distributed to projects across Lancashire, helping groups tackle local concerns and create safe and confident communities.

CAF received 53 applications with 30 grass root organisations being successful. A total of £69,225 was distributed to projects across Lancashire.

I visited three of the projects including a visit to the Ridge Community Centre to learn how running diversionary activities help reduce crime and anti-social behaviour and help young people gain key skills, and the Artz Centre's 'In a Flash' project, where photography was used to educate young people about the dangers of online grooming, and Blackpool Music School's work with young people.

Since launching CAF in 2013, grants that have been awarded have helped local groups make a real difference in communities across the county.

As a result of increasing interest from community groups and organisations I have increased the Community Action Fund to £75,000 to maximise the impact of the Fund whilst ensuring that it is at a level that can be fully allocated.

## **Impact**

The projects funded worked directly with over 4,100 individuals over the course of the year. However, many more people across Lancashire will have been positively impacted both directly and indirectly. Projects also delivered over 284 weeks of activities across the county. These ranged from sporting and recreational activities to divert people from crime or anti-social behaviour to training, education and awareness raising sessions.

In addition, the Community Action Fund was used to secure and improve five community facilities. Sports clubs, community centres and public spaces utilised grants to improve security, prevent criminal damage or upgrade facilities that are used by local residents.

Helping residents and volunteers deliver projects that keep their area safe and reduce crime is what CAF is all about, helping me achieve my key priorities in my police and crime plan.

Local people across Lancashire have great ideas that can help in their areas, and I'm looking forward to continuing to support projects through the action fund that make a positive impact in our communities.

**“Being able to utilise the Commissioner’s Community Action Fund played a key part in allowing us to deliver our project, which has made such a difference for young people in the area.**

**“The whole community can see the difference that projects such as this have made, and to see so many young people go on to become young leaders and ambassadors within our community has been a real testament to how positive these sessions have been.**

**“I would recommend the Commissioner’s Action Fund to organisations and community groups who works to improve their neighbourhoods, with our project evidence that the funding can really make a difference.”**

Lisa Richardson, Director at EMUES UK CIC, who were one of the 30 successful applications.



## SUPPORTING VULNERABLE PEOPLE AND VICTIMS

In April 2017 I launched our new Integrated Victim Service with Victim Support as the chosen provider. Lancashire Victim Services provide support for victims of all crimes types and is available to victims regardless of whether they report to the police or not. There is also specialist support available for victims of Domestic Abuse, Sexual Abuse, Hate Crime and children and young people.

There were a number of key principles that have informed my approach to commissioning the integrated service model for Lancashire Victim Services:

### 1. Lancashire-wide model

To ensure there is a consistency of quality of service and approach across Lancashire I took the decision to use a Prime Provider led model with responsibility for consistency of service delivery sitting with the Prime or Lead provider. This means I can also focus on service provision, developing and improving outcomes for victims.

### 2. Value for Money

By working with one main provider we have avoided managing multiple contracts which can result in duplication of efforts and a considerable level of resources being allocated to service management and administration. My aim was to ensure that the majority of resources are directly allocated to service delivery and the benefit of victims.

### 3. Social Value

Whilst the commissioning of services of the scale of Lancashire Victim Services are subject to statutory commissioning regulations and fall within the current EU Commissioning requirement, I sought to ensure that the contract provides social value for Lancashire.

## The numbers

Between April 2017 – March 2018 we have seen a 15% increase in referrals, above anticipated demand, into the service. If referrals continue at this level we are on target for around 83,000 referrals in 2018/19.

### Below is a summary of the full year figures:

\*\* The specification suggested up to 20,000 referrals per annum (4,000 High Risk, 6,000 medium risk and 10,000 standard risk)

NOTE: REFERRAL = number of cases that are referred into the service.

CASES = number of referrals that can be processed for contact (have consented, have correct/safe contact details etc.)

GROUP	ESTIMATE REFERRALS (Taken from the specification and our bid)	ACTUAL REFERRALS	DIFFERENCE	ACTUAL CASES (Referrals less rejected cases)
GENERAL CRIME	35,000	48,380	+13,380	39,558
SEXUAL VIOLENCE	2,500	1,510	-990	980
DOMESTIC VIOLENCE	5,500 – 20,000**	14,226	-5,774	8,738 HIGH – 2,023 MED – 2,259 STANDARD – 4,456
NEST	2,500	6,641	+ 4,141	4,375
HATE CRIME	2,000	1,573	-427	1,477
TOTAL	62,000	72,330	+10,330	55,128

## Victim Contact and Support

Despite the changes to the delivery model and a significant increase in demand, the team have worked fantastically well together to contact and support as many victims as possible:

\* Attempted telephone contact with 57% of cases – 30,815 people. (Around 25% do not have a phone number so we are unable to contact, 8% are Nest cases that are texted and 11% are auto texted)

- Supported 7,143 victims – Around 140 victims every week

### Top five areas of support offered to victims:

1. Support and reassurance either face to face or via telephone calls
2. Providing information regarding the Criminal Justice system and process

3. Safety planning for victims for both their immediate and longer term safety
4. Supporting victims to develop coping strategies
5. Providing information regarding the case and liaison with the Constabulary

Prior to developing and commissioning the integrated service model I was responsible for the delivery of services for a wide range of victims of crime for two years. Working with victims to get their views and supported by commissioned research, specific gaps in the provision of services for victims were identified and we piloted services to meet these specific victim and crime types.

During this period it had also become evident that there was a considerable amount of service overlap and duplication both within the services I funded and across those commissioned by other partners and agencies. On a number of occasions this was resulting in victims receiving duplicate services, causing confusion for victims and additional work for service providers.

Whilst development of the service model was underway I was approached by Lancashire County Council to discuss options for the future commissioning of domestic abuse services for high and medium risk victims and support services for children who were victims or witnesses of domestic abuse.

This provided an opportunity to consider further integration of support for victims of domestic abuse, some of whom were already receiving support from services funded by my office either as victims of domestic abuse or as victims of other crimes.

While the service specification drew on existing specifications both for general victim support and specialist support services, I took the decision that the specification would be an outcomes driven model with the responsibility on providers bidding for the service to describe their proposed service model. My aim was to drive innovation and encourage imaginative thinking in terms of the delivery model, providing an opportunity to consider non-traditional approaches to providing support for victims.

To support the “outcomes driven model” a substantial range of performance and out-come indicators were developed and included in the specification to ensure that sufficient information and evidence would be received to evaluate performance and outcomes for victims.

A detailed review into Lancashire Victim's Services will be completed in 2018.

**“I am so thankful for the support and all you have done for me – thank you to your service.”**

Mohammed – victim of threats/arson

**“I feel so much better having been able to talk to someone about what happened and how I'm feeling.”**

Joanne – victim of an armed robbery

**“Thank you so much for your support. I don't know how I would have got through this without it.”**

Grace – domestic abuse survivor



# DEVELOPING SAFE AND CONFIDENT COMMUNITIES

## Striving to be outstanding

Lancashire Constabulary has received successive good inspections from HMIC but our objective remains to be outstanding and action plans are underway across all areas of business to reach this level.

## What the public say

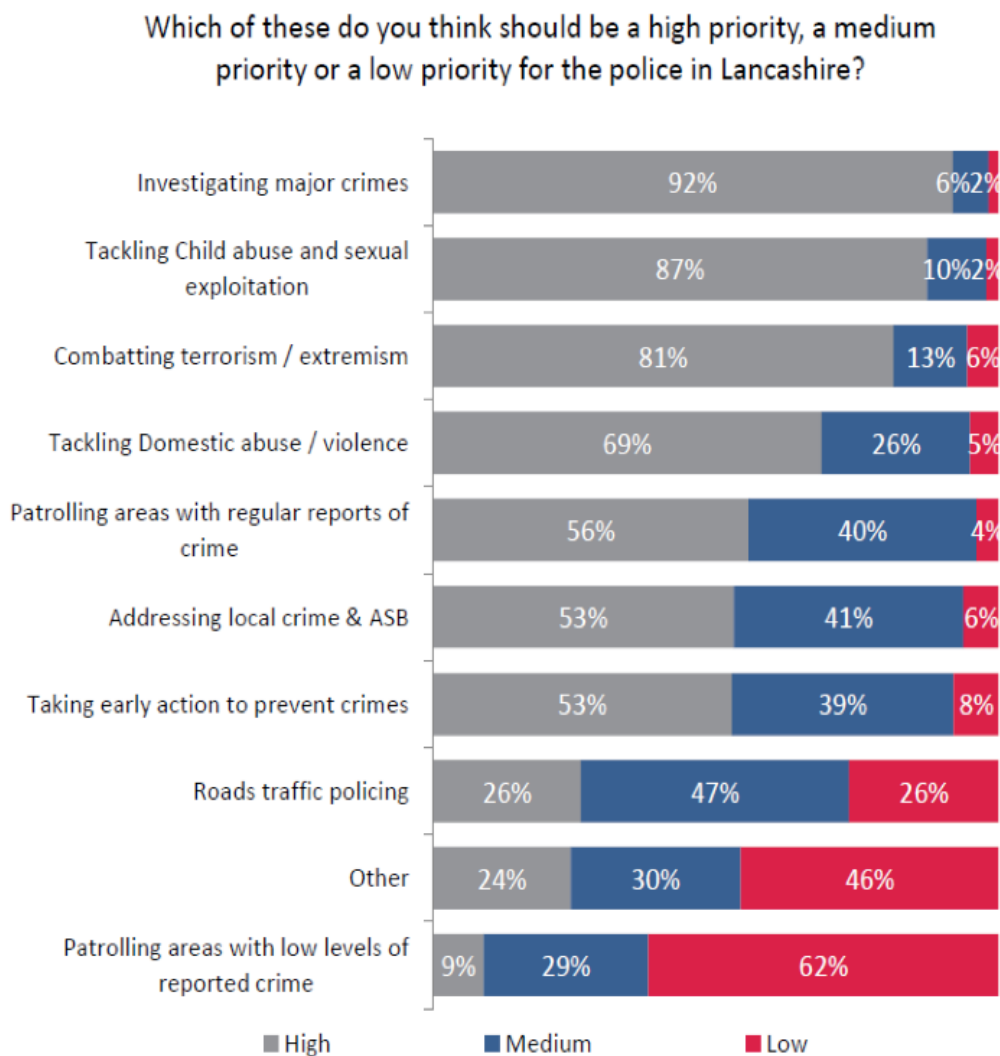
People in Lancashire continue to raise the visibility of our police force with me. By the end of 2017/18 Lancashire Constabulary had made savings of over £76 million from the annual budget compared with 2010/11. With around 80% of the police budget dedicated to staff costs, any savings have to impact on staff numbers and we have lost around 800 officer roles and 350 police staff in that time.

As the public's voice in policing it is important to me that I keep a clear picture of what people expect from the police in Lancashire. In addition to public meetings and events, meetings with stakeholders and other elected representatives I also include policing priorities in my precept survey to get an annual picture of people's priorities.

Asking people to think of local issues, crime in Lancashire and the national commitments the police have to make they are then given nine core areas of work for the police and asked to rate them as either a 'high', 'medium' or 'low' priority. In answering these questions:

92% of respondents thought that investigating major crimes was a high priority  
87% agreed tackling child sexual exploitation was a priority  
81% said combatting terrorism / extremism was also a high priority

**Table 1: Responses to policing priorities survey questions**



There was less concern for road traffic policing with a quarter of respondents (26%) acknowledging this as a high priority when policing the county. The lowest level of concern was attributed to the patrolling of areas with low levels of reported crimes (9%) suggesting that people believe police resources are better utilised elsewhere. When asked what ‘other’ priorities the police should have the responses mainly focussed on ‘visibility’ and ‘drugs’.

**Engaging Communities: Lancashire Volunteer Partnership**

Over the past 12 months Lancashire Volunteer Partnership (LVP) has extended its coverage across the whole of Lancashire and is now fully embedded in integrated teams providing support to community volunteers. I recognise that those who give their time to make a difference in their communities need a supportive structure to help them help others.

As one of the founding members of the Lancashire Volunteer Partnership when it was set up in 2016, along with Lancashire Constabulary, Lancashire County Council and other Public Sector organisations, I am incredibly proud of the great strides that have been made over the past 12 months.

Since we were successful in bidding for transformational funding to deliver a joined up approach for Public Sector volunteering opportunities, the Partnership has gone from strength to strength.

The Partnership brings a wide range of different volunteering opportunities into one place and means people that give up their time to volunteer have access to support that helps both themselves and the organisations that they volunteer for get the maximum benefit.

The Partnership now has over 30 paid staff and supports over 4,000 volunteers across Lancashire including:

- Special Constables
- Community Support Befriending
- Volunteer Police Cadets
- Outdoors and Environmental Support
- CCTV and Cyber Crime Prevention
- Civil Emergency trained volunteers
- Fire Cadet Leaders
- Patient and Health Support
- Refugee integration
- Restorative Justice Facilitators

In Community Support Befriending alone, the Partnership has recruited over 300 volunteers across Lancashire that have worked with 100s of vulnerable people.

The Lancashire Volunteer Partnership will continue to support vulnerable people and seek out new opportunities to increase their capacity and effectiveness at bridging the gap from statutory services. They are also working to expand their young people volunteering offer which will see Police and Fire Cadet Schemes combine to form a new Emergency Services Cadet offer. Changes are also being made to the Special Constabulary ensure increased effectiveness and efficiency more Health centred partners will be welcomed to the Partnership to generate greater impact on Public Health and social care.

A formal evaluation of the Partnership will be undertaken in June 2018 and I hope that this will show the positive benefits for all the partners involved as well as the volunteers and the community

I am looking to build on the work of LVP in 2018 by creating a network of Lancashire's social action groups. 'Our Lancashire' will bring together small local groups, clubs and associations across the county in one place, showcasing the work they do to support people in their community and helping them to grow.

For the first time it will enable groups in the same neighbourhood to register their work, to see each other and create the opportunity to work together and access funding and support. It will also serve as a resource for public services to see what community groups exist within an area, allowing them to signpost people who could benefit from the network and to involve groups in meetings to improve where they live.

**“I’m passionate about learning & development. Being part of the Specials enables me to also share my skills and knowledge. I’d definitely recommend volunteering, it’s a great way to stay motivated.”**

Gill, a volunteer in our Special Constables training team.

**“I love volunteering, you are doing something worthwhile for the community and learning new skills at the same time.”**

Alice, one of our cyber volunteers recruited to deliver presentations to raise awareness on how to prevent people being victims of cybercrime.

## **Independent Custody Visitor Scheme**

The management of an effective Custody Visiting Scheme is one of my statutory responsibilities and serves to raise public awareness on the rights, entitlements, health and wellbeing of people held in police custody.

This Independent Custody Visitor (ICV) scheme plays an active role in promoting fair treatment for people in police custody, ensuring that issues relating to individuals or the custody environment are addressed appropriately.

As can be seen from the analysis provided on visits undertaken, the scheme is running effectively and is well placed to continue in its aim of reassuring the public in Lancashire that independent oversight of police detention centres is robust and effective – a full evaluation will be published summer 2018.

There are currently 37 Independent Custody Visitors, this includes seven new ICVs have been appointed during 2017/18 to our East, Northern, South and Western Panels.

We have 16 male visitors and 21 female, spanning a range of ages and backgrounds, although only one ICV is from an ethnic background, something I’m looking to increase in 2018.

Weekly visits take place at Lancashire’s six custody centres: Greenbank (Blackburn), Burnley, Skelmersdale, Preston, Blackpool and Lancaster.

Volunteers are supported in their role through contact with my office and regular meetings and training. Over 100 ICVs from across the region attended a conference at Haydock October 2017 with presentations on Death in Custody, Children’s Concordat and Arrest and Restraint Techniques.

In addition, training sessions were held covering equality & diversity, ethics and Lancashire Victim Services.

New performance indicators have been agreed by ICVs and scheme managers and a framework put forward to help HMICFRS by providing an evidence base that allows for comparisons and introduces a level of accountability for each scheme.

## **The numbers**

238 visits to custody have taken place and 743 interviews have been held in the period 1 April 2017 to 31 March 2018.

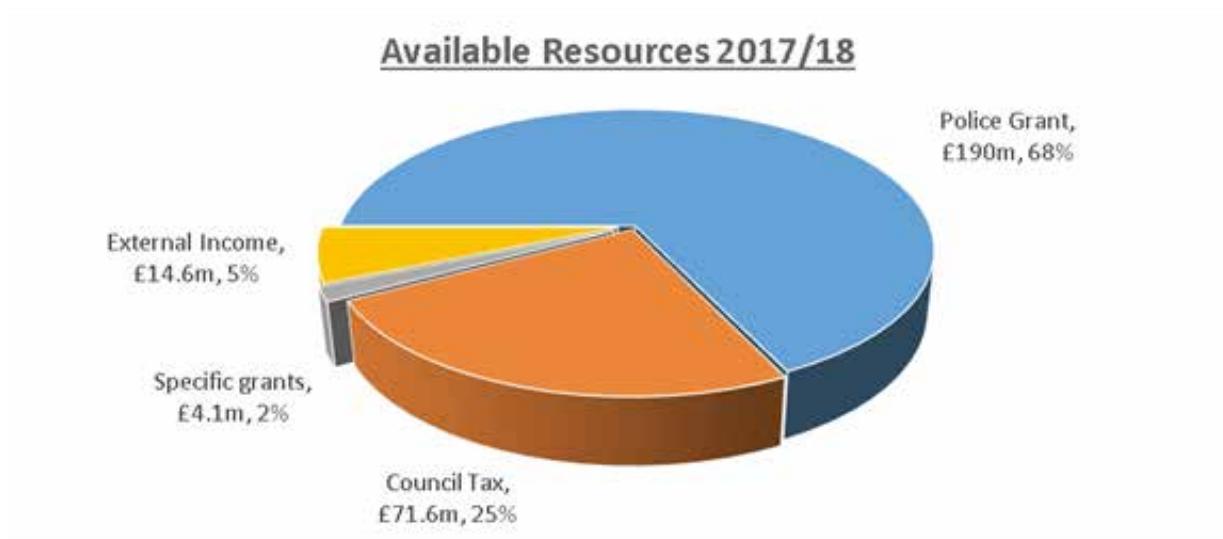
A percentage of detainees were unable to be interviewed for a variety of issues such as the detainee being asleep, in a police interview, at hospital or receiving medical treatment; in some cases a recommendation from the custody staff that an individual was not safe to interview led to visual observations being made.

# BUDGET 2017/18

The funding available in 2017/18 reflected a reduction in central government support of £2.5m (1.3%) from that received in 2016/17. This brings the total reduction in core funding for Lancashire to £52.6m (23%) since 2010/11.

The total resource available to me in 2017/18 was £280.3m including £190m of funding from central government grants, £71.6m from council tax and specific grant income of £4.1m. This was supplemented further by £14.6m of income generated through charges for some of the services we provide.

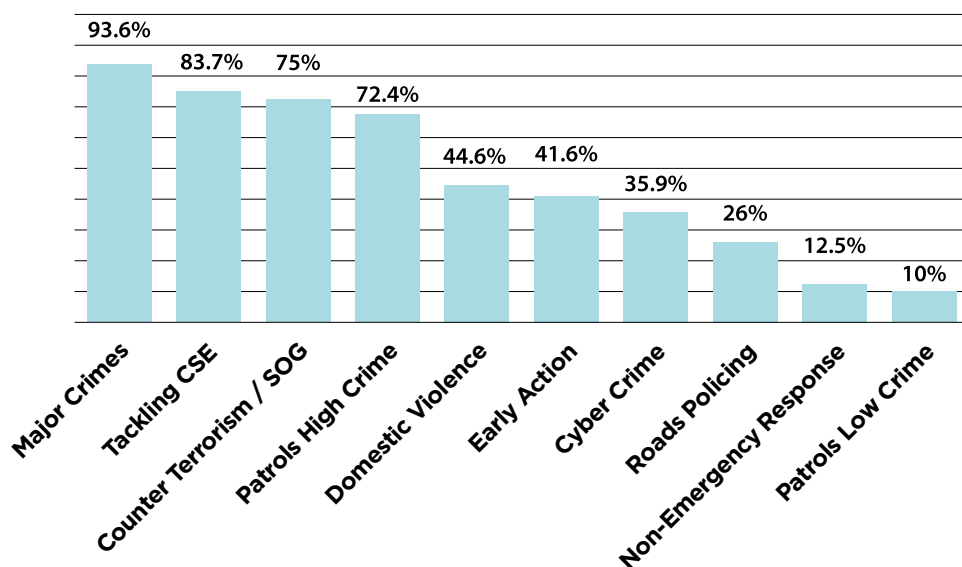
**Table 2: Available Resources 2017/18**



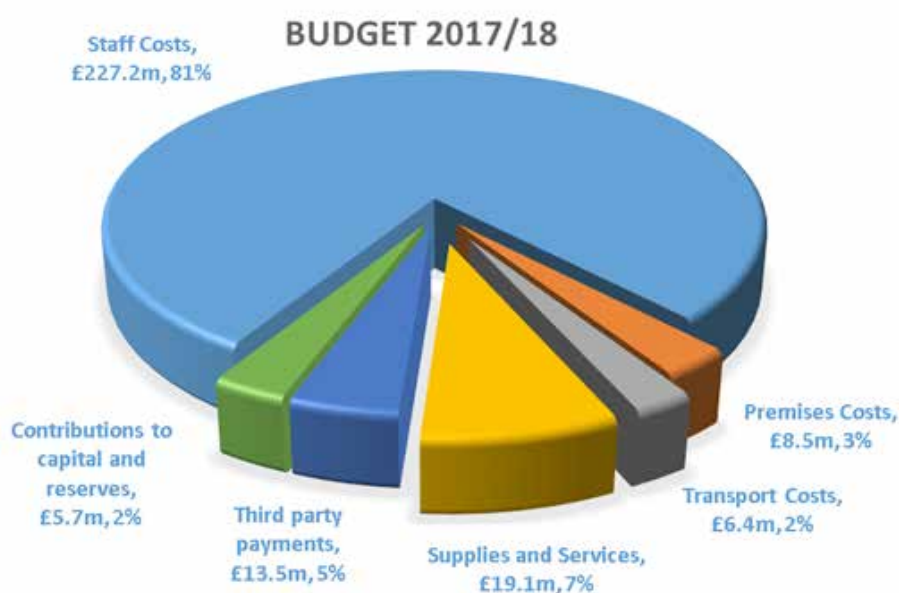
Having taken into account increasing cost pressures and the additional income generated through an increase in council tax I needed to make a total of £3.9m of savings in order to deliver a balanced budget in 2017/18.

I allocated the £280.3m of available resource in 2017/18 as follows:

**Table 3: Overall Budget 2017/18**



In 2017/18 a significant additional cost pressure was placed upon the revenue budget for operational policing as a result of the anti-fracking protests in Lancashire. We incurred total



costs of £6.943m managing the anti-fracking protests, the Chief Constable was able to meet £3.253m of this cost from within his delegated budget for operational policing. We applied for special grant support from the Home Office and received the minimum possible award in the amount of £1.470m which meant that we had to use £2.220m of our reserves to meet the remaining cost of the operation.

## Financial Outlook for 2018/19 and future years

The final police grant for 2018/19 was announced on 31st January 2018. Lancashire has been allocated £190.024m which is the same as that provided in 2016/17. It is assumed that government funding will remain at the same level in 2019/20 and then will reduce by 0.9% per annum in each subsequent year. This assumption is based on the minister's budget statement and a reversion to funding assumptions made in previous years.

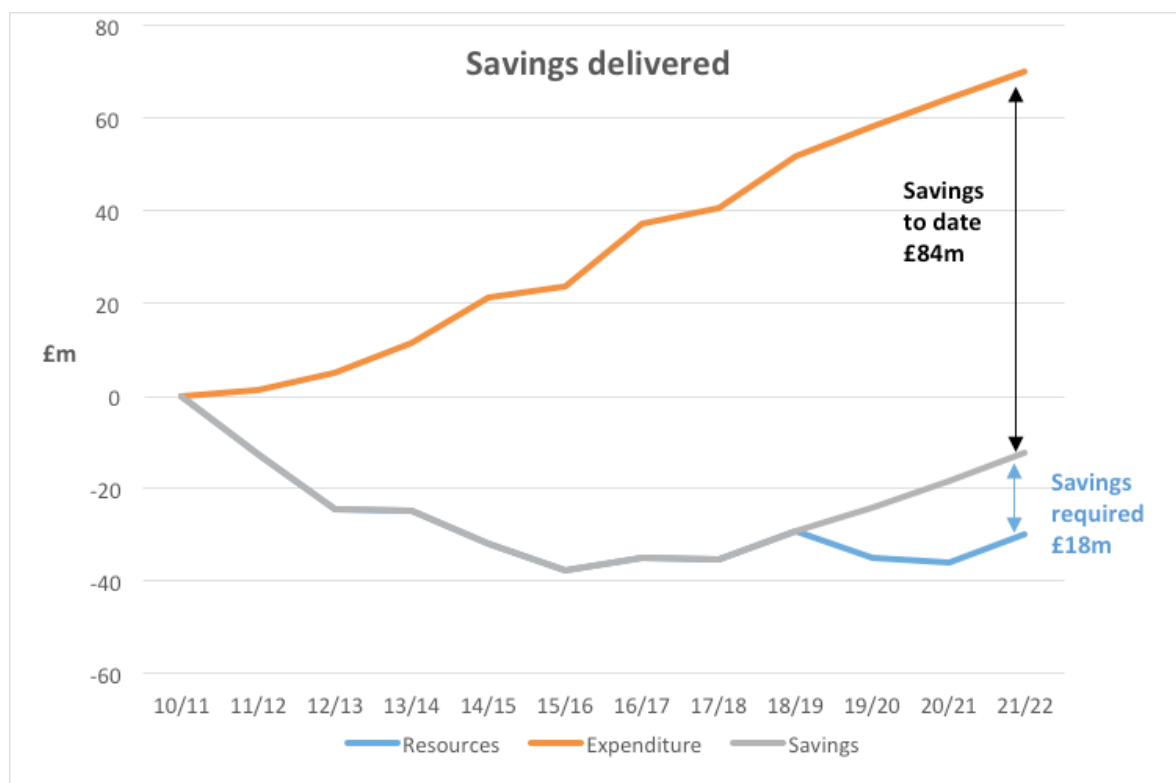
In addition cost pressures continue to increase in respect of:

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

I have forecast the impact on the budget of the anticipated level of funding from government and the additional costs we will face and identified that in the period 2018/19 to 2021/22 I will need to deliver a further £18m 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 £102m of savings by 2021/22 which is the equivalent of more than 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.

**Table 4: Savings Gap**



### Capital Investment Programme 2018/19 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 £57.9m 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.

**Table 5: Capital Investment Programme**

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
<b>IT Strategy</b>	7.8	4.4	3.8	3.8	4.6	24.4
<b>Accommodation Strategy</b>	7.7	9.6	0.6	0.6	0.6	19.1
<b>Vehicle Replacement Programme</b>	2.9	3.2	2.7	2.2	2.3	13.3
<b>Other Schemes</b>	0.3	0.2	0.2	0.2	0.2	1.1
<b>Total</b>	<b>18.7</b>	<b>17.4</b>	<b>7.3</b>	<b>6.8</b>	<b>7.7</b>	<b>57.9</b>

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

**Table 6: Financing of Capital Programme**

The financing of the capital programme reflects the forecast use of £21.6m from the Commissioner's ear-marked 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.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
<b>Capital Grant/Contributions</b>	1.1	1.1	1.1	1.1	1.1	5.5
<b>Capital Receipts</b>	0.6	0.5	-	-	-	1.1
<b>Contribution from the Revenue budget</b>	2.5	2.5	2.5	2.5	2.5	12.5
<b>Transition Reserves</b>	8.1	4.2	3.1	2.6	3.6	21.6
<b>Borrowing</b>	6.4	9.1	0.6	0.6	0.5	17.2
<b>Total</b>	<b>18.7</b>	<b>17.4</b>	<b>7.3</b>	<b>6.8</b>	<b>7.7</b>	<b>57.9</b>



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