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Foreword



I am pleased to present my first Police and Crime Plan for Lancashire.

I welcome this opportunity to outline my priorities for Lancashire Constabulary over the coming years.

We have a resilient force and I want to keep it that way. A prudent budget combined with challenging but achievable priorities will go a long way to realising this aim.

I have worked closely with the Chief Constable, Steve Finnigan, liaised with partners, carried out a survey and consulted the people of Lancashire to create a rounded, realistic plan with which we can continue to strengthen our policing service.

I believe the Police and Crime Plan is a reflection of these views. Carefully managing budgets, strengthening partnership working, maintaining frontline policing and supporting victims of crime are just some of the priorities outlined in the plan.

As we are all aware, there are financial challenges ahead, not just for the police service but for our partners in community safety and criminal justice agencies. I am determined to work hard and I remain optimistic about ensuring Lancashire remains a consistently high-performing police force.

I value the continued efforts of Lancashire Constabulary and all our partners to improve the policing service in the County and I am very much looking forward to seeing the Police and Crime Plan implemented in the coming months and years ahead.

Lancashire's Police and Crime Commissioner

Clive Grunshaw

Policing and Crime in Lancashire

Lancashire is a safe place to live, work and visit and I intend to work with the Chief Constable and other partners to keep it so. This is my first police and crime plan and will cover a period from April 2013 to March 2018. I will review it every year and report back to you. I have prepared it after listening to what you have told me at Roadshows, in surveys, and in the letters, emails and comments that you have sent me. It has been prepared in conjunction with the Chief Constable and after careful consideration of the plans and priorities of all of those agencies, groups and people already working to keep Lancashire safe.

Lancashire Constabulary covers an area of 2,903 square kilometres, a population of 1.5 million, and over 50 million visitors a year.

I will engage with Lancashire's diverse communities, listening to and reflecting their views when working with the Constabulary and partners. I will help to bring about improvements in the design and delivery of policing, community safety and criminal justice services, challenging the Constabulary to deliver a quality service that meets individual and community needs. I will challenge and support the Constabulary to be "an employer of choice" that embraces and promotes equality and diversity within its workforce.

This plan is not just about policing, it is also about working together with partners from community safety and criminal justice to deliver clear outcomes and improvements in service. It is very important that we understand how all of these bodies are going to work together as their resources diminish.

Police and crime services are facing a period of fundamental change, brought about by significant reductions in the funding received from Government. In total, more than £37 million in efficiency savings has been identified and delivered, of which £6 million will be delivered in 2013/14. This is a significant achievement. However, it is estimated that we need to find a further £22 million in the next three years, of which £2 million has been identified. By the end of March 2017, a total of £60 million (representing more than 20% of the police budget) will have been taken out. Together, with the Chief Constable, I will be working towards delivering these savings in a planned way that protects front line services as much as possible and to drive out further efficiencies.

The budget reductions do however mean that we will have to look again at the way the police deliver services in the County, regionally and nationally. I will work alongside the Chief Constable to make sure that policing services continue to meet community needs.

We have already seen police officer numbers in Lancashire fall by over 500 and work is underway to make sure that by changing the way that the Constabulary is structured and by careful review of everything it does, the impact on communities is kept to a minimum. I will be supporting the police and campaigning to keep any more cuts in police numbers to a minimum, taking opportunities, where possible, to increase the number of warranted police officers available for Lancashire.

I will be looking to focus attention and support on early intervention work. Placing more emphasis on the prevention agenda across the key priority areas is the only way that together we will be able to reduce demand on the services provided by the Constabulary and partner agencies. I will look to work with partners to identify where services will need to be redesigned to enable the focus to be on early intervention type activities.

I want to ensure that Lancashire Constabulary is accessible and delivers the protection, security and quality services that the people of Lancashire want and deserve and that

acknowledges matters of equality and human rights. I will promote a just, fair and inclusive society, where the most vulnerable are given police protection when it is required.

I will provide a local link between the police and our diverse communities, working to shape policing and crime reduction activity that will allow local people and the police to make our lives safer and more secure.

Strategic Framework

This plan sets out the overall strategic direction and long term vision for delivering effective, sustainable policing services across the Lancashire Constabulary area covering the County and Districts of Lancashire and the two Unitary Authorities of Blackburn with Darwen and Blackpool. The plan identifies my vision, together with the approach that I will use to secure better outcomes for local communities.

I was elected to this role to bring the public to the forefront of policing – to engage and to listen. I want to be a strong voice for Lancashire when it comes to matters of crime and policing.

My Vision is...

"I want to be a strong voice for Lancashire when it comes to policing and crime, both with local residents and protecting Lancashire's interests."

I aim to:

- Use resources effectively.
- Improve trust and confidence in policing.
- Work together with partners to deliver better services.
- Put victims' priorities firmly at the heart of service delivery.
- Support the police and partners to cut crime and reduce reoffending.

My Police and Crime Priorities

As the Commissioner, one of my key roles and responsibilities is to ensure that I take into account the views and priorities of residents in Lancashire and use these to inform the Priorities that I have set for policing and community safety.

I have considered the following factors in determining my priorities:

- Your views from my Roadshow events across the County
- Results from telephone surveys and online surveys on my web site
- Results from Victim and Witness consultations
- Outcomes of the Safer Future Communities Network Survey and Session Work
- Police and Community Safety performance information
- Community Safety Partnerships Strategic Assessments and Plans
- The Lancashire Criminal Justice Board's strategic plans
- Inspection reports from Her Majesty's Inspectorate of Constabulary
- The national Strategic Policing Requirement

Detailed below are my four Priorities to be delivered through effective partnership working.

These have been developed from my pre-election pledges and commitments as well as issues and concerns identified through the consultations outlined above and a careful analysis of the results of inspections, audits, and the performance of the police. I have also taken account of the criminal justice and community safety partners strategic plans.

1. Defending Frontline Policing

- Maintain a visible policing presence.
- Support the Constabulary in developing the role of Special Constables and Volunteers and the roll out of Cadet schemes.
- Maintain the Neighbourhood Policing approach to policing.
- Build confidence in our communities and tackle the fear of crime.
- Campaign for better funding for police services.

2. Champion the Rights of the Victim

- Develop a Victims Strategy and clear commissioning guidelines that meet the needs of victims.
- Seek out and act on the views of victims.
- Give victims and witnesses an effective voice in the wider criminal justice and ensure that they get the help and support they need.
- Identify and address the causes of dissatisfaction and complaint with services received by victims.
- Work with voluntary agencies to improve support to victims.

3. Protecting Vulnerable People

- Ensure that Domestic Abuse services are a priority.
- Promote a coordinated approach to commissioning Domestic Abuse services in Lancashire including joint funding where possible.
- Working with agencies to ensure that vulnerable children are protected.
- Tackle all forms of Abuse through the provision of a police and partnership response to meet the need of the individual and challenge the behaviour of the offender.
- All types of Hate Crime are tackled and victims supported.

4. Promote Targeted Initiatives to Contribute to Tackling Crime and Re-Offending

- Ensure a swift and effective response to reports of Anti-Social Behaviour.
- Tackle Violent Crime, especially where it is linked to the night time economy.
- Engage with the business community to tackle the impact of crime on the local economy.
- Engage with rural communities to combat crime affecting those communities.
- Review the partnership approach to reducing re-offending.
- Promote and develop opportunities for local communities, business and the voluntary, faith and community sector to work together to tackle crime.

Partnership Working

Tackling community safety issues is not just a policing responsibility but also involves a range of partner organisations including Local Authorities and Community Safety partners, Criminal Justice agencies, Fire and Rescue Service and Health Agencies. Lancashire has a history of strong and effective partnership working and I will build on this and ensure that partnership working continues and develops. I will work towards developing a plan for each local authority area so that together we will be able to deliver better and more effective services at a time when all our resources are being stretched.

Similarly there are many voluntary, community and private sector organisations working in the field of community safety and criminal justice that have an important role in delivering services to our communities in Lancashire.

I am committed to developing common approaches to community safety and crime reduction which build on examples already in use in Lancashire for working with children and families. I will look to develop principles across policing, community safety and criminal justice that agree to work together, share information and locations as well as shared commissioning and delivery of services. I believe that this approach will cut duplication and bureaucracy as well as making communities safer and reducing criminal activity.

Agencies in Lancashire, including the police, have an impressive record of working together with other organisations in the public, private and voluntary sectors. I am committed to support the two pilots of the MASH (Multi Agency Safeguarding Hubs) which work effectively to manage demands across the front line of all partner agencies. Utilising the MASH they are able to effectively assess risk and threat of harm, in order to reach the right decision to safeguard vulnerable people.

Voluntary, Community and Faith Organisations

- I appreciate and value the work that community, voluntary and faith groups undertake to support local communities and tackle community safety and anti-social behaviour issues.
- I will establish a **Community Action Fund** to provide grants to communities, and community groups for local projects and initiatives that tackle neighbourhood issues and contribute to the Priorities outlined in this Plan. I am also working closely with the Chief Constable to make sure that we take all steps to seize proceeds of crime funding from criminals and put it to good use in local communities.
- I will support the voluntary sector in bids to improve services and to ensure consistency of services across the constabulary area.

Community Safety

I will work with partners to support the work of all the Community Safety Partnerships across Lancashire to tackle key priorities including Domestic Abuse and Anti-Social Behaviour. I will also be working with our partners to deliver services aimed at reducing the number of young people who enter the criminal justice system and supporting the three Drug and Alcohol Action Teams in providing treatment for those whose drug and alcohol addiction has led to criminal activity.

I have made a commitment that in 2013-14 I will continue to provide funding for a wide range of projects and initiatives that are already underway, provided they support the aims and Priorities detailed in this Plan. This provides continuity for existing projects and creates an opportunity for me to look, with partners, at the most effective and efficient way of delivering against my priorities in future years.

Policing Requirements for Lancashire

For a number of years Lancashire Constabulary has been one of the best performing Police Forces in the country and I will work together with the Chief Constable to continue to deliver excellent services for the residents of Lancashire.

The Chief Constable is responsible for the operational policing decisions in the County and I will support him in this. He is also responsible for making sure that the Constabulary has enough resources to meet its requirements under the Strategic Policing Requirement. The roles and responsibilities of the Chief Constable and the Police and Crime Commissioner are set out in the Policing Protocol.

The Constabulary deals with almost 1700 incidents per day, it currently employs 3,190 police officers and 2,150 police staff, including police community support officers, crime scene investigators, people dealing face to face and by phone with the concerns and issues experienced every day by people in Lancashire.

The Constabulary performed well over the last 8 years with overall crime falling. Domestic burglary and vehicle crime are lower than they have been since the mid-70's. Anti-social behaviour in Lancashire has also fallen, by more than 25% in the last two years.

I want to make sure that we focus on keeping performance in these areas high.

The Chief Constable's Ambition

The Chief Constable has set a long term aspiration and vision for the Constabulary which he has called the "Ambition". This is:

"A determination to consistently be the best police force in the country, delivering the best quality policing services."

The Purpose and Mission of the Constabulary is:

"To keep people safe from harm, especially the most vulnerable in our communities."

The Values that underpin all the work of the Constabulary are:

Honesty	Integrity
Respect	Dignity
Openness	Transparency
Fairness	Optimism

These Values underpin the delivery by the Constabulary of its 5 Strategic Priorities which, in turn will support the delivery of my Policing and Crime Priorities.

The 5 Strategic Priorities are:

- Quality – to deliver continuously improving services
- Neighbourhood Policing - central strand of the Constabulary's approach to delivering policing services in Lancashire.
- Protecting People – key to the Constabulary's Mission of keeping people safe from harm.
- Diversity – achieving a representative workforce and equitable service delivery is key to meeting the needs and concerns of all our communities.
- Value for Money – to deliver services in the most efficient and effective way possible.

Access and Contact

The Constabulary's Contact Centre handles around 1.25 million telephone calls for service each year, of which over 200,000 are 999 emergency calls. You have told me that it can be confusing trying to get to the right person and as part of the Police review of service delivery in Lancashire I will ask the Chief Constable to consider how this can be improved.

You have also said that you want to contact the police in ways that make it simpler and this will also be part of that review.

I am pleased that so many people have made contact with me about issues and I will continue to make myself available through visits, roadshows and community meetings to meet you and listen and respond to your concerns. I will continue to work with the police to use your experiences as part of the continuous improvement process.

Regional and National Policing

My priority is to ensure that Lancashire has an effective and efficient police force and is a safe place to live, work and visit. We also face threats to our safety which are regional, national and inter-national. Issues such as terrorism, organised crime groups and child sexual exploitation often involve people from outside Lancashire and need to be tackled with other neighbouring police forces or at a national level. Where needed, and for the benefit of Lancashire, I will work jointly with other Police and Crime Commissioners and police forces to tackle these issues and will co-operate in the best use of our combined level of resources and officers.

Strategic Policing Requirement

We need to support regional and national events or situations that require a greater level of policing that one force on its own could provide. In the Strategic Policing Requirement the government has outlined its expectations of the support that police forces will contribute to these regional and national activities. These may well be events and situations that involve members of our own community, such as the Olympics in 2012 and, where this will not harm the level of safety in our own area, I will work with the Chief Constable to agree the level of resources and officers that we will be able to contribute.

Finance and Resources

I have real concerns that the Government is refusing to acknowledge the impact of further budget cuts on policing and crime. As well as reductions in Police Staff, and all of the areas of non-pay expenditure, we have seen a reduction in police officers – in Lancashire that has been over 500 full time officers. I'm worried that this is the thin end of the wedge as the Government's 20 per cent cuts to police budgets bite.

These cuts are frontloaded demanding very quick savings from police forces, which puts pressure on them to cut officer numbers by stopping recruiting new officers and by losing very experienced officers.

I am concerned that these reductions in Police Officer numbers caused by cuts in Government spending will taking police numbers back 10 years.

These huge cuts to policing are making it harder for communities to have confidence in their police. There are fewer front-line officers, fewer officers responding to emergency calls and the police are less visible and available. You have consistently told me that visible and available policing is what you want. It is time that the Government urgently reviews next year's police budget cuts and their impact on communities.

2013/14 Budget

The Police and Crime revenue budget for 2013/14 is £260.6m and will be used to support the delivery of the priorities and objectives of the police and crime plan. Police budgets have seen significant reductions recently and between 2011/12 and 2013/14 a total of £37.7m of savings have been made. Despite this significant level of savings, the financial outlook is challenging with a further £22m of savings required of which £2m has already been identified. This will mean that more than £60m, representing more than 20%, will have been taken out of the Police and Crime budget for Lancashire between 2011/12 and 2016/17. The reduction in funding will require careful management and I intend to ensure our frontline services are protected as much as possible and that we drive out as many efficiency savings as we can by:

- Ensuring resources are targeted to priorities.
- Removing duplication and standardising working practices as much as possible.
- Streamlining support service functions.
- Working effectively with our partners.
- Maximising opportunities for collaborations and shared service arrangements.
- Maximising the use of technology.
- Streamlining and maximising the use of our property.
- Ensuring effective procurement.

In addition to the revenue budget I have a capital programme to deliver. The draft 5 year capital programme includes the replacement of new police stations in Blackpool and Hyndburn, support in our ICT infrastructure and the continuation of our vehicle strategy. In total £44m will be invested in capital projects between 2012/13 and 2016/17. Capital investment is important to make sure the constabulary has the infrastructure it needs to do the job properly. I will make sure that money is invested wisely.

Collaboration

The Constabulary is part of a number of collaborative initiatives with other North West forces, designed to ensure that high quality services are delivered in the most cost effective way. I will continue to work with the Constabulary to identify those areas where services can be more effectively delivered with partners and on a regional or cross force basis without being detrimental to policing in Lancashire.

Commissioning

I will develop a Commissioning Framework to support the work with partners and ensure that resources are targeted and used effectively to support the delivery of my Aims and Priorities and that the services offer value for money. This will include looking at joint commissioning approaches where partners already have established and effective commissioning processes in place.

People

The Constabulary employs around 3,190 full-time equivalent (FTE) police officers and 2,150 FTE police staff; 392 of those are FTE Police Community Support Officers (PCSOs). Regular police officers and staff are supported by a wider policing family, which includes 358 Special Constables and 320 Community Volunteers. All of them play a vital part in making Lancashire a safer place in which to live, work and visit.

I fully support and value the work that all our officers and staff do and I am really appreciative of those Specials and Volunteers who give their time freely to contribute to making Lancashire a safe place to live. I would like to encourage more residents to play active roles in supporting their local communities by becoming Specials or Volunteers and I will be working with the Constabulary to explore how this can be achieved.

I have agreed with the Police, a new approach to Volunteers and Specials and we will be launching "Citizens in Policing". This will lead to a significant increase in Cadet Schemes which will be rolled out across the County as well as an increase in warranted Special Constables and active promotions of community involvement.

Holding the Chief Constable to Account

I will hold the Chief Constable to account to ensure that the Constabulary support the delivery of the priorities detailed in this plan and I will agree a range of measures with the Chief Constable. These will be reviewed each quarter to ensure that Constabulary is maintaining its performance in all areas of its service. I will publish the outcome of these reviews on my website.

Relevant other information of significant public interest will also be published to enable residents in Lancashire to assess the performance of both myself and the Chief Constable.

Further independent sources of information about police performance can be found on www.police.uk . This website allows you to access data about policing from street level, and details of your local policing team and beat meetings. Her Majesty's Inspectorate of Constabulary also provides a useful source of information allowing you to compare levels of crime and ASB, quality of services, as well as finance and workforce numbers www.hmic.gov.uk/crime-and-policing-comparator .

Community Engagement and Consultation

I want to ensure that Lancashire communities are brought to the forefront of policing. To enable me to do that, I am committed to consulting with and engaging local people in the planning and delivery of policing services.

I will use a variety of channels and tactics to engage with you including:

- Face to face dialogue.
- Use of community events, conferences and workshops to ascertain views.
- Use of surveys and online polls.
- Use of online media and social media applications.
- Use of research commissioned by my office and that of my wider partners.
- Community action fund awards.
- Partnership data and research outcomes.

I will aim to engage with a wide range of groups within our communities to enable as many residents as possible an opportunity to be involved.

To shape service delivery across the community safety, criminal justice and crime arenas, I will work with my wider partners- local councils, fire and rescue, probation, local criminal justice board and the voluntary sector to ensure there is a co-ordinated approach to consultation.

By taking your views into account, I can ensure that decisions taken about budgetary, policy and service design and delivery are informed by an understanding of your needs and priorities.

Next Steps

I will make sure that key stakeholders and partners are identified and kept up to date with progress on the plan.

At present this Plan is in draft. We have been consulting with partners and with members of the public about this plan. The plan is being sent out to community safety partnerships and to statutory partners. If you would like to comment please contact us on:

T: 01772 33587
E: info@lancashire-pcc.gov.uk

Or via our website: www.lancashire-pcc.gov.uk

I will publish the final plan at the end of March which will contain links to other documents and further information.

LINKS TO FURTHER INFORMATION:

Audit Committee

The Audit Committee provides both the Constabulary and my office independent assurances on the adequacy of internal control, financial management and reporting, risk management as well as anti-fraud and corruption arrangements.

More information on the Audit Committee can be found on our website.

Equality and Human Rights

In delivering this Police and Crime Plan I will ensure that everyone is treated fairly and in accord with the requirements of relevant Equality and Human Rights legislation.

More information about Equality and Human Rights can be found on our website.

Independent Custody Visiting Scheme

My office runs an Independent Custody Visiting Scheme. Independent Custody Volunteers (ICVs) make unannounced visits across all the policing divisions to inspect and report upon the welfare of detainees held in Lancashire's ten custody suites. These regular checks ensure that custody standards are being maintained and any issues raised are dealt with promptly and effectively.

More information on the ICV Scheme can be found on our website.

Police and Crime Panel

The Police and Crime Panel is a committee of local councillors and independent members whose role is to scrutinise the Police and Crime Commissioner's activities and performance in carrying out the Commissioner's functions.

More information on the Police and Crime Panel can be found on our website.

Police and Crime Plan and the Annual Report

My Police and Crime Plan will be reviewed and updated at least once a year and will be available to all residents in Lancashire.

I will publish an Annual Report alongside my budget proposals to provide an overview of performance during the previous year and setting out the key priorities for the coming year.

More information on the Annual Report can be found on our website.

Policing Protocol

The Policing Protocol, a statutory order, sets out how the new policing governance arrangements will work. It clarifies the role and responsibilities of myself as Commissioner, the Chief Constable and the Police and Crime Panel in Lancashire. It outlines what each body is expected to do and how we should work together to fight crime and improve policing.

More information on the Policing Protocol can be found on our website

Published Information and Transparency:

To keep residents of Lancashire informed about my work and role as the Police and Crime Commissioner I will publish a range of information on my website:

For full details of everything that we publish can be found on our website..

APPENDIX A: Background to Lancashire

The county of Lancashire is situated on the North West coast of England and covers an area of approximately 3075 square kilometres. It is a large, and in many respects unique geographic area, with a rich and contrasting mix of major towns that retain a proud industrial heritage, nestled alongside expansive areas of outstanding natural beauty which are popular tourist destinations.

There are approximately 125 miles of coastline, with a major ferry port at Heysham. In addition, there are 256 miles of motorway which run through the county, including a major stretch of the M6. The county also has a small but growing regional airport in Blackpool, which concentrates on short haul destinations.

Shared borders with Cumbria and North Yorkshire, to the north of the county, present specific challenges in relation to cross-border rural crime and policing issues. Borders on the southern edge of the county, with Greater Manchester and Merseyside, of course bring challenges in terms of the higher crime rates associated with big conurbations, as well as cross-border issues around serious and organised crime gangs.

There are twelve district councils in the Lancashire area, the County Council and two unitary authorities of Blackburn with Darwen and Blackpool. There are 13 Community Safety Partnerships (CSPs) throughout the area (one in each local authority area with one covering Chorley & South Ribble as a joint area partnership), with which the Police and Crime Commissioner will work closely to delivery his priorities for policing and community safety.

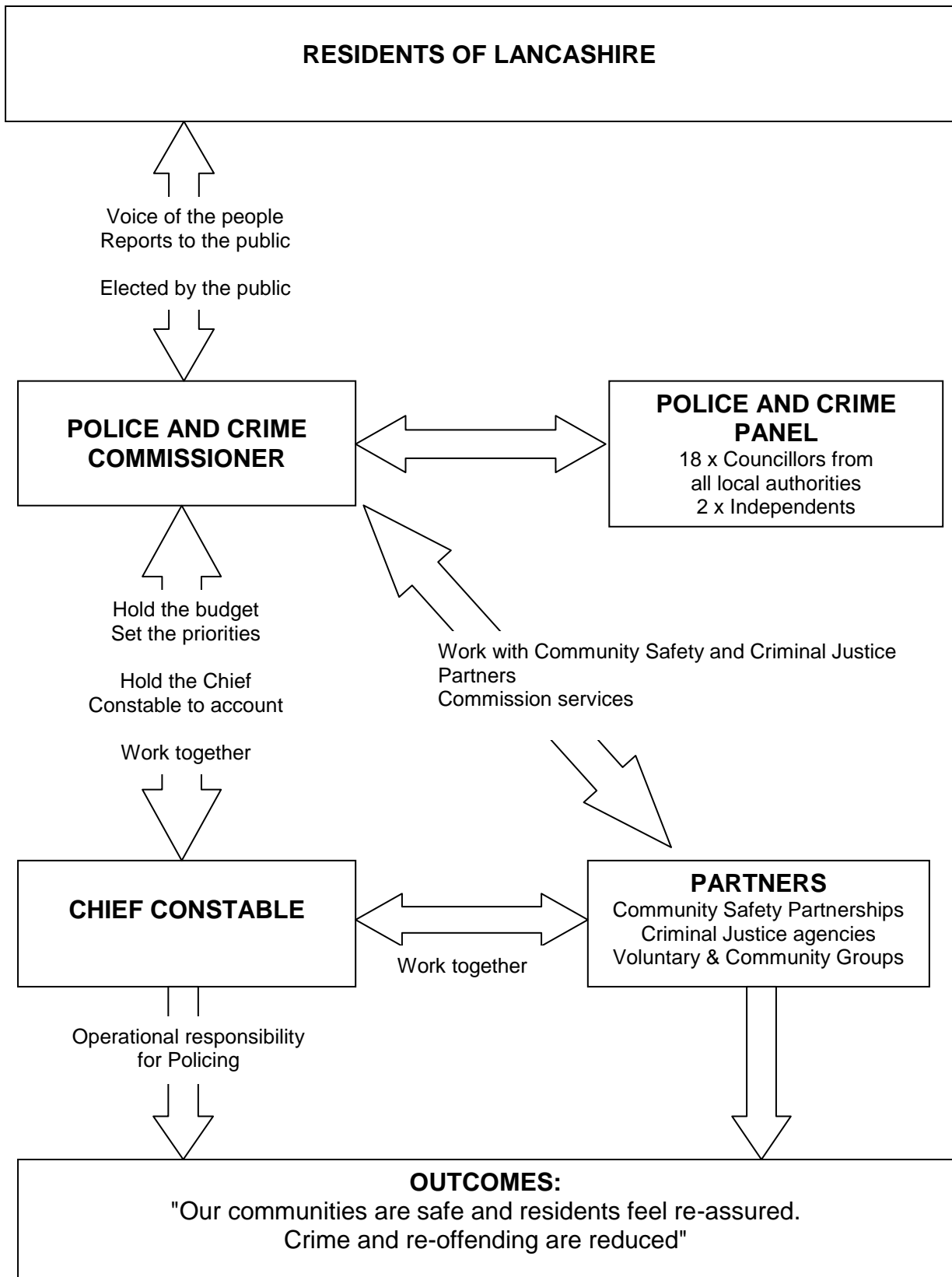
Preston, Ormskirk and Lancaster are home to respected universities. Blackpool is a major seaside tourist destination which attracts huge numbers of seasonal visitors to the area, particularly during the high summer season and towards the end of the year, with visitors to the annual Illuminations.

The county has a number of major football clubs and other prestigious sports venues, including golf courses, which regularly play host to major events, such as the Open Championship.

The county has a culturally rich and diverse population of around 1.5 million people and is home to a wide range of communities from differing backgrounds. In the east of the county, there are large and well-established Asian communities and there is an emerging and growing Eastern European population in areas across the County.

Lancashire has pockets of severe social and economic deprivation, including a high proportion of "hidden" and long-term unemployed. Six Lancashire authorities (Blackburn with Darwen, Blackpool, Burnley, Hyndburn, Pendle and Preston) are in the top 50 most deprived areas in England, according to the Index of Multiple Deprivation 2010.

APPENDIX B: The New Policing and Crime Landscape



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