

# POLICE AND CRIME PLAN

2016 - 2021





# **POLICE AND CRIME PLAN**

## **2016 - 2021**

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## Foreword by the Police and Crime Commissioner

I am pleased to present my new Police and Crime Plan for my second term of office from 2016 to 2021. I would like to start by thanking Lancashire Constabulary, our partners across the public and voluntary sectors and members of the public who have helped to shape this plan.

The plan outlines the priorities for policing and crime in Lancashire and represents not only my views or those of the Chief Constable, but the views of our partners and the public who we serve.

The plan sets the strategic direction for Lancashire Constabulary, identifying areas we want the Chief Constable and his team to focus on over the next four years.

It also outlines our commitment to working with partners across sectors as we strive to continue real and positive outcomes for our communities against a backdrop of record amounts of funding cuts.

Lancashire public services will have been reduced by £1.5 billion pounds by 2020 largely as a result of cuts in Government funding and increased costs. It is impossible to think that our services can remain the same when faced with such huge cuts to our budgets, but by working together and encouraging more help through our volunteer programmes, we can commit to our pledge to keep Lancashire safe.

The cuts to our partners - particularly those who work with the vulnerable in our communities - has had an impact on our police service. Increasingly officers have become the service of last resort often called out not to deal with a crime, but a vulnerable person who can be a threat to themselves or others either through mental health problems, sometimes drugs or alcohol. Our officers can't and don't look away, but a range of complex issues is causing a spiralling demand for our service. This is against a back drop of reduced officer numbers - we have 750 officers fewer in 2016 than we had in 2010.

It is therefore unsurprising that we have started to see an increase in crime figures. This is not merely as a result of the reduction in officer numbers, but is also due to the increasing complexity of crime, the rise in different types of crime such as cybercrime and online abuse that you will see outlined further in the plan. By March 31 2016, crime had increased 4.6% on the previous year. This trend has continued and crime figures are expected to increase still further in the next year.

In this landscape, the Chief Constable and I are very clear that keeping people safe remains the over-riding purpose of Lancashire Constabulary, but that we cannot do this alone. We need to work with partners on a prevention based approach. And that is why prevention is at the heart of my new plan and is a key driver for my priorities.

The plan outlines how working with partners to tackle the issues we face through an early action approach is the way forward. This partnership approach needs to be developed in a place-based way, recognising different issues in different locations throughout the county. There is not a 'one-size' fits all approach and by re-organising our police teams to focus on issues in a place, we will build a better range of support for the most vulnerable and complex people in a coherent and targeted way. Together we can achieve much more.

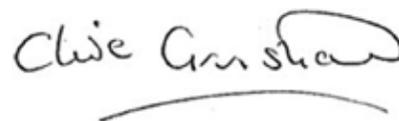
In developing my new plan, I have worked closely with the Chief Constable, Steve Finnigan and his team and liaised with partners and consulted with the people of Lancashire, to create what I feel is a fit for purpose plan as we move forward in the next few years.

Continued partnership working, maintenance of sound local policing and the provision of a strong service supporting victims of crime, remain key priorities within this plan.

Finance continues to present us with challenges, but I will continue to lobby hard on police funding especially as the Government has announced it is consulting on a new funding formula. I am lobbying MPs and the Government to ensure they understand the increasing demands for service, the time and impact of keeping our communities safe. Welfare case work

takes up 34% of our force time, compared with just 19% on crime. That is why it is just as important that the Government recognises this demand and does not just place emphasis on crime only issues.

Despite the challenges, the people of Lancashire can be assured they are served by one of the country's consistently top performing police forces and together with our public and voluntary sector partners we can continue to keep Lancashire safe.



**Clive Grunshaw**

**Police and Crime**

**Commissioner for Lancashire**



## Introduction

This is the Police and Crime Plan for my second term of office. It will cover the period 2016 to 2021. I will review it annually and I will publish an annual report.

This document sets the strategic direction for crime and policing services across Lancashire, including the response to regional and national threats.

It also includes information on the financial resources available to me both from central government and local council tax precept along with any grant funding and how that will be allocated.

The plan draws on a whole range of information from the police, community safety and criminal justice partners, the public and victims of crime.

I will meet regularly with the Chief Constable and other key partners to ensure that collectively, the Constabulary and bodies funded by me are contributing to the delivery of the priorities set out in the plan.

As the Commissioner, I am ultimately responsible for the delivery of the Plan and I am held to account through the election process every four years. My delivery against the plan is also subject to regular review and scrutiny by the Police and Crime Panel for Lancashire, which is composed of locally elected Councillors and independent lay members.



# Chapter one: The Lancashire Policing Area

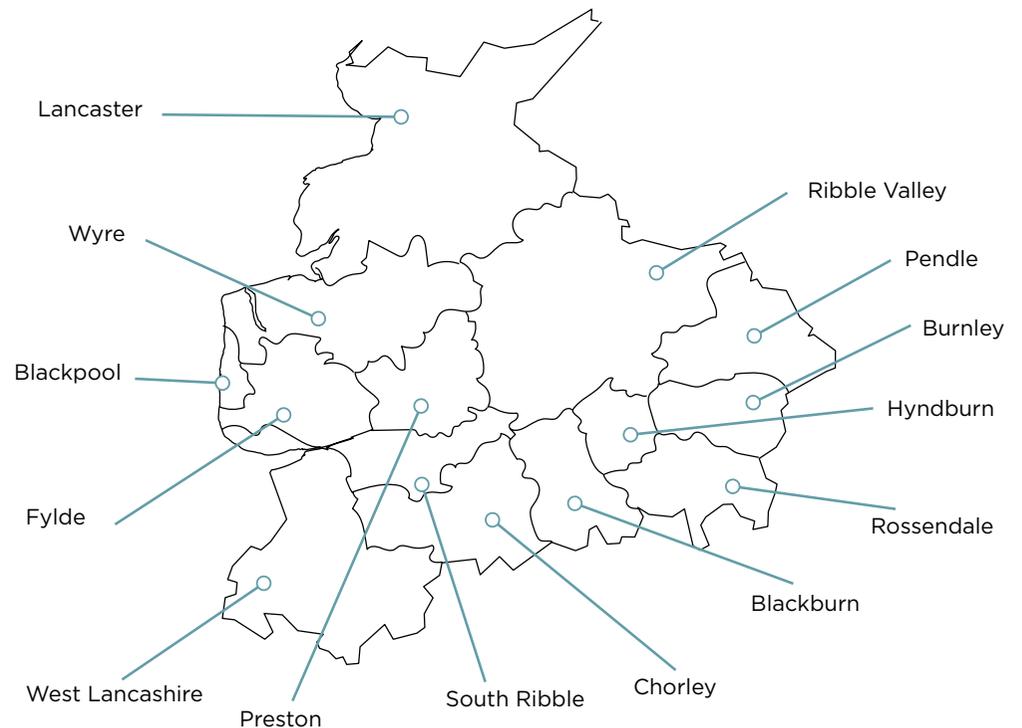
Lancashire is situated on the North West coast of England and has an estimated population of 1.4 million people spread over 3075km<sup>2</sup>. By 2039, the population is likely to rise by 4.1% to an estimated 1.45 million people. By 2037, the number of people aged 90 and older is projected to increase from 10,000 (2012) to around 32,000 (2037). Further, by 2037, there is likely to be a substantial increase of over 50% in age group 65 and over.

The 2011 census shows that the largest ethnic group is white (90%). The Black and minority ethnic (BME) makes up 8% of the population. The majority of this group were Asian/Asian British. Numerically, there are over 90,000 black minority ethnic people in the county. Three quarters of the BME population reside in Preston, Pendle, Burnley and Hyndburn. Lancashire has pockets of severe social and economic deprivation and has 5 of the top 50 most deprived areas in England, according to the Index of Multiple Deprivation 2015 (Blackburn with Darwen, Blackpool, Burnley, Hyndburn and Pendle).

There are 12 District Councils, two unitary authorities, Blackpool Council and Blackburn with Darwen Council and the County Council (Lancashire County Council). There is a single Fire and Rescue Service for the whole of the county. There are seven NHS Clinical Community Groups pan Lancashire, along with five NHS Trusts. Preston, Ormskirk and Lancaster are home to respected universities with many colleges also providing additional further and higher education opportunities.

Blackpool and the Fylde coast offer a major seaside tourist destination which attracts millions of visitors throughout a large part of the year extended into the autumn for the annual illuminations weeks.

Lancashire Constabulary is divided into three divisions. The divisions are responsible for delivery of local policing across their neighbourhoods, addressing priorities on the basis of risk, threat and harm. Local policing teams are supported by the full range of specialist teams delivering all the policing functions.



# Chapter two: Roles and responsibilities

**As Police and Crime Commissioner for Lancashire I have a statutory duty to:**

- **Appoint and hold the Chief Constable to account for policing, ensuring an efficient and effective police force;**
- **Set the local precept (council tax charge for policing)**
- **Publish a Police and Crime Plan**
- **Publish an Annual Report**
- **Commission services and award grants**
- **Consult and engage with communities and victims of crime**
- **Bring together Community Safety Partnerships to deliver community safety and**
- **Ensure the enhanced delivery of criminal justice.**

The Chief Constable is responsible to the public and accountable to me as Commissioner. The Chief Constable has direction and control over operational policing in the county and is responsible for ensuring that he has enough resources to meet the responsibilities under the Strategic Policing Requirement.

The Lancashire Police and Crime Panel does not scrutinise the Chief Constable, they scrutinise me as Commissioner on the exercise of my statutory duties. The role of the Panel is to challenge me but, also to support me in the effective exercise of my functions.

The distinct roles of the Commissioner, the Chief Constable and the Police & Crime Panel can be found in detail in the [Policing Protocol Order 2011](#)



# Chapter three: Context and engagement on the Police and Crime Plan:

Extensive engagement and consultation has taken place with the Chief Constable, Lancashire Constabulary, members of the public, victims of crime, stakeholders and public sector partners to ensure a broad range of opinion and local data and evidence has been taken into consideration in developing the plan.

This included:

- Joint senior management sessions with the Chief Constable, Lancashire Constabulary, the Commissioner and his office examining data, evidence and the force's obligations to meet strategic policing requirement and regional commitments
- Stakeholder engagement events attended by more than 100 representatives from public, voluntary and criminal justice organisations who took part in a workshop to help shape the plan's priorities
- Roadshows in town and city centre locations where residents of Lancashire were encouraged to discuss their policing and crime priorities with the Commissioner and complete a survey identifying their key issues

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



## Lancashire Constabulary vision

The Chief Constable and I share a long term vision for the Constabulary ...**“to consistently be the best police force in the country, delivering the best quality of service to the public”**. We also agree that the mission of Constabulary is **“...to keep people safe and feeling safe, particularly the most vulnerable...”**

The Chief Constable has made three commitments to the public:

- Emergency response – the force will respond quickly and appropriately.
- Local policing – you will know your local team and you will know your area.
- Serious crime – the force will investigate serious and organised crime, terrorism and child sexual exploitation.

In delivering a policing service in Lancashire, officers and staff alike will do so with fairness, integrity and respect, professionally with optimism and in compliance with the Code of Ethics in Policing.



## Strategic Policing Requirement

Policing in Lancashire responds to local policing need. However, Lancashire Constabulary must also play its part in responding to national and regional criminal activity and threats. Six national threats were set out by the Home Secretary in the Strategic Policing Requirement (2015).

These are:

- Public order capability
- Civil emergencies
- Serious and organised crime
- Counter terrorism
- Cyber-crime investigation
- Child sex abuse

The priorities I have identified in my Police and Crime Plan therefore take account of the need for Constabulary to respond to these national requirements.



## Regional and National Policing

In setting out my priorities, I am also mindful to ensure that Lancashire has an effective and efficient police force and is a safe place to live, work and visit.

Lancashire faces threats to our safety which are regional, national and international, such as terrorism and serious and organised crime, which can include people outside Lancashire and need to be tackled with other neighbouring forces or at a national level.

I am committed to the North West Regional Crime Unit (TITAN) which is a collaboration between six police forces (including Lancashire Constabulary), which is set up to tackle serious organised crime that crosses county borders in the region.

TITAN works to tackle organised crime groups causing the greatest level of harm to communities in the North West. The regional crime unit includes seconded Lancashire officers, as well as officers from other forces.

This regional resource supplements the Lancashire local policing offer and through its joint working with national bodies, such as the National Crime Agency, UK Border Agency, and HMRC, pulls in yet further resources to Lancashire as is required in response to risk, threat and harm.

The priorities in my plan and through the allocation of resources, reflect my commitment to the regional and national matters of policing, in order to keep the people of Lancashire safe.



## Collaboration

Lancashire Constabulary is a participant in many forms of collaboration, from national arrangements, for example the National Police Air Support (NPAS), to regional arrangements (TITAN - Regional Organised Crime Unit) and local arrangements with Cumbria through a strategic alliance.

The Constabulary also has other collaboration arrangements with other public sector bodies to assist in the delivery of an efficient and effective police force. In looking forward, I am keen to maximise all collaboration opportunities. A key principle however, is that local policing remains local and collaboration cannot be at its expense.

Further, I am clear that collaboration can be pursued at both an operational and non-operational level and that there should be clear benefits or savings to working collaboratively.

As we move forward through my second term, collaboration alone will not be enough to deliver the policing service effectively and there needs to be an emphasis on integration of public services in Lancashire, in order to best serve the people of Lancashire. Any moves towards further regionalisation of policing services must be carefully thought through, with the benefits to the public always being the focal point for any such proposals.



## Partnership Working

Tackling community safety issues is not just a policing responsibility, but involves a range of partner organisations, including the Lancashire 15 local authorities, Clinical Commissioning Groups, NHS England, Lancashire Fire and Rescue, criminal justice agencies such as HM Courts Service, the Community Rehabilitation Company and the Crown Prosecution Service.

The role of the Community Safety Partnerships is crucial at a local place-based level to develop and enhance multi-agency approaches to reducing crime and disorder.

The bringing together of responsible authorities and criminal justice partners to discuss mutual issues of concern and to share best practice, is invaluable to ensuring a safer Lancashire.

The pan Lancashire Strategic Assessment has identified a number of priorities across Lancashire which feature for in my priorities, including domestic violence, CSE and road safety.

The main contributing factors to crime are also identified as alcohol use/misuse; drug use/misuse and previous offending. Tackling some of these determinants in a preventative way is at the heart of my priorities and crime reduction strategies.

The Lancashire Criminal Justice Board is another important partnership which is tasked with bringing together all the main agencies involved in different parts of the criminal justice system, to work together to improve the overall service and performance of the legal system.

It aims to secure an increase in the number of offences brought to justice, provide care for people who are victims and witnesses of crime and improve public confidence in the criminal justice system. I am committed to ensuring that Constabulary contribute fully in their role and the aims of this Board are clearly reflected in my priorities.



## Engaging stakeholders, and consulting the public and victims of crime:

Draft priorities were drawn up following the initial meeting with the Chief Constable and Lancashire Constabulary and analysis of key data and plans. These were shared with partners and stakeholders at stakeholder events and feedback encouraged. At all three events, stakeholders felt the over-arching priorities were broad enough to cover key issues affecting all our local areas, and adaptable enough to accommodate emerging crime trends over the course of the plan. They also said they were a fair reflection of their wishes in terms of the Police and Crime Plan priorities.

In terms of the public they were presented with a list of ten thematic crime areas and asked to think about the area in which they lived and rank the themes as high, medium and low priority.

The results of this consultation were consistent with our consultation on thematic areas over the past two years and sent a clear message that the public see solving major crimes such as murder, rape and serious assaults (93.6%) as the highest priority for police and criminal justice services. Protecting children from child sexual exploitation (88.7%), counter terrorism/tackling serious organised crime (75%) patrolling neighbourhoods with high crime rates (72.4%) have also ranked highly in the last two years ahead of this new plan.

Responding to non-emergency calls (12.5%) and patrolling areas with low levels of crime were only ranked high priority by a small number of people (10%) and were actually seen as more than half of respondents' lowest priorities when it came to crime themes.

These findings, along with evidence from local authority strategies and plans, crime figure data and socio-demographic information about the make-up of our county, have been taken into consideration when developing the new police and crime plan.

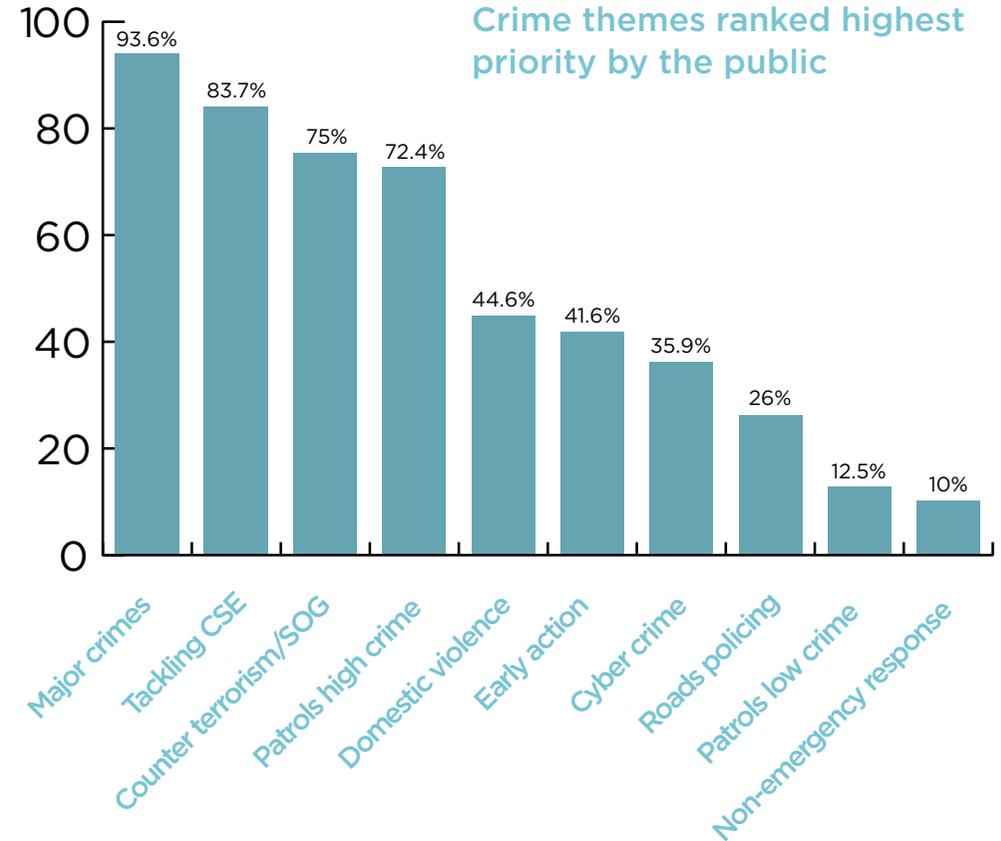


## Confidence in the police:

Independent researchers conducted a survey across Lancashire that was responded to by 1,672 people. The figure itself is statistically robust by market research standards and has a confidence level of +/-3%.

The feedback showed a high level of confidence in the Police service from the public when it comes to reporting serious crimes. 69% of respondents said they were fairly or very confident that they would receive good service compared to 26% who said they were not very confident or not confident at all.

Although there is a high level of satisfaction it is clear more needs to be done to address the concerns of those who do not feel the same way.



## Tackling anti-social behaviour:

The public was also consulted on the police and local council's effectiveness in tackling anti-social behaviour in local areas. Of those surveyed 50% said they agreed or strongly agreed that councils and police were working together to tackle ASB, while 22% disagreed.

## Feedback from victims of crime:

Now more than ever we understand the far-reaching consequences crime can have on victims. Since April 2015 I have been responsible for commissioning victims services across Lancashire since the transfer of funding from the Ministry of Justice to Police and Crime Commissioners.

This has enabled us to develop a bespoke service that better meets the needs of the victims and witnesses of crime across the county. Delivered under the Lancashire Victim Services brand the service is allowing us to engage better with victims and encourage self-referral to ensure victims have access to support when they need it, even if they haven't been able to report the crime to police.

In 2016 I commissioned independent research to understand what services victims need and also to understand how Lancashire Victim Services was meeting their current need.

This identified some gaps in provision by mainstream services, but also highlighted the importance of grass roots support for

crime victims, many of whom feel reluctant to engage with more traditional services. Victims of crime and also service providers were surveyed.

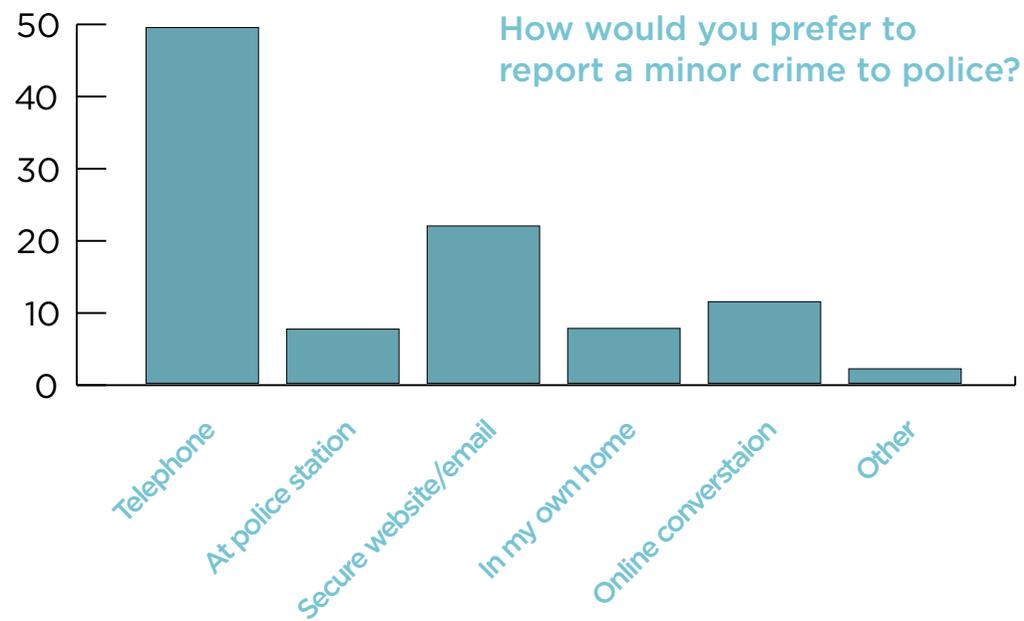
The main findings in relations to victim research are:

- A high level of satisfaction with Lancashire Victim Services and recognition that such a service is needed and provides vital support for victims and witnesses of crime
- A continued need to for non-traditional support for victims who won't engage with the mainstream services and
- The continued under-reporting of hate crime

## Access to services:

During the consultation, members of the public were asked how they wanted to report minor crimes to the police. This question addressed minor crimes, not threats to life or 999 that required follow up such as a statement or evidence for recording and investigating purposes.

In all 1,672 responses were received. The findings build on earlier consultation findings and show a continued preference for reporting by the telephone at 49% - down from 60% last year. The reduction however has been cancelled out by a preference for online reporting via email or secure website which has increased by from 22% last year to 33% this. Visits from officers to a person's home were around the same as last year (7.6%) and as were visits to police stations (7.5%).



# Chapter four: My Police and Crime Plan Priorities

The following pages detail the police and crime plan priorities following on from the extensive engagement and analysis of local, regional and national issues as already outlined.

**CLIVE GRUNSHAW**  
LANCASHIRE POLICE AND CRIME COMMISSIONER

## My Police and Crime Plan priorities are:

- 1 Protecting** local policing
- 2 Tackling** crime and reoffending
- 3 Supporting** vulnerable people and victims
- 4 Developing** safe and confident communities

**here...**  
To talk to listen for advice for help  
Contact us on: **0300 323 0085**  
info@lancashirevictimservices.org

**89 years 7 months**  
The same number of minutes and seconds that the world's longest prison sentence has been extended to a total of 89 years and 7 months for responsibility to Apply Clean a Crack.

Log on to [www.lancashire-pcc.gov.uk](http://www.lancashire-pcc.gov.uk) Follow me on twitter @LancsPCC Follow me on Facebook.com/LancsPCC

# 1 Protecting local policing

- Ensuring local policing teams remain a key part of policing our communities – you will know your team and they will know your area
- Work with partners to join up services – working better together
- Continue to grow our Citizens in Policing Programme including increased use of Neighbourhood Watch, Specials and Cadets
- Campaign and lobby for fair funding for our police services
- Make the best use of our land and buildings
- Modernise policing through better use of new technology



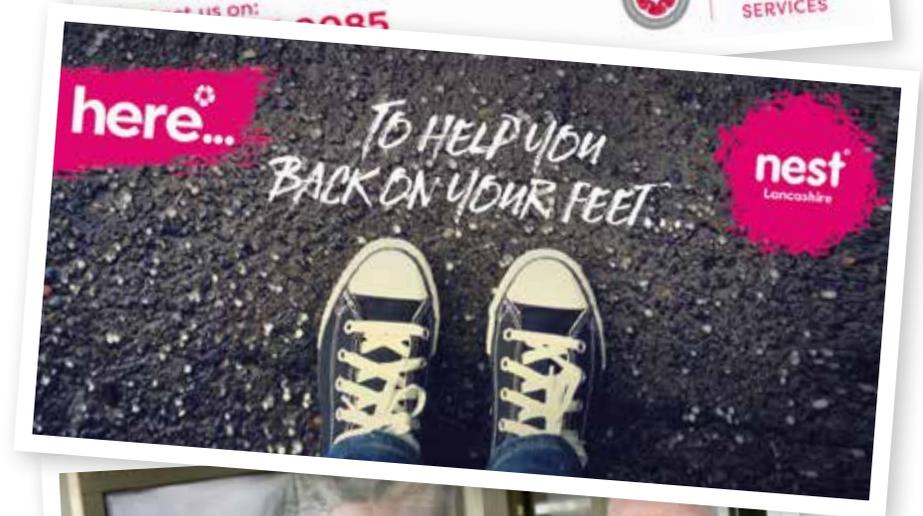
# 2 Tackling crime and reoffending

- Tackling serious and organised crime including modern day slavery and cybercrime
- Improving engagement with all our communities to prevent and reduce crime
- Working with criminal justice and community safety partners on crime reduction initiatives
- Fund and support initiatives that help tackle crime and re-offending through grants and commissioning
- Continue to support substance misuse initiatives
- Roll out through Lancashire with our partners an Early Action prevention based approach supporting vulnerable people with complex needs
- Tackle hate crime by encouraging reporting and providing a robust response to offences
- Promote road safety with our partners countywide
- Help to tackle anti-social behaviour



# 3 Supporting vulnerable people and victims

- Delivering Lancashire Victim Service to support victims and witnesses of crime
- Promoting the co-ordinated commissioning of domestic abuse services across Lancashire and ensure victims know where to access help and support
- Working with all agencies to ensure vulnerable children are protected from abuse and child sexual exploitation
- Campaigning to raise awareness, challenge offending behaviour and encouraging people to seek support for all forms of crime or abuse
- Helping people before they reach crisis point to get the help and support they need to turn their lives around through early action and intervention



# 4 Developing safe and confident communities

- Ensuring the Chief Constable and his policing team deliver the highest professional and ethical standards in their service to the public
- Ensuring that the public have an accessible, open and transparent policing service
- Ensure the public has confidence in their police service
- Support Community Safety Partnerships to focus on creating resilient and safer communities
- Encouraging volunteering in local areas
- Engaging with local communities on issues that matter to them



**POLICING IN  
LANCASHIRE**



# Chapter five: Financial resources and outlook

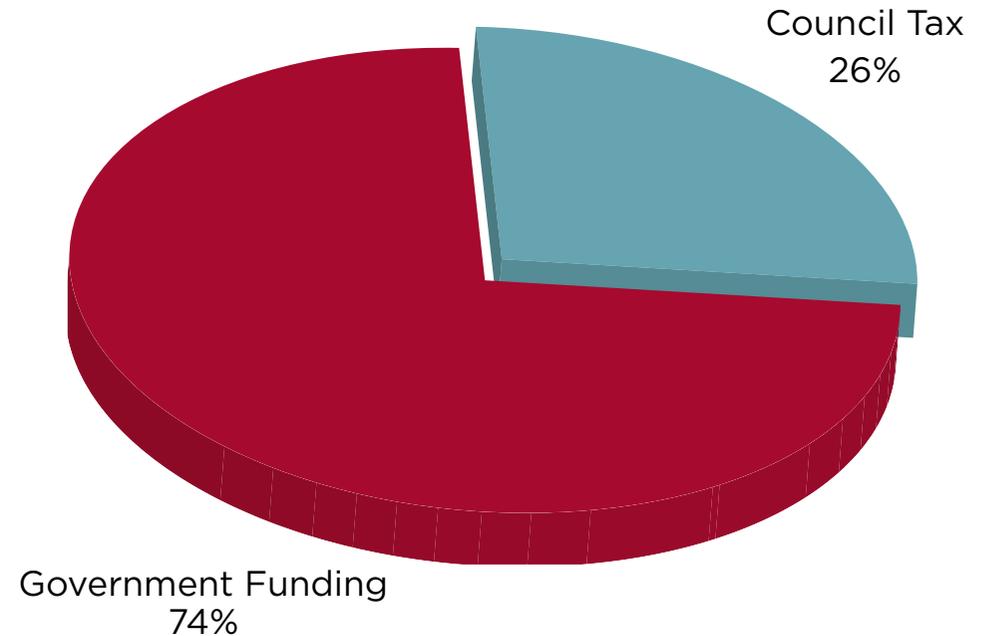
The policing service has faced an unprecedented reduction in government funding since 2010/11 under successive governments' austerity programmes.

This makes a huge difference for us as government support provides almost 3 quarters of the resources we have available to deliver our services to the public of Lancashire.

## Sources of funding:

Between 2010/11 and 2016/17 the general funding Lancashire receives from government has reduced by £50.1m (22%). By 2019/20 we expect that this reduction in annual support will reach £60.7m (26%). Over the same period the annual pressure on our costs will increase by £45.8m.

Sources of funding

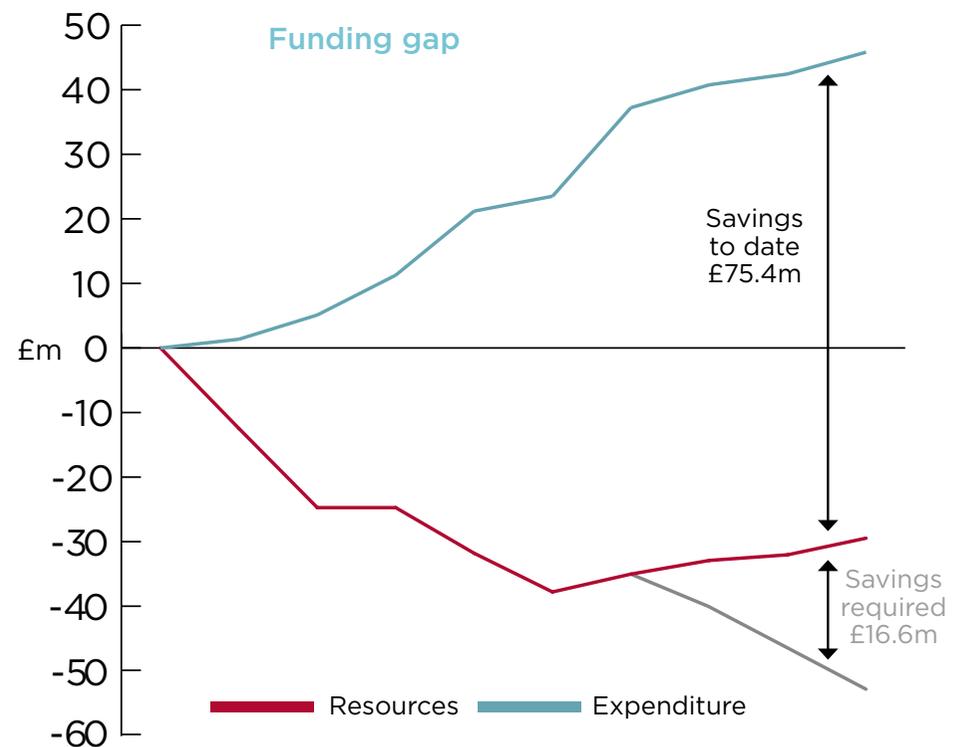


The public of Lancashire have supported increases to their council tax bills in order to provide some protection to the delivery of local policing services and this, along with an increase in the number of council tax payers in Lancashire over this period means that you have contributed an extra £13.1m to help meet this pressure.

We have also seen a small increase in grant funding for new responsibilities such as victim services, however other grants have been reduced.

This means that by 2019/20 we will have to deliver £92m of savings each year in order to deliver a balanced budget. In setting the 2016/17 budget I reported that we have already delivered £75.4m of annual savings which means we have a further £16.6m to find by 2019/20.

The following graph shows the difference between the resources we have available and the expenditure we would incur if no action were taken. It also shows the savings that have been delivered to date to manage this gap in funding and the amount of savings we still need to find.



Clearly to deliver savings of this magnitude there has been an impact on staffing levels. This is unavoidable as staff costs make up 80% of our annual costs.

Since 2010/11 we have reduced Police officer numbers by 900 and Police staff by 500 in order to deliver the savings we have had to make, however we have invested significantly in improved technology to ensure that we use every available staff hour as efficiently as possible to try to maintain the excellent service we provide.

Indeed in its inspection of efficiency in 2015 Her Majesty's Inspectorate of Policing (HMIC), an independent scrutiny body, determined that Lancashire was one of only 4 forces nationally that is outstanding in its use of resources and its financial planning and management.

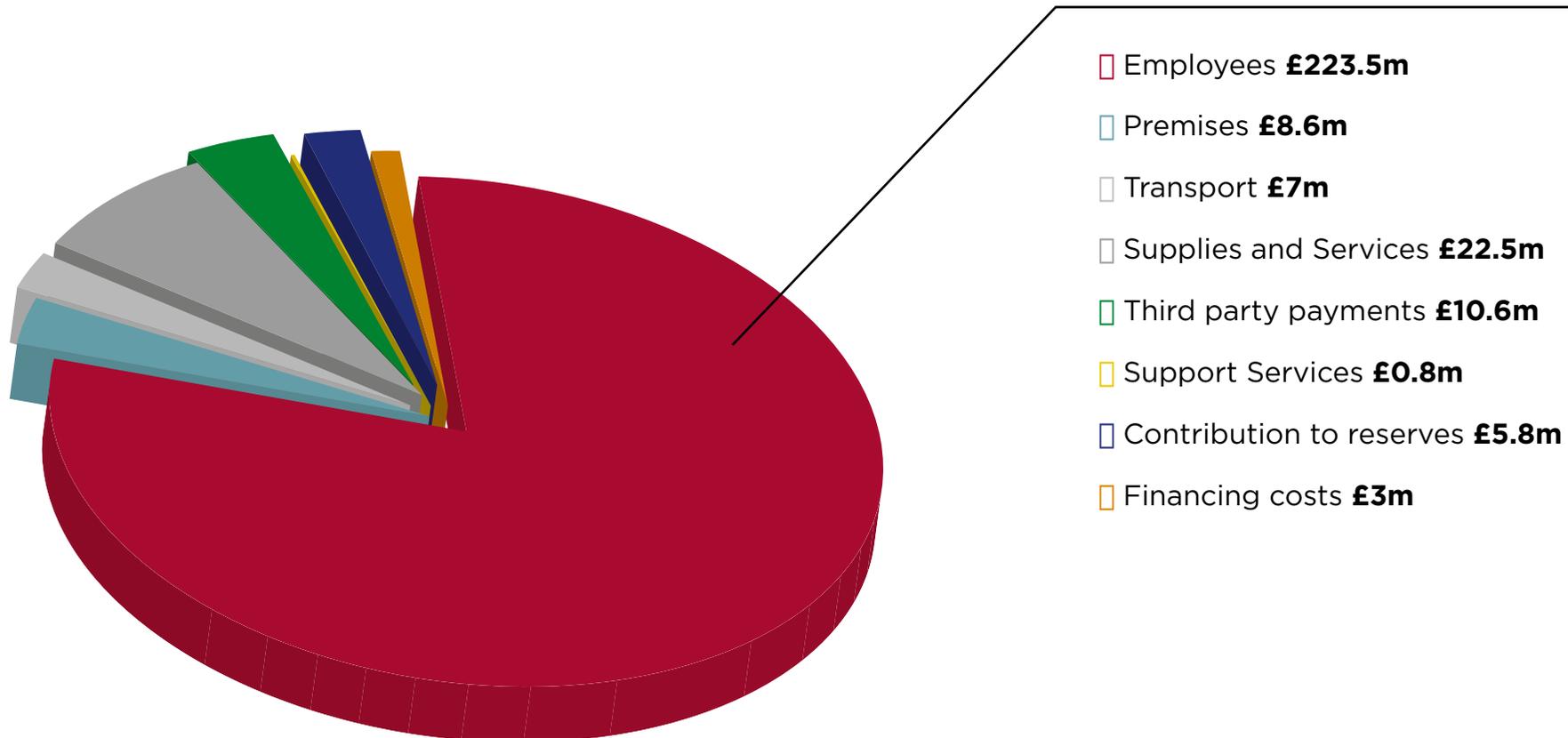
The people of Lancashire have told me that the protection of frontline, local policing is the most important issue for them and this is one of my priorities as set out in this plan. As part of this I will continue to lobby our local MPs, the Home office and the Prime Minister to try to prevent any further, damaging, cuts to funding for policing that would reduce our ability to deliver this priority in future years.

## 2016/17 Budget

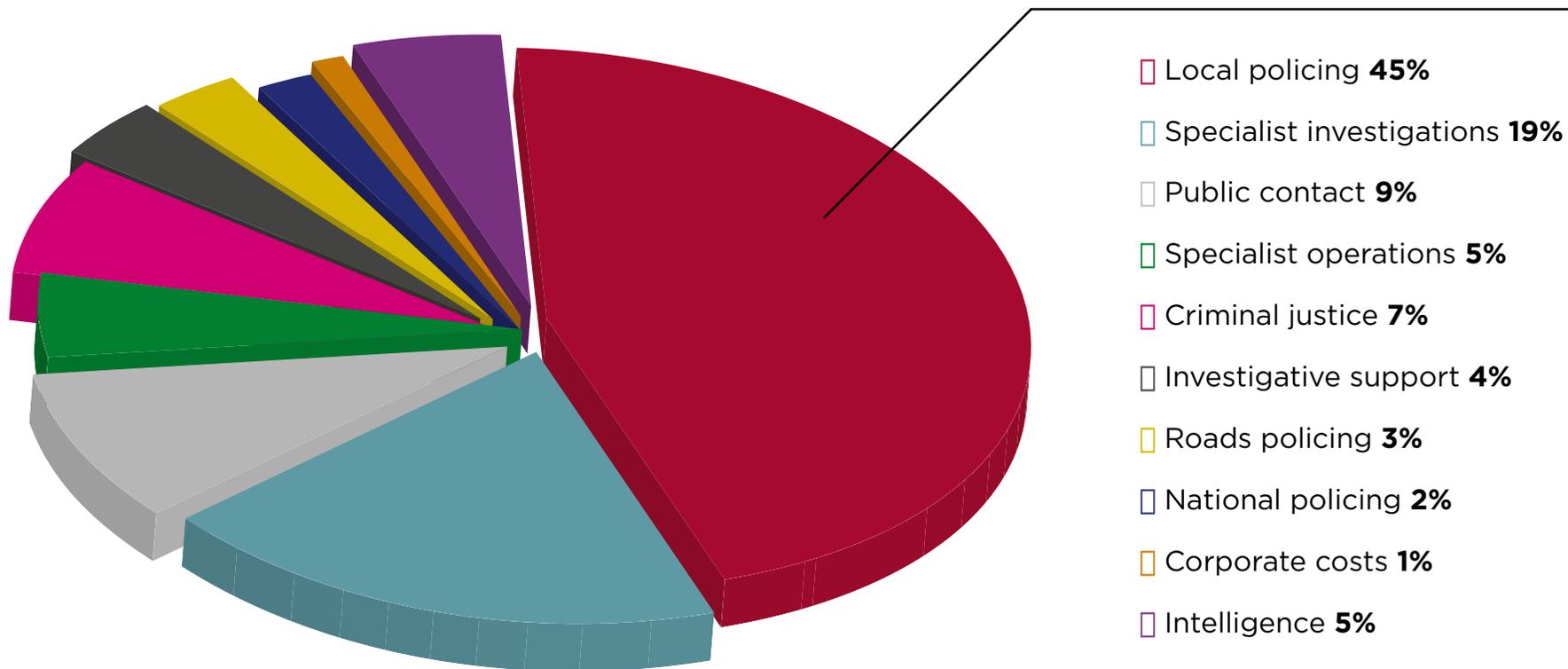
The Police and Crime revenue budget for 2016/17 is £261.5m and will be used to support the delivery of the priorities and objectives of the police and crime plan. In addition to this budget we receive £4.5m of specific grant funding that

provides a total of £266m of spending in 2016/17. The following diagrams show what this money is spent on and how it is allocated across the services we deliver.

### £281.8 budget ( includes £15.8m fees & charges)



The following diagrams show what this money is spent on and how it is allocated across the services we deliver.



From the graph it is possible to see the majority of our resources are allocated to delivering frontline services such as the local policing and the investigating crime. While every effort is made to make savings on non-staff budgets, this is increasingly difficult given the scale of the savings we have been asked to make.

## Capital Investment

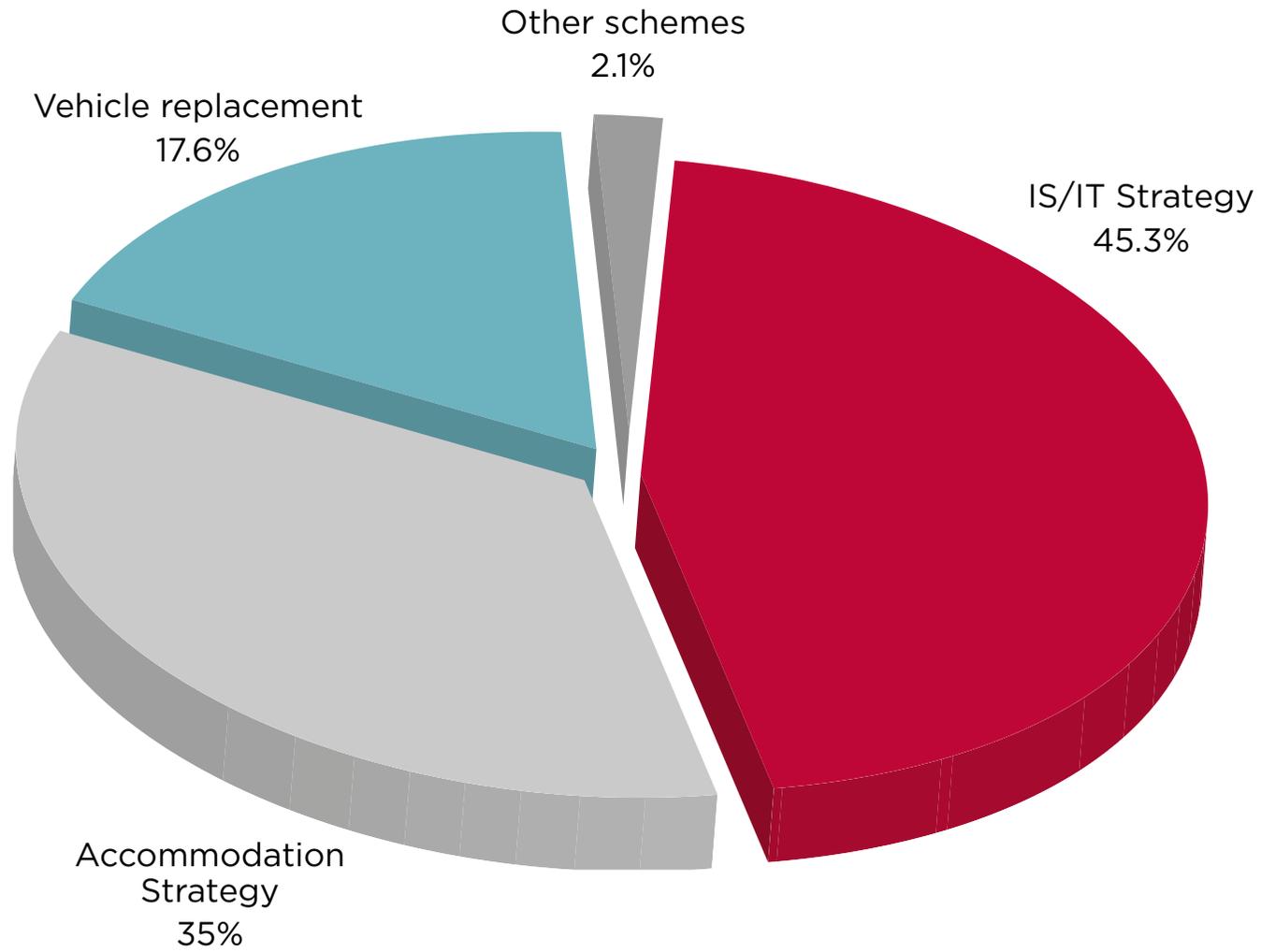
In addition to the revenue budget I also deliver a rolling 5 year Capital Investment programme that reflects the current priorities within the Police and Crime budget and supports the organisational review process that has been developed in order to deliver a significant amount of revenue savings in future years.

The programme meets the needs for capital investment to maintain the infrastructure required to deliver effective policing within the County and reflects the business benefits to be delivered from the planned investment.

The current capital investment programme is shown below:

	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
IS/IT Strategy	12.751	10.080	6.160	4.565	4.290	37.846
Accommodation Strategy	12.460	14.810	1.000	0.500	0.500	29.270
Vehicle replacement	4.780	2.300	3.000	2.300	2.300	14.680
Other Schemes	0.971	0.200	0.200	0.200	0.200	1.771
<b>TOTAL</b>	<b>30.962</b>	<b>27.390</b>	<b>10.360</b>	<b>7.565</b>	<b>7.290</b>	<b>83.567</b>

To give an idea of the main elements of the programme the following diagram highlights where our capital investment is being made over the next four years.



## Commissioning

Through my commissioning framework, I will work with partners to ensure resources are targeted and used effectively to support the delivery of my priorities. As well as ensuring services offer value for money, I will consider the social value offered by providers of services as appropriate. I am keen to develop and promote joint commissioning of services and co-creation of sustainable outcome.

I will publish on my website, all grants approved by me and I will advertise all funding opportunities through my website. There are many voluntary, community and private sector organisations who work in the field of community safety, crime and criminal justice, that have an important role to play in delivering services to Lancashire communities. I appreciate the value that these groups bring and I look forward to building on our good relationships and working together over my second term.

## Grant funding

I will make decisions on Community Safety Funding annually, where I will provide funding for a wide range of projects and initiatives, which will support the priorities of the Police & Crime Plan. All my decisions on community safety funding will be published on the website <http://lancashire-pcc.gov.uk/>

Further, I will continue to provide grants to communities and for community groups for local projects and initiatives that tackle neighbourhood issues and contribute to my Plan priorities through the Community Action Fund.

I will also continue to work closely with the Chief Constable to make sure that we can take all steps to seize proceeds of crime funding from criminals and put it to good use in communities.

## Equality and diversity considerations

In exercising my functions, I will be mindful of the need to have due regard to eliminating discrimination, promoting equality of opportunity and seeking opportunities to foster good relations among our diverse communities.

I will provide a local link between the police and our diverse communities, listening to and representing all communities across Lancashire, irrespective of age, disability, gender, race, belief or sexual orientation.

I want to ensure that Lancashire Constabulary is accessible and delivers the protection, security and quality of services that the people of Lancashire want and deserve and that it has due regard to matters of quality, diversity and human rights. I will promote a just, fair and inclusive society, where the most vulnerable are given police protection when it is required.

Reflecting community 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.

Working together in this way to shape policing and crime reduction activity will allow local people and the police to make our lives safer and more secure.



# Chapter six: Police and Crime Plan performance measures

## **I will carry out reviews of progress against the Plan in year.**

The priorities in this Plan cannot be delivered by Constabulary alone and in fact, are delivered collectively by many Lancashire partners. Performance therefore, needs to be considered on a collective basis, not just the performance of the police in isolation. The delivery and achievement of my priorities will be supported by a range of jointly agreed actions and outcomes.

## **Holding the Chief Constable to account**

Every quarter, I will formally hold the Chief Constable to account for Lancashire Constabulary's performance as against the priorities in the Plan through Strategic Scrutiny Meetings. Meeting agenda and papers will be published on my website. I will also publish other relevant public information of the joint decision making board. Additionally, there will be regular informal meetings with the Constabulary where performance is again supported and challenged.

Minutes of the formal Scrutiny meetings will continue to be reported to the Police and Crime Panel.

## **Holding other partners to account**

Performance monitoring is built in to all grant agreements between myself and the recipients to enable the effective monitoring and evaluation against agreed outcomes. An annual report will be published detailing how money has been spent and its impact on crime and disorder.

## Lancashire Police and Crime Panel

The Lancashire Police and Crime Panel will review and scrutinise the decisions and actions of me, as the Commissioner, in connection with the discharge of my statutory duties and performance in delivering the Police and Crime Plan.

Specific areas of scrutiny will include the review of my draft Police and Crime Plan, annual council tax precept proposals and Annual Report.

In addition, the Panel will undertake its role with a view to supporting the effective exercise of the functions undertaken by myself.

## Stakeholder and community engagement

I am committed to continuing to consult and engage with the people of Lancashire in the planning and delivery of policing services. I will use a variety of channels to engage with the public including:

- Lancashire-pcc.gov.uk website
- Face to face events, meetings and roadshows
- Surveys and online polls
- In The Know
- Social Media
- Specialist research
- Funding awards

I will aim to involve all our communities including “hard to reach” groups to ensure as many voices as possible can be heard, specifically those of vulnerable people and victims of crime.

To shape service delivery across the community safety, criminal justice and crime arena, I will work with my wider partners, including the voluntary sector to ensure a co-ordinated approach to consultations.

By taking the widest possible range of views into account, I can ensure that the decisions I take about budget, policy and the policing service delivery are informed by an understanding of the public’s needs and priorities.

## External assessments

Her Majesty's Inspectorate of Constabulary (HMIC) independently assess the Constabulary and policing across activity from local policing to serious crime, in the public interest. All their assessments of the Constabulary are available on their website at <https://www.justiceinspectorates.gov.uk/hmic/> . I will hold the Chief Constable to account for delivery against any improvement plans.



Inspecting policing  
in the **public interest**



[lancashire-pcc.gov.uk](http://lancashire-pcc.gov.uk)