

ANNUAL REPORT

2014/15



Making Lancashire Safe

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FOREWORD FROM YOUR POLICE AND CRIME COMMISSIONER

In my first Police and Crime Plan I said I would aim to reassure communities, improve trust and confidence in policing, and reduce crime and re-offending. I also said I would work together with partners to deliver better services and ensure that our resources are used effectively.

These were bold claims, especially when you consider the issues facing policing from increasingly sophisticated and serious and organised crime gangs, to the ever present threat to our safety from terrorists that sadly we face day to day throughout the country.

Here in Lancashire, like many other forces, we face ever declining budgets to deliver policing services mainly as a result of the Government's continuing austerity measures; an issue which has inevitably led to a significant reduction in staffing numbers, both in terms of warranted officers and police staff who all work together to help create a safer Lancashire for us all.

Despite this, residents of Lancashire can be assured that they are supported by one of the best performing police forces in the country. The force is working hard to collaborate with other organisations to save money. It is working closely with local communities and public sector partners on early action initiatives to prevent re-offending and it is working together with local people to enhance its service through a range of volunteer initiatives as part of its Citizens in Policing programme.

Crime is continuing to fall in the county but demand for Lancashire Constabulary services continues to grow and we have to find ways of meeting priority demand while keeping residents safe throughout Lancashire.

Delivering my Police and Crime Plan priorities:

In my first few months of office, I consulted widely with stakeholders across the county through a number of methods. This led to me establishing four strategic priorities as part of my Police and Crime Plan. These are to:

1. Defending frontline policing;
2. Champion the rights of victims;
3. Protect vulnerable people and;
4. Tackle crime and re-offending.

This report feeds back on the success of my office, partners and Lancashire Constabulary in delivering these objectives and sets out the challenges facing us in the future as we move towards refreshing the Plan for the future.

Kind regards

Clive Grunshaw
Police and Crime Commissioner for Lancashire

THE YEAR IN SUMMARY – KEY ACHIEVEMENTS:

The year 2014/15 saw the fifth successive year of austerity measures introduced by Government. This means that the budget I received in Lancashire to provide policing once again fell significantly. Since austerity began in 2011, savings have totalled £60m - equivalent to 20% - to the end of 2014/15. This has meant challenging times for everyone, but despite this I can report significant achievements across all my priorities including:

- Endorsement from Her Majesty's Inspectorate of Constabulary that named Lancashire as one of the best forces in the country for the way it has dealt with the cuts and managed change (HMIC PEEL report);
- Significant success for our multi-agency work in raising awareness and tackling child sexual exploitation and in particular partnerships delivering early action models in Blackburn with Darwen and Blackpool;
- The effectiveness of our neighbourhood policing model in engaging with local communities;
- An overall reduction in crime of 5.6% over three years and;
- Public confidence in the force from the Lancashire public at an overall high of 91%.

ENGAGING WITH RESIDENTS AND STAKEHOLDERS:

Throughout the year, I engaged with residents and stakeholders discussing local issues and broader policing priorities facing us here in Lancashire. I did this to make sure that my Police and Crime Plan remained fit for purpose and also to help me set the budget – ensuring investment in areas most important to the residents of Lancashire.

As part of this process I undertook a range of consultation activities including asking people what they wanted police to focus on in their local areas. This work included research undertaken by an independent company to examine whether my Police and Crime plan remained relevant to local communities.

In a study of 1,400 residents' views – 100 in each of our 14 borough areas – I learned the most important issues to local people in 2014/15 were:

1. Preventing children and young people becoming victims of sexual exploitation;
2. Solving major crimes such as murder, rape and serious assaults;
3. Providing support to those at risk of domestic violence;
4. Providing counter terrorism and supporting work to stop organised crimes;
5. Investigation and resolving local incidents and crimes.

Providing a visible policing presence on the streets across Lancashire moved to ninth in the list of 12 priorities according to the independent research. (See below for more details)

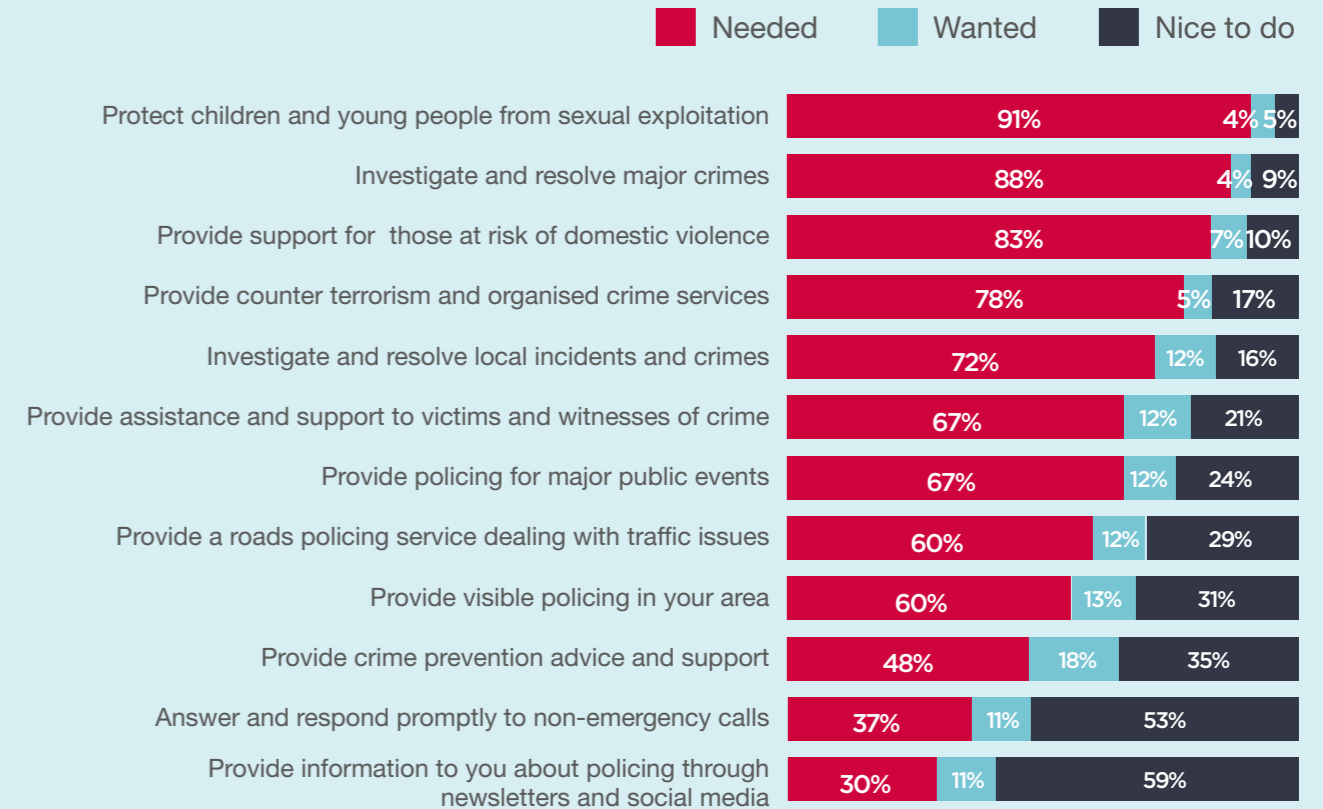
Engagement with elected members at all levels shows that they are keen to support most of these but that they still place significant emphasis on a visible policing presence in local areas. This has been evidenced in 2014/15 by the continued funding commitment from local councils and partners towards PCSOs in Lancashire with £1.8m paid by local authorities and partners towards funding 154 roles in local neighbourhoods.

As well as consulting residents on my Police and Crime Plan priorities, I also asked residents for their views on the amount they pay towards policing through the council tax precept. Residents were asked if they wanted to freeze or increase the tax by 6p or 15p per week.

Residents generously supported the increase by three to one. As a result I recommended the lower level increase which amounted to around £3 per year on the annual bill for a band D property raising £1.2m in extra revenue. This however, was not sufficient to bridge the overall funding gap and by the end of 2014/15 cuts to my budget affecting both the Constabulary and my office amounted to £60m.

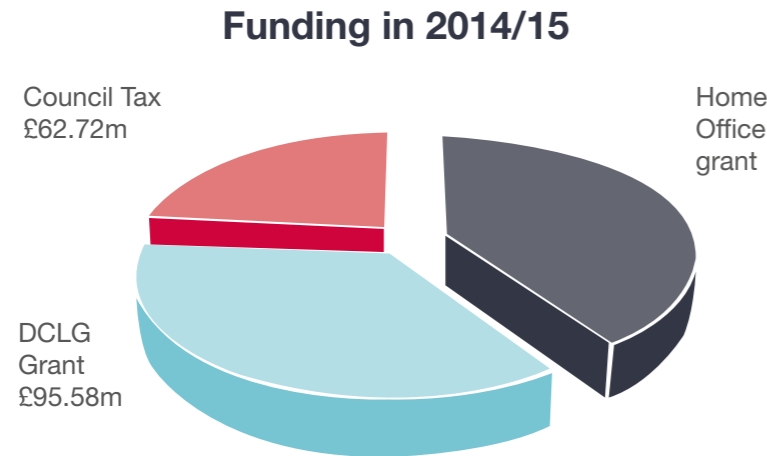


Your Priorities - what you told me in 2014/15



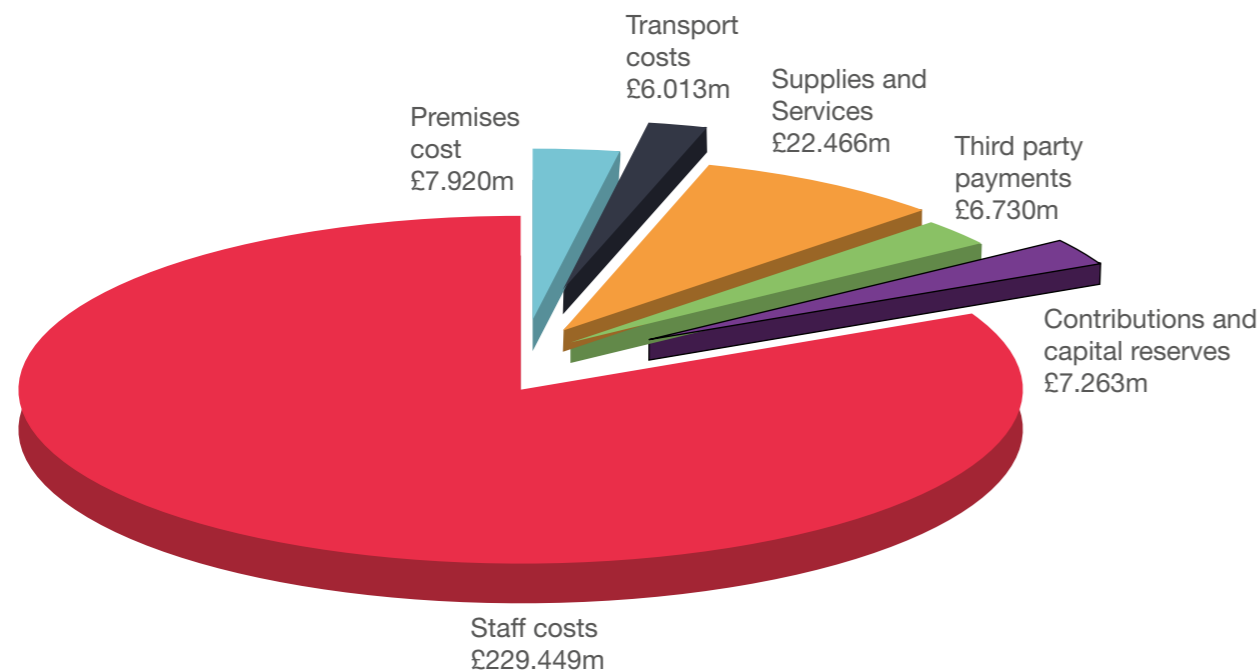
MY BUDGET IN 2014/15

Funding for policing and crime in Lancashire came from three main sources. Two grants from central government and the rest from Lancashire residents paid through a precept payment on their council tax bills. In 2014/15 the average band D bill precept towards policing in Lancashire was £156. The overall sources of funding are illustrated in the diagram below.



The total amount of funding included a reduction in grants from central government of £7.7m (equivalent to 3.65%). In addition there were cost pressures of £9.25m. This meant I needed to find a total of £16.95m of savings in order to deliver a balanced budget. This was a significant challenge and I made every effort to ensure that savings to frontline policing were kept to a minimum. Savings were made throughout the force and the 1.99% council tax precept increase residents generously agreed to did help to meet some of the cuts.

WHERE DID THE MONEY GO IN 2014/15?



The chart on previous page shows just how the budget is distributed. When more than 80% is spent on staffing costs (police officers and police staff), then any reduction in funding is likely to have an impact on the number of staff the Constabulary can afford to employ.

I have spent a total of £256.2m in 2014/15 delivering policing, community safety and victims' services. The Constabulary has also made some additional savings in year which have allowed an additional £10.2m to be transferred to reserves and has enabled me to work with the Chief Constable to plan one-off investments to modernise services. These investments will enable officers to work more effectively without me having to resort to expensive borrowing to fund these programmes.

For example, in 2015/16 police officers will be equipped with mobile technology that helps them to police their areas better and keep them out of the station and in neighbourhoods for longer.

I have also needed to build reserves as one of the unfortunate knock-on effects of reducing the size of the police force and staffing structure means I have also had to set aside money for voluntary redundancy payments and pensions too. Since 2011, when austerity began, 700 officers and 500 police staff roles no longer exist and these have all either been due to voluntary exit, retirement or natural turnover of staff.

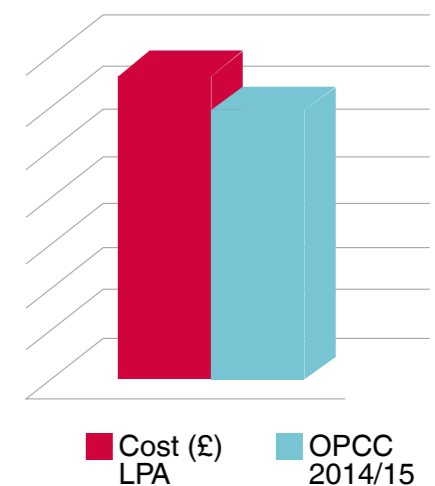
I work with the Chief Constable to maintain a rolling five-year financial strategy that identifies future years' savings requirements. This means that the service is looking ahead and planning for funding reductions for a number of years. There is an established process that has meant that the savings needed for 2015/16 have not only been identified, but in some cases have actually been realised in 2014/15. This forward-looking approach earned Lancashire an 'outstanding' rating in respect of financial management from HMIC during 2014/15.

I have set aside this underspend within my investment reserves. These reserves will be used to fund a significant level of investment in future years including the new Blackpool Police Headquarters and IT infrastructure, all of which were outlined in my reserves strategy, which can be seen on my website and is outlined later in this report..

THE COST OF RUNNING MY OFFICE

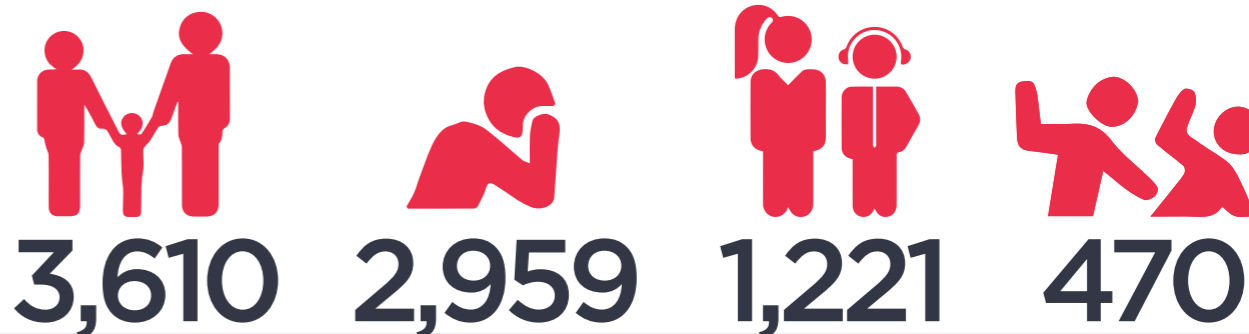
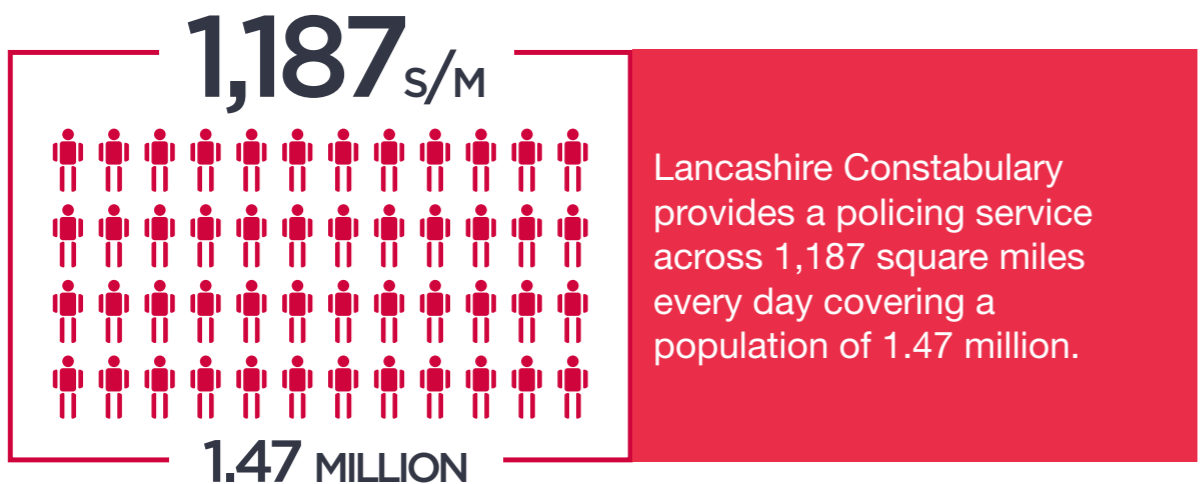
Before I was elected to the Office of Police and Crime Commissioner for Lancashire, the Constabulary was accountable to the Police Authority which was made up of a number of councillors from across Lancashire and a number of staff officers. During the final year of the Police Authority (2012/13), the cost of running this administration and providing office support was £1,664,916. I committed to reducing that cost and last year the cost of running my office totalled £1,465,231. Representing a saving of almost £200,000 a year since I was elected. I expect these savings to be maintained or improved on a like for like basis over the term of my administration.

Cost of LPA in 2012/13 vs the OPCC in



UNDERSTANDING

SERVICE DEMAND



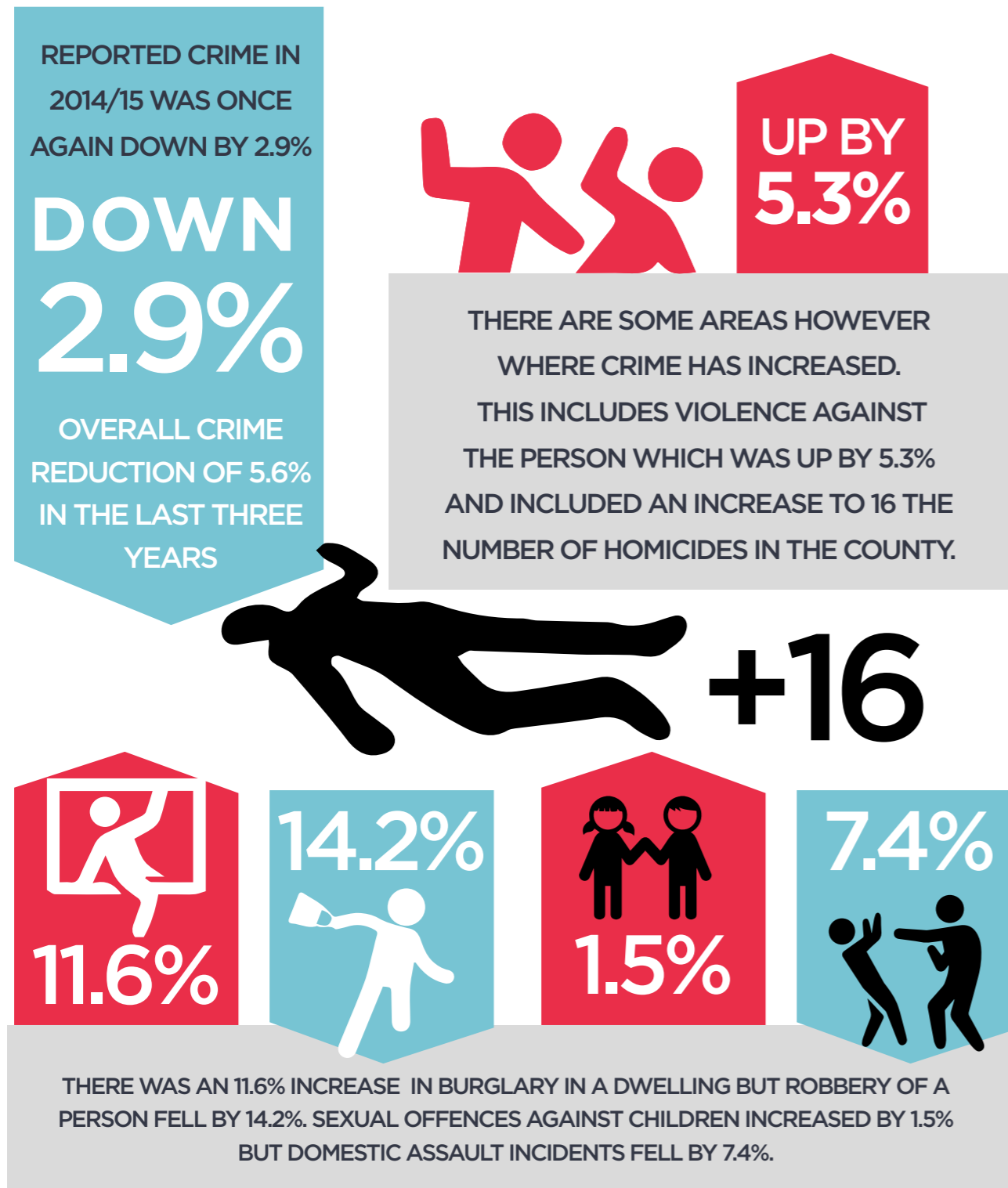
As well as the reactive work outlined on the previous page, officers will also be proactively supporting **3,610 families** enrolled in the troubled families programme, offering support to **2,959 victims** of domestic violence and supporting **1,221 children and young people** through child protection conferences. They also ensure **470 sex or violent offenders** will be helped to reduce or stop their offending through multi-agency public protection arrangements.



ALL THIS ACTIVITY WILL LEAD TO ONLY 255 CRIMES BEING RECORDED IN LANCASHIRE. CRIME IS FALLING, BUT NOT ALL OF THE CONSTABULARY ACTIVITY LEADS TO A RECORDED CRIME - MOST OF IT IS PREVENTING OR RESPONDING TO ISSUES WHERE NO CRIME HAS BEEN COMMITTED. ONLY 19% OF DEMAND IS CRIME RELATED.



REPORTED CRIME IN 2014/15



A full appendix of crime data held by Constabulary is appended to this report.

HOLDING THE CHIEF CONSTABLE TO ACCOUNT

It is my role to hold the Chief Constable to account for the way he runs the force. The Chief Constable is responsible for the deployment of resources to ensure the area is effectively policed.

I hold him to account in a number of ways including regular scrutiny meetings, along with regular one-to-ones and briefings on strategic issues at joint management meetings. Minutes of the scrutiny and joint management board meetings can be found on my website <http://www.lancashire-pcc.gov.uk/Transparency/Scrutiny/Strategic-Scrutiny-Meetings.aspx>

The Constabulary is inspected by Her Majesty's Inspectorate of Constabulary (HMIC) who report on performance and make recommendations for service improvements. I hold the Chief Constable to account for his performance against these reports, ensuring he takes action to address any concerns.

In 2014, Lancashire was judged to be 'outstanding' and was named as one of the best in the country in terms of its approach to managing the cuts while continuing to reduce crime and preventing re-offending. You can read more about the HMIC PEEL inspection on line at www.hmic.gov.uk/lancashire.

POLICE AND CRIME PANEL AND DECISION MAKING

I make decisions on a regular basis that affect the running of the Constabulary and my office, award funding to community safety partnerships and voluntary organisations, and in 2014/15 made plans to introduce the new Lancashire Victim Services to support victims and witnesses of crime across Lancashire. My decisions are published on my website Lancashire-pcc.gov.uk, and are scrutinised by a Police and Crime Panel made up of elected members from each of the local authority areas. The Police and Crime Panel also includes co-opted independent members. As well as scrutinising my decisions the panel can also veto decisions on the local precept and the appointment of a new Chief Constable.

The panel is administered by Blackburn with Darwen Council and met three times between April 2014 and March 2015. As well as receiving updates about my activities, the panel is also responsible for receiving and considering complaints against me and in the last year a number of complaints were considered but none were upheld. For more information about the Police and Crime Panel see www.blackburn.gov.uk and search "Police and Crime Panel".



MY POLICE AND CRIME PLAN PRIORITIES:

IN THIS CHAPTER WE LOOK AT THE FOUR POLICE AND CRIME PLAN PRIORITIES AND DELIVERY AGAINST THEM.

THE PRIORITIES ARE:

- DEFENDING FRONTLINE POLICING
- PROTECTING VULNERABLE PEOPLE
- TACKLING CRIME AND RE-OFFENDING
- CHAMPIONING VICTIMS' RIGHTS

1. DEFENDING FRONTLINE POLICING

One of my key priorities has been to defend frontline policing. The 2014 survey carried out by market researchers across Lancashire placed visible policing ninth on the list of priorities of local people and councillors have said they consider this to be a key priority.

As austerity continues, maintaining a visible policing presence in local areas remains one of my priorities. While having 700 fewer officers in the force there will inevitably be a reduction in the number of officers in some areas. What I can say though is, in Lancashire, our neighbourhood policing model has been maintained.

The force was restructured in 2014/15 from six to three basic command units or divisions. This meant that significant management costs were saved and has led to better sharing of best practice across all divisions.

Maintaining a visible police presence - Police Community Safety Officers (PCSOs)

I pledged to maintain funding for PCSOs as these officers provide vital engagement and intelligence for local policing teams, as well as a visible and reassuring presence for local people.

Local councils and other partners pledged the part-funding for PCSOs, helping to maintain numbers. In 2014/15 we recruited 65 new PCSOs.

This year also saw us begin on a new recruitment campaign for police officers with 59 posts filled by the end of the financial year. Further recruitment is planned in 2015/16.

A new police station for Accrington

In February 2015, I announced plans to re-locate Accrington Police Station from its current premises in Spring Gardens to converted retail premises in the middle of the town centre on Broadway. Work is under way preparing this for business from the end of 2015.



Contact management

The Contact Management Centre performed a significant role in frontline policing during the year with officers based in the centre conducting investigations as part of a demand reduction unit (DRU). These officers helped to reduce demand on response officers by dealing with more minor casework over the phone and via email which many residents regard highly as demonstrated in the Constabulary's satisfaction and confidence figures.

In a bid to reduce the cost of providing frontline services, 101 and 999 contact centres across the force were merged into a central contact centre based at Hutton HQ and this new model was embedded in 2014/15. The move required significant change to the way services were delivered and significant improvements in IT infrastructure.

During the transition to the new service there was a significant reduction in the performance of both 101 and 999 call response. Figures show that in the first three months of the year, performance was at 61.9% of 999 calls answered within target times and only 44% of 101 calls. There was an abandonment rate of 29% at one time, although all abandoned 999 calls were automatically called back.

There were a number of reasons for the dip in performance and these were:

- Technical issues with the new equipment;
- A reduction in staff numbers due to staff leaving the newly centralised service;
- Staff becoming used to new ways of working. Clearly this was not something I could allow to continue.

A temporary switchboard was put in place to help improve the situation and this has now been made permanent with performance in both areas significantly improved. Performance by November for 101 peaked at 83.6% of all calls answered within target and for 999 peaked at 90% by January.

Performance of 999 continued to be maintained at a high level but in February and March 101 again dipped due to the withdrawal of the temporary switchboard and delays with recruitment. However the switchboard has now been made permanent and the performance is back at expected levels.



In the Know

A new neighbourhood alert system **In the Know** allows neighbourhood teams to communicate effectively with residents via email alerts about crime or other issues in their local area. Social media has been developed and is helping officers with their day-to-day enquiries, such as helping to find missing people and solve local crimes through appeals on Facebook and Twitter.

The Police and Community Together (PACT) meetings also now utilise Facebook and Twitter to engage more widely with the community and ensure more people have their say.

My office has also been using digital channels to engage more widely with the public in order to gain a fuller understanding of residents' views and opinions on policing requirements.



Focus on Citizens in Policing

In 2014/15 my support continued for the Citizens in Policing (CiP) Programme with recruitment of additional volunteers to the Cadets, Specials and Community Volunteers schemes, with some roles in particular helping to boost and support frontline policing.

• Cadets

I am very proud of what Lancashire Police Cadets have achieved in the short time the scheme has been running. We have successfully recruited 450 Volunteer Police Cadets and we are now looking forward to growing the scheme further.

I have funded the uniform costs of the Volunteer Police Cadets and I have already agreed that I will continue to do so for the new intake of 200 in 2015/16.

• Special Constabulary

In 2014/15 the Special Constabulary grew by 109 to 430 officers and my ambition is to continue this growth to 650 by the end of 2016. I have been out with teams on operations where numerous Special Constables have been led by one Police Constable, for example when I observed a cross-border criminal crackdown in July 2014.

• Community Volunteers

Lancashire Constabulary has an established Police Support Volunteers (PSV) structure. Over the 12 months, the Corporate Development CiP team has been working with departments and Neighbourhood Policing Teams to increase the number of volunteering opportunities with Lancashire Constabulary. Volunteers now provide a range of support to Constabulary from community roads network, to support and mentoring for offenders to help them break the cycle of offending.

Campaign for better funding

• Precept

As already outlined, I consulted residents on their views on the precept and after an extensive campaign, which saw a 71% increase in responses on the previous year, I raised the part of the council tax payment that goes towards policing by 1.99% meaning an additional £1.2m of revenue preventing extra cuts on top of the existing savings already outlined.

• Lobbying MPs and Government

In 2014/2015 I met with the county's MPs and Peers outlining the financial pressures on the force. In addition I lobbied the Home Secretary urging her to re-think funding for police forces. I also made representations to the Policing Minister, Damian Green, to express my disappointment at the Chancellor's delay in revealing the referendum limit for the precept to Police and Crime Commissioners and the issues this left us facing as we tried to make key financial decisions.

2. PROTECTING VULNERABLE PEOPLE

It is clear from the priorities research undertaken last year that Lancashire residents support my priority of working to protect vulnerable people. The independent survey in 2014/15 revealed 91% of residents felt keeping children and young people protected from child sexual exploitation (CSE) was the highest priority for Lancashire and 78% wanted me to prioritise providing support to those at risk of domestic violence.

Domestic Abuse

As part of my commitment to tackling and preventing domestic abuse, my office applied for and achieved **White Ribbon** Status. We were one of the first Police and Crime Commissioner offices in the country to achieve this. I am now aiming to encourage other businesses and their staff to sign up to the campaign to never commit, condone or remain silent about domestic violence.

I have supported a range of initiatives aimed at reducing domestic abuse and providing help and support for victims. These include:

- The **Take the Step** campaign – this campaign encourages victims to seek help to leave abusive relationships;
- The **World Cup** campaign, launched in response to an increase in domestic violence incidents during sporting events, was held successfully in 2014/15 and provided vital help and support to victims whilst also asking perpetrators to get support for their violent behaviour;
- 200 delegates attended the **Take the Step: then, now and future** conference, aimed at raising awareness of domestic violence issues and celebrating the 20th anniversary of Preston Domestic Violence Services;
- My office is a key partner in the joint commissioning of services for victims of domestic abuse in the Lancashire area. We have a focus on providing service for medium and high-risk victims and I funded services provided by the unitary districts of Blackburn with Darwen, Blackpool and Lancashire County Council;
- In addition I provided funding for specialist domestic violence services in Asian heritage communities, offering both support and advocacy services;
- In July 2014, I secured more than £500,000 of funding from central government for preventing domestic abuse and child sexual exploitation services in Lancashire; and enabling more than a dozen local service providers to improve their facilities and organisations to deliver an improved service for victims.



Raising awareness and tackling child sexual exploitation (CSE), rape and sexual assault

Lancashire Constabulary was one of just three forces nationally to be judged as ‘outstanding’ by Her Majesty’s Inspectorate of Constabulary for its multi-agency work on preventing CSE. I have made tackling CSE a key aim of my protecting vulnerable people priority and a number of initiatives took place throughout the year.

These include:

- Funding awareness training for statutory and voluntary sectors;
- Supporting the Constabulary in their week-long campaign designed to raise awareness of how to tackle CSE within the county;
- The successful **The More You Know, The More You See** campaign has now been rolled out across many force areas to raise awareness amongst the Lancashire community;
- Securing an additional £35,000 of funding from central Government to support family support workers for victims of CSE; and providing grants to a number of local charities and agencies to support their work with victims of abuse;
- I pledged an extra £1m of funding from reserves to tackle outstanding sexual abuse and rape cases.

Hate crime and victims supported

My office has worked with Lancashire Constabulary and other partners to develop the recording of Islamophobia as a specific hate crime category. In addition I funded the first Alternative Solutions to Hate Crime conference, which was organised by the Sophie Lancaster Foundation and took place in November 2014. I told the conference how tackling hate crime is a priority and that partnership working is very important.

I also worked with a number of third sector organisations to develop a model of services for victims of hate crime. They have delivered a number of events to raise hate crime awareness as part of that work.

Crisis Care Concordat

Lancashire Constabulary and my office have signed up to the Crisis Care Concordat, which provides guidelines on the best way to look after those with mental health issues that come into police contact. It means police custody should not be used because mental health services are not available and police vehicles should also not be used to transfer patients. Timescales are put in place so police responding to a mental health crisis know how long they have to wait for a response from health and social care workers. This will make sure patients get suitable care as soon as possible

Independent Custody Visitors (ICVs)

My office is responsible for recruiting ICVs who visit each of the county’s custody suites at least once a week to check on the welfare of detainees and conditions in the cells. ICVs are independent from the Constabulary and provide essential scrutiny to ensure standards are maintained. The Lancashire scheme has 43 custody visitors, who during 2014/15, made 281 visits to custody suites. Again I intend to increase the number of volunteers in 2015/16 and improve reporting.

3. TACKLING CRIME AND RE-OFFENDING

My research into Lancashire residents' policing and crime priorities placed investigating and resolving major crimes second in the list of issues local residents wanted to see the Constabulary deal with. Investigating local crime and anti-social behaviour was fifth. That is why tackling crime and re-offending remains one of the key priorities in my plan. In 2014/15, a number of high-profile cases came to court and work to prevent and tackle serious and organised crime continued effectively despite the squeeze on resources. Below are a number of initiatives taken by my office and the Constabulary in delivering this priority.

Swift and effective response to anti-social behaviour

In October 2014, I launched the Community Remedy, building on the existing out-of-court disposal options that the Constabulary has already been using. With a clear victim focus, the Community Remedy will provide better outcomes for victims of low-level crime and anti-social behaviour.

I have supported the development and training programme for anti-social behaviour practitioners and the use of information sharing software for the Constabulary. This ensures there is a swift and effective response to this type of crime across the county.

In July 2014, I submitted a successful bid to the Home Office's Police Innovation Fund for £431,000 to trial an innovative project to rapidly speed up the time it takes to obtain DNA profiles from crime scenes. Nottinghamshire PCC also successfully bid to trial RapidHIT DNA, and the Home Office now wants the two forces to work together on the project to establish the best, most cost-effective way for police forces to use this technology.

Community Safety Partnerships (CSPs)

As part of my role I am responsible for working with Community Safety Partnerships to ensure effective response to reports of anti-social behaviour. In 2014/15, each district council was awarded £10,000, while Blackpool Council received £91,000 and Blackburn with Darwen Council was awarded £90,000 for projects/initiatives that meet their local community safety priorities as well as my priorities.

To receive the funding, authorities must then bid to my office with details of their proposed community safety initiative. It must meet the local community safety priorities and reflect my Police and Crime Plan priorities.

In addition, CSPs were entitled to a 20% uplift if they submitted joint bids for collaborative working.



• BURNLEY

Burnley CSP was allocated £4,000 for its CAN/CANSAFE operation, which uses a multi-agency approach to identify and safeguard young people at risk. The Community Alcohol Network is the team that runs several projects that aim to reduce young people's access to alcohol, binge drinking and alcohol-related anti-social behaviour.

• CHORLEY & SOUTH RIBBLE

Chorley and South Ribble secured £7,200 (this included the 20% uplift of £1,200 for collaborative working) for their Better Together in the Home initiative. This initiative aimed to improve links and knowledge across a wide range of organisations to identify those most at risk from doorstep crime, burglary and theft.

• FYLDE & WYRE

Fylde and Wyre submitted a joint bid for a CCTV collaborative project and they were awarded £24,000 (which included the 20% uplift of £4,000). This project aimed to link the two authorities together by developing a wider network of CCTV coverage to support the prevention and detection of crime.

• HYNDBURN

Hyndburn was allocated £1,000 for a Night Safe Haven Project which acts as a 'one-stop-shop' for those experiencing difficulties on a night out. This helps safeguard and protect those most vulnerable as well as reduce incidents of alcohol related crime.

• PENDLE, BURNLEY & ROSSENDALE

Three CSPs came together for a number of joint bids, one being the victim support package Project which secured a grant of £12,000 (including the 20% uplift). This project aims to help high-risk individuals by providing them with home-link alarms which guarantees individuals with a rapid response from the police if and when needed.

• PRESTON

Preston CSP was allocated £5,000 for a taxi stewarding scheme. On Preston's busiest weekends, stewards monitor the queues for taxis, ensure people leave clubs and pubs safely and get in a licensed taxi. This scheme also helps prevent alcohol-related crimes such as arguments or fights over taxis.

• RIBBLE VALLEY

Ribble Valley CSP was allocated £6,500 for its CAN/CANSAFE operation. The Community Alcohol Network is the team that runs several projects that aim to reduce young people's access to alcohol, binge drinking and alcohol-related anti-social behaviour.

• WEST LANCASHIRE

West Lancashire was allocated £1,157 towards its Octoberscream project which aims to address anti-social behaviour and crime among young people across the Skelmersdale area. Last year there were a number of serious incidents around October, particularly on mischief night (30th October). This project provided a number of supplementary activities for young people during the autumn half term.

Violent crime and night time economy

I have supported a number of initiatives in a bid to make our towns and cities safer at night. This includes:

- Supporting Street Pastor teams both in Preston and in Chorley;
- Preston's Community Safety Partnership (CSP) Taxi Marshalling Scheme
- Funding for the development and improvement of CCTV in East Lancashire which matched funding put in by Blackburn with Darwen Council;
- Supporting the Nightsafe Haven project, which Hyndburn CSP ran over the Christmas period.

Engaging with the business community

Following a rising trend in drive-offs across the county I supported the development of a new scheme to target fuel thieves. Criminals driving off from petrol stations are often linked to other crimes county-wide and it is hoped the new process will improve the chances of catching those responsible.

In November 2014, I worked with Lancashire Chamber of Commerce and the Federation of Small Businesses, who had carried out a business crime survey. The questionnaire asked them about how satisfied they were with the current service. The answers highlighted areas of focus for the Business Crime Strategy which is now being implemented.

I met with a range of partners who are responsible for CCTV systems across Lancashire to start exploring together future options for collaborative working in delivering CCTV systems.

Rural crime

Lancashire Constabulary is one of only a handful of forces in the country to have a dedicated wildlife and rural crime unit. Its work continued in 2014/15 and was highlighted as best practice at a national conference.

I supported a night of action across the county in July 2014 targeting rural and wildlife crime 'hot spots'. As part of the initiative, I received a briefing on anti-poaching at Clitheroe Police Station.

I was represented at an event in March 2015 which aimed to address an increased reporting of deer poaching incidents. At the event, information about recent prosecutions and anti-poaching patrols was shared.

Reducing re-offending through Early Action

Ground-breaking ways to drive forward early action in Lancashire were debated by partners across the county during a consultation event involving partners across the public sector, the Constabulary and my office.

Much of the work undertaken in 2014/15 has laid the ground for the next two years of work on early action that will develop right across Lancashire over the next few years. Public sector partnerships operating across Blackburn with Darwen and Blackpool have been piloting the approach through Transforming Lives and Springboard projects respectively and a number of

supporting schemes have been funded from my office with the aim of helping to reduce the cycle of offending and reducing pressure on public services in the long run.

Early action works through effectively supporting vulnerable residents before they reach crisis point which is the point at which they place the most demand on the county's public and voluntary services. Some examples I have supported are outlined below:

- Avert which aims to divert women away from the criminal justice system. The trial started in East Lancashire but is being rolled out across the county. Between the start of the scheme and June 2014, almost 200 women were offered support through Avert, which led to 128 referrals being made. When women are referred to Avert they agree to attend three appointments at a women's centre within a 12-week period where intensive one-to-one support is given.
- The Making Every Adult Matter (MEAM) project in Blackburn works with offenders to help them break the cycle of offending and re-offending. I awarded funding to the scheme to enable workers to support residents with the most complex needs currently resident in houses of multiple occupancy as well as the homeless population, through the provision of one-to-one support and a bespoke service which meets the needs of those individuals.

Supporting services for substance misuse

- I have committed £500k of funding for towards the commissioning of services to provide substance misuse services across the county. I have worked with Lancashire County Council, Blackburn with Darwen and Blackpool Councils to ensure that funding is used to provide support to drug users through mentoring, peer support and abstinence. I have also worked with Lancashire Sports Partnership to develop a sport initiative to assist drug users in their recovery.

The Reducing Re-offending Board

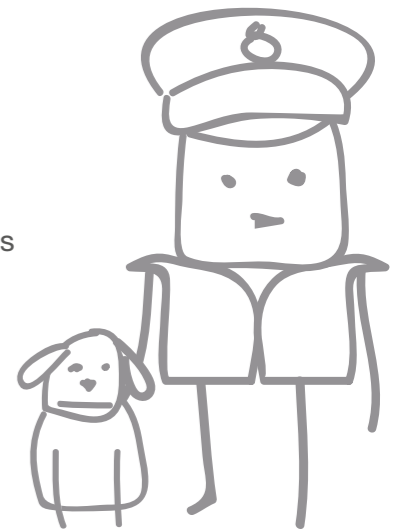
My Office is represented on the strategic Reducing Re-offending Board, which looks at various aspects of the current criminal justice/re-offending landscape. Formerly known as the probation service, the organisation has seen recent changes.

Sodexo

My office keeps up-to-date with changes that could impact on the delivery of my Police and Crime Plan. My office is working with the community rehabilitation company Sodexo (<http://uk.sodexo.com>) to maximise opportunities to reduce offending and re-offending. This includes the Through the Gate programme which assists people leaving prison to settle back into the community, find accommodation and work, re-establish their relationships and stop re-offending.

Domestic Abuse Partnerships

As outlined previously I have provided funding to domestic abuse partnerships. These don't just work with victims, but also support perpetrator programmes, which are delivered by domestic abuse partnerships. In addition I provided Community Safety Funding to the Inner Strength Domestic Violence Perpetrator Programme, which has been designed to engage and work with groups of domestic violence perpetrators in a custody or community setting. This programme can be delivered on a one-to-one basis or in groups in two-hour weekly sessions over a 14-week period, provided by trained and licensed facilitators.



4. CHAMPIONING VICTIMS' RIGHTS

Residents in Lancashire ranked providing services for victims and witnesses of crime as the sixth most important in my priorities survey in 2014, and one of the most significant changes to my office and responsibilities in 2015 includes providing services for Lancashire's crime victims. This follows a decision to transfer responsibility for victim services to Police and Crime Commissioners from the Ministry of Justice.

Developing a Victims' Strategy

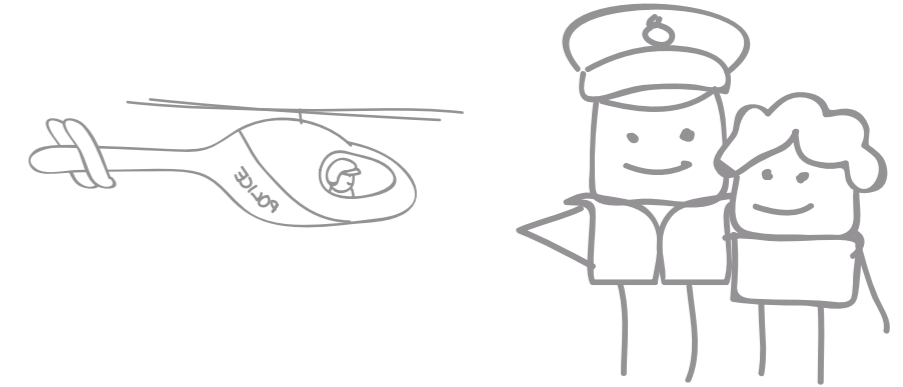
Work in 2014/15 included developing a victims' strategy and clear commissioning guidelines to help shape the new service. In 2015 I have commissioned Victim Support Lancashire to provide services and have created a new hub in Preston as a base for their activities. In the coming months I will extend services and provide further hubs in other towns across the County.

The key aims and outcomes of the strategy are to ensure victims and witnesses:

- Will be treated with dignity and respect and feel valued and safe;
- Needs are recognised by the Constabulary and criminal justice partners and will be addressed in a consistent and effective manner;
- Receive accurate and timely information about their case and a better understanding of the criminal justice system, including what will be expected of them and what they can expect;
- Will be able to report crimes via third parties and other public sector agencies;
- Of all crime types including anti-social behaviour and hate incidents will have access to appropriate services and support;
- Have access to appropriate advice, high quality practical and emotional support services and, when needed, specialist services tailored to their individual needs to help them to cope and recover from their experiences; and including those victims who choose not to report to the police.

In addition the strategy aims to ensure that:

- The impact that crimes and incidents can have on those people who are indirectly affected such as parents, siblings, children, partners, close friends and local community is both acknowledged and addressed;
- The needs of children and young people as victims and witnesses are recognised and services designed and delivered in a way that best suits them;
- There is a strong, sustainable and effective Restorative Justice (RJ) service which is primarily victim led and accessible to victims at a point in their journey that is most suitable for them;
- Victims are regularly consulted and have influenced the design and delivery of support services which better meet their needs.



I have also worked with Lancashire Victim Services to develop a new service for victims of crime in Lancashire, providing increased support and improved referral onto specialist support where needed. The victims' consultation identified a number of specific groups of victims where there was a need to improve and develop support service. This included hate crime, rape and sexual assault and children and young people as victims. I have worked with specialist third sector organisations to develop a range of specialist services. I have worked with partners to re-establish a Victims and Witnesses Group as part of the Local Criminal Justice Board in order to monitor compliance with the victims' code.

The Victims' Code provides a minimum standard of service victims can expect from all criminal justice partners and agencies and I will be working to ensure that victims in Lancashire receive the best possible standard of service.

Giving victims a voice and ensuring victims get the support they need

In 2014/15 I supported the development of restorative justice in Lancashire and have provided additional funding to enable the Constabulary to develop a number of community restorative justice panels. Restorative justice enables victims to meet or communicate with their offender to explain the real impact of the crime. Through these panels, local trained volunteers are able to deliver restorative justice conferences in their own communities, working with the Constabulary to ensure the best outcomes for victims. I gave £5,000 for training and development of new community panels.

I provided funding received from the Ministry of Justice to provide specialist support for victims across Lancashire. This included funds to Streetlife, a Blackpool-based charity that supports young people who are victims of crime.

I have also provided significant funding to a number of agencies to enable them to support victims throughout Lancashire.

EXTERNAL REFERENCES

Her Majesty's Inspectorate of Constabulary (HMIC) - PEEL report – November 2014

The Constabulary was subject to its first ever PEEL assessment this year. PEEL stands for police effectiveness, efficiency and legitimacy.

As already referenced in the first ever PEEL assessment, HMIC ranked Lancashire Constabulary as one of the top performing forces in the country this year. The report author said: “Lancashire Constabulary is good at reducing crime and preventing offending. The force is good at investigating offending. It is good at tackling anti-social behaviour.

“Lancashire Constabulary is on track to meet its financial challenge of the spending review period and also for the year beyond, 2015/16. Importantly, the force is also looking beyond this period and is planning now for further funding reductions and financial pressures in the future.”

HMIC was examining how well each force in England and Wales tackles crime and anti-social behaviour, provides value for money and provides a service that is legitimate in the eyes of the public.

HMIC - Responding to Austerity – July 2014

The report author said: “Lancashire is on track to meet its financial challenge of the spending review period and also for the year beyond, 2015/16. Importantly, the Constabulary is also looking beyond this period and is planning now for further funding reductions and financial pressures in the future.”

Lancashire Constabulary was rated ‘outstanding’ in the categories of financial planning and delivering an affordable police service, and ‘good’ in efficiency – with an overall ‘outstanding’ judgment.

The report recognised Lancashire Constabulary’s savings plan has been driven around ensuring the public continue to receive a quality, visible service, with savings so far designed to afford protection to the front line.

Although we are recognised by HMIC as making good progress in meeting the financial challenges, with crime falling and victim satisfaction rates remaining high, I believe changes will start to show as a result of the further cuts but the continued increase in demand.

HMIC - Crime Data Integrity – November 2014

The report author said: “There has been a significant cultural shift led by the Chief Constable, moving away from chasing performance targets to quality and victim focused outcomes which have positively impacted upon victim focus and crime recording standards.”

The comments for Lancashire were in contrast to the national picture and demonstrated that ‘quality and victim focus is the priority’ for us in Lancashire.

Recommendations were made to improve leadership and governance, systems and processes and people skills, and the force does need to act on these. I will continue to scrutinise their performance through our regular meetings.

LOOKING FORWARD TO 2017 AND BEYOND

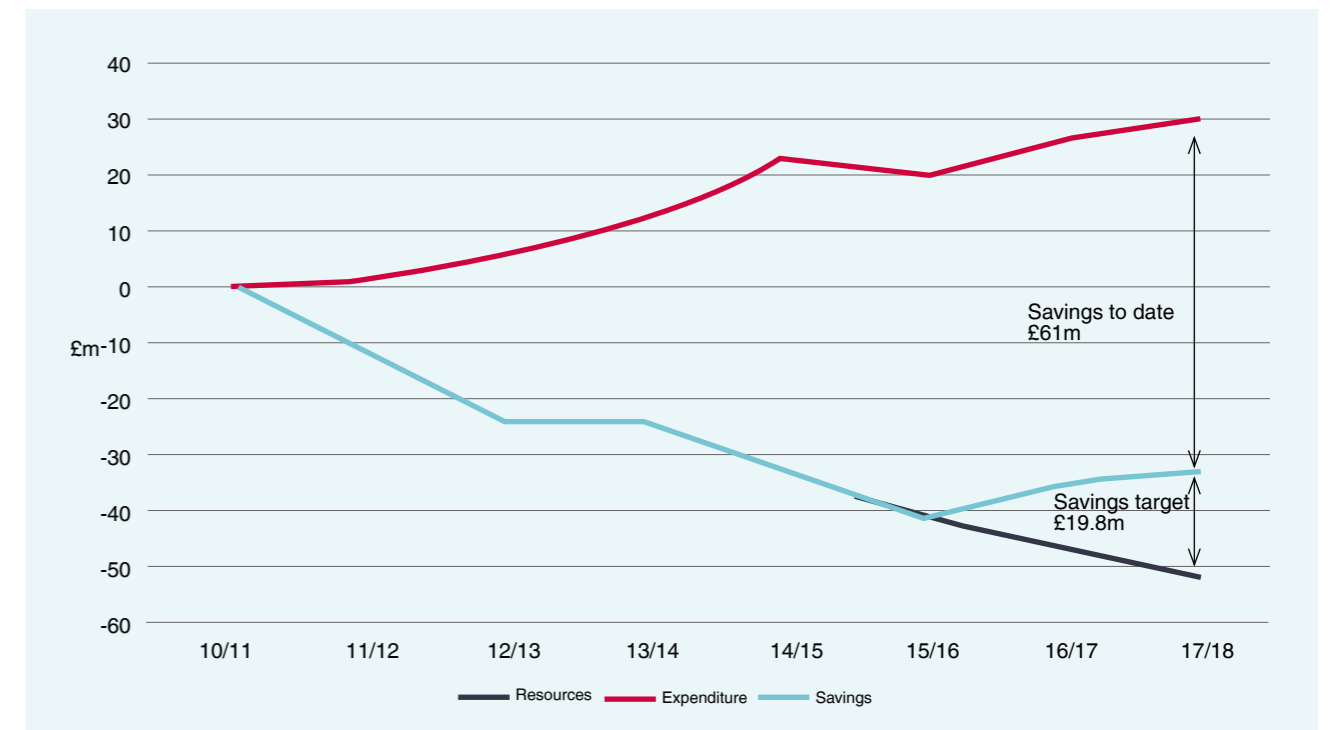
Financial Outlook for 2015/16 and future years

The Government has said austerity is set to continue until 2019/20, which means further reductions in government funding continuing for the foreseeable future.

I have forecast the impact on the budget and identified that in the period 2015/16 to 2017/18 I will need to achieve a further £19.8m of savings to deliver a balanced budget in each of those years.

This means that since 2010/2011, we in Lancashire will have delivered a total of £80.8m of savings by 2017/18; the equivalent of 27 per cent 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.

As already outlined, significant progress has been made in identifying savings needed for 2015/16 which has in turn led to some early savings being earmarked for future investment to help modernise the service. Below more details about the capital investment are outlined.



CAPITAL INVESTMENT PROGRAMME

2015/16 AND FUTURE YEARS

A modern police force requires changes to its service to meet the demands and expectations of the public. I have set out a significant programme of investment that will begin in 2015/16 and continue over the next few years. In total, £80m of investment is needed and I will continue to seek funding from available sources to ensure I am able to deliver this programme.

The programme will include investment in:

- IT systems including case management and custody files;
- Mobile technology to help officers to spend more time in their communities and less time behind desks;
- Reconfigured accommodation including the provision of a new station in Accrington and work to prepare for a new HQ in West Division.

To support these investments, I have set aside more than £12m of specific reserves to provide one-off investment funding for proposals within the Capital Programme that will assist the Constabulary to deliver services in a secure and sustainable way. It is proposed that up to £80m in total may be required over the next few years for investments in such projects.

This investment has helped to deliver my capital investment programme as set out below:

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
IS/IT Strategy	10.572	8.960	6.830	6.310	5.800	38.472
Accommodation Strategy	6.900	15.000	3.000	1.500	0.500	26.900
Vehicle Replacement	3.531	2.200	2.200	2.200	2.200	12.331
Other Schemes	1.282	0.200	0.200	0.350	0.200	2.232
TOTAL	22.285	26.360	12.230	10.360	8.700	79.935

This reflects the use of the £12.3m from my investment reserves as identified above. This source of funding is used specifically 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 borrowing. Borrowing will continue to only be used for the financing of longer life assets such as property, as this reflects an appropriate method of financing for such assets.

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m	%
Capital Grant	3.222	2.164	2.100	2.100	2.100	11.686	14.6
Capital Receipts	2.942	1.008	1.350	0	0	5.300	6.6
Contributions from Revenue and Reserves	9.721	8.726	6.280	4.193	2.551	31.471	39.4
Borrowing	6.400	14.462	2.500	4.067	4.049	31.478	39.4
TOTAL	22.285	26.360	12.230	10.360	8.700	79.935	

THE FUTURE

Moving forward, Lancashire Constabulary will face more service redesign and my office will continue to ensure it is focused on my Police and Crime Plan priorities, seeking to maximise grant support to deliver crime prevention and victim services. The Constabulary will continue to reduce its estate and use what buildings it has more effectively, looking at sharing arrangements where possible. The force will continue to look for more opportunities to collaborate with other forces and public services and to procure both locally, regionally and nationally in order to drive out further efficiencies.

The force will continue to take every opportunity through its Futures Programme to ensure services are thoroughly reviewed, fit for purpose and efficient. Constabulary will continue to enhance partnership arrangements and proactively tackle crime head on. This will be even more important moving forward. It is essential that I enable, facilitate and indeed participate in as many partnerships as possible to ensure continued effective delivery. We all have a role to play here in Lancashire and now is not the time to be parochial but to look for the greater good of Lancashire. The public of Lancashire matters.

Sadly it will be necessary to reduce staffing and police numbers in order to achieve efficiencies and savings. This is inevitable. However, it will be done sensitively and proportionately. We are also planning well ahead to ensure we can achieve such savings in a timely fashion and minimise impact.

Contact by the public with Constabulary will clearly still continue. The force will continue to provide 24/7 call handling in a timely way. The Chief Constable and his team will continue to review what response is required, and that the response provided is proportionate. Crimes which have the greatest impact on the victim will need to be prioritised and the public's expectations will need to be managed going forward.

When it comes to the principle of the Constabulary providing a proportionate response, the public has a role to play in terms of demand. My office will continue to work with the Constabulary to promote new and emerging channels such as online reporting of minor crimes and incidents, signing up for online alerts and emails to ensure people are informed about crime in their area and ensuring non-crime demand on police resources is reduced.

Investment in high demand crime areas is clearly a priority for the public as outlined in my research, and resources will be prioritised accordingly. I will continue where possible to invest in these priority areas, such as serious and organised crime, tackling domestic abuse, tackling child sexual exploitation and early action programmes that help prevent crime.

Officers will be provided with technology through capital investment that will enable them to police more efficiently – keeping them out in their local area more often and helping them to utilise social media and online services in their investigations.

MY COMMITMENT TO THE PUBLIC

My commitments are set out in the Police and Crime Plan, but moving forward the public can also be confident of the following:

1. The public of Lancashire will be kept safe around the clock. If they need to call the police, their call will be answered and officers will respond proportionately and appropriately to the situation. Crimes will continue to be investigated proportionately, prioritising crimes that have the biggest impact on victims and are seen as important in terms of priorities for the public of Lancashire.
2. Local policing teams will continue to cover every inch of Lancashire. The public will know how to get in touch with their local teams and local teams will know their local area. Partnership working will continue to be enhanced where possible to reduce harm and to protect the most vulnerable. Citizens in Policing and the Specials will involve more people in community safety and improving their local areas.
3. Resources will be allocated to serious crimes such as child protection, counter-terrorism, CSE and organised crime, which sometimes can be perceived as the unseen aspects of policing.

The way Lancashire is policed is changing and this is inevitable. The Constabulary will continue to have my support and constructive challenge to the changes it is implementing, but we can all be reassured it is managing change well.

Our cherished model of policing as we know it today will not survive the continued financial cuts and will need to adapt to the resources available.

There are things we can do to mitigate and slow down some of the cuts – this includes collaborative working and increasing the council tax precept.

I would be failing in my role as Police and Crime Commissioner to be the voice of the people of Lancashire if I did not act on their wishes. Therefore increasing the council tax precept by 1.99% is just one of the things I can do to help mitigate some of our funding cuts. My pledge is that any increase will go towards reducing the impact of the cuts on frontline policing, which is clearly in line with my Police and Crime Plan priorities.

APPENDICES:

1. CRIME FIGURES 2014/15

2. GRANT FUNDING AWARDED 2014/15

CRIME FIGURES: APPENDIX 1

APRIL 1, 2014 TO MARCH 31, 2015

Lancashire	Later Period		Earlier Period		Difference	
	Apr 14	to Mar 15	Apr 13	to Mar 15	Num	%
PRIORITY CRIMES						
High Impact Acquisitive Crime	5,614		5,188		+ 426	+ 8.2%
Burglary (Dwelling)	5,130		4,595		+ 535	+ 11.6%
Robbery (Personal)	509		593		- 84	- 14.2%
All Domestic Assaults	5,433		5,865		- 432	- 7.4%
Serious Assault (Domestic)	187		241		- 54	- 22.4%
Less Serious Assault (Domestic)	2,959		3,452		- 493	- 14.3%
Non-Injury Assault (Domestic)	2,287		2,172		+ 115	+ 5.3%
All Non-Domestic Assaults	13,153		11,801		+ 1,352	+ 11.5%
Serious Assault (Non-Domestic)	675		785		- 110	- 14.0%
Less Serious Assault (Non-Domestic)	7,012		6,667		+ 345	+ 5.2%
Non-Injury Assault (Non-Domestic)	5,466		4,349		+ 1,117	+ 25.7%
Harassment & Stalking (Domestic)	958		987		- 29	- 2.9%
Sexual Offences on Children Under 16	1,001		986		+ 15	+ 1.5%
OTHER CRIMES						
All Crime	92,629		95,372		- 2,743	- 2.9%
Victim-Based Crime	85,463		87,816		- 2,353	- 2.7%
Violence Against the Person	21,104		20,044		+ 1,060	+ 5.3%
Homicide (ONS Definition)	16		11		+ 5	+ 45.5%
Violence WITH Injury (ONS Definition)	10,817		11,134		- 317	- 2.8%
Violence WITHOUT Injury (ONS Definition)	10,271		8,899		+ 1,372	+ 15.4%
Homicide (Local Definition)	47		32		+ 15	+ 46.9%
Acts Endangering Life	815		994		- 179	- 18.0%
Assault - Less Serious Injury	9,971		10,119		- 148	- 1.5%
Non-Injury Assault	7,753		6,521		+ 1,232	+ 18.9%
Assault Police	263		357		- 94	- 26.3%
Harassment	1,768		1,547		+ 221	+ 14.3%
Stalking	23		70		- 47	- 67.1%
Other Violence against the Person	464		404		+ 60	+ 14.9%
All Sexual Offences	2,006		1,880		+ 126	+ 6.7%
Rape	625		518		+ 107	+ 20.7%
Sexual Offences (excl Rape)	1,381		1,362		+ 19	+ 1.4%
Sexual Assault	811		728		+ 83	+ 11.4%
Sexual Offences on Children Under 16	1,001		986		+ 15	+ 1.5%
All Robbery	607		718		- 111	- 15.5%
Robbery (Business)	98		125		- 27	- 21.6%
Robbery (Personal)	509		593		- 84	- 14.2%

All Theft Offences	45,877	48,320	- 2,443	- 5.1%
All Burglary	12,365	12,478	- 113	- 0.9%
Burglary (Dwelling)	5,130	4,595	+ 535	+ 11.6%
Burglary (Other)	7,235	7,883	- 648	- 8.2%
Vehicle Offences	8,896	8,816	+ 80	+ 0.9%
Theft from a Motor Vehicle	5,783	6,184	- 401	- 6.5%
Vehicle Taking	1,853	1,847	+ 6	+ 0.3%
Vehicle Interference	1,260	785	+ 475	+ 60.5%
Theft from the Person	934	853	+ 81	+ 9.5%
Bicycle Theft	2,363	2,388	- 25	- 1.0%
Shoplifting	8,049	8,787	- 738	- 8.4%
Other Theft Offences (ONS)	13,270	14,998	- 1,728	- 11.5%
Theft in a Dwelling	2,070	2,152	- 82	- 3.8%
Other Thefts (HOC 0490 Only)	9,263	10,887	- 1,624	- 14.9%
Making Off Without Payment	1,243	1,322	- 79	- 6.0%
Miscellaneous Low Volume Thefts	694	637	+ 57	+ 8.9%

Criminal Damage & Arson Offences	15,869	16,854	- 985	- 5.8%
Arson	610	563	+ 47	+ 8.3%
Damage to Dwellings	4,452	4,980	- 528	- 10.6%
Damage to Other Buildings	1,666	1,917	- 251	- 13.1%
Damage to Vehicles	6,730	6,890	- 160	- 2.3%
Other Criminal Damage	2,358	2,433	- 75	- 3.1%
Racial/Religious Damage	53	71	- 18	- 25.4%

Other Crimes Against Society	7,166	7,556	- 390	- 5.2%
Possession of Weapons Offences	435	499	- 64	- 12.8%
Public Fear, Alarm or Distress	1,352	1,603	- 251	- 15.7%
Public Order Offences	2,327	2,403	- 76	- 3.2%
Drugs Offences	3,255	3,621	- 366	- 10.1%
Drugs - Trafficking	905	849	+ 56	+ 6.6%
Drugs - Possession	2,350	2,772	- 422	- 15.2%
Miscellaneous Crimes Against Society	1,149	1,033	+ 116	+ 11.2%

Domestic Abuse	8,408	9,083	- 675	- 7.4%
Hate Crime	881	1,027	- 146	- 14.2%
Aggravated Crime	397	470	- 73	- 15.5%
Alcohol Related Crime	9,793	10,026	- 233	- 2.3%
Alcohol Related Violence	5,653	6,087	- 434	- 7.1%
Business Crime	9,390	10,234	- 844	- 8.2%

BREAKDOWN OF FUNDING AND COMMISSIONED SERVICES IN 2014/15

Community Action Fund

In 2014/15 I allocated £50,684 to the Community Action Fund. Organisations working on projects aligned to the priorities in my Police and Crime plan were offered the opportunity to apply for grant funding of up to £2,500 for their projects. The money was allocated to 34 voluntary organisations

- 28 supported “Targeted local initiatives to tackle crime, re-offending and ASB”
- 16 supported “Protecting vulnerable people”
- 6 supported “Championing the rights of the victim”.

*Note some of the projects covered more than one priority.

Community Safety Fund

One of my statutory roles is to promote community safety and I work with partners to deliver this. In 2014-15 I awarded £1,593,105.60 to support infrastructure projects, to commission services or to provide community safety partnerships with funding to deliver local initiatives.

The breakdown is as follows:

Partnerships and Community Safety Infrastructure

- MADE Website - £39,850
- Partnership Analysts – £70,000
- TIGG Data - £17,509

Tackle Crime and Re-offending

- Taxi Pre-payment Scheme - £1,709
- CCTV Review for East Division - £7,500
- Preston & South Ribble Street Pastors - £6,000

Domestic Abuse Partnerships

- Blackburn with Darwen Council - £78,000
- Blackpool Council - £51,000
- Lancashire County Council Area - £107,000

Children and Young People

- YOT Triage Scheme - £175,000
- Positive Together - £118,000
- PT Evaluation Programme - £7,500
- Princes Trust – Get Started Programme Blackpool - £20,000
- Club2Go Mobile Youth Provision - £10,000
- Writing Wrongs - £3,014

Substance Misuse Services

- Lancashire County Council - £288,000
- Blackburn with Darwen Council - £81,261
- Blackpool Council - £128,700
- Lancashire Sport Partnership Challenge through sport initiative - £10,000

Vulnerable People

- Making Every Adult Matter - £96,854
- National Ugly Mugs Scheme - £7,000

Ministry of Justice Competed Fund

The Ministry of Justice awarded £545k to my office to provide additional support to

- victims of the most serious crimes
- persistently targeted victims
- victims who are vulnerable or intimidated

This money was allocated to the following:

- Child Sexual Exploitation (CSE) Family Support Workers (PACE) – £35,000
- Lancashire County Council Area one-to-one support and counselling - £208,000
- Refurbishment of Women’s Centres and Accommodation - £302,000
- o This included funding to 13 organisations to support 19 projects to enhance women’s centres and accommodation

Victim Funding 2013 and 2014 Fund

The Ministry of Justice awarded £975.817 to provide victim support services from 1 October 2014 in their local areas. The funding was awarded using a population based formula and is used for Victim Services, Restorative Justice and to support victims of sexual/domestic violence.

This funding was allocated to the following areas and organisations in 2014-15:

- Domestic Homicide Review Funding – was allocated £105,000
- Women’s Centres services £54,045.37
- Sahara - £46,100
- Saheliyaan Asian Womens Forum – £20,000
- Inner Strength Perpetrator Programme - £20,000
- NSPCC – Letting in the Future Programme - £1,604.50
- Victim Services Review - £37,025
- Victim Consultation Event - £4657.96
- Restorative Justice Staff and Victim Staff (Police based) - £205,100
- Restorative Justice Staff and Victim Staff (OPCC Based) - £197,087
- Community Restorative Justice Panel - £5,000
- Restorative Justice Workshop - £450
- Disability First – Hate crime volunteer Co-ordinator - £18,472
- Street Life Trust - £18,677
- Birchall Trust - £20,922
- White Ribbon Sports Campaign - £10,000
- White Ribbon Accreditation - £550
- Victims Voice Collaboration and Roadshows - £20,000
- Trust House - £72,141.07
- Child Sexual Exploitation Resources for ‘the more you know the more you see’ awareness raising campaign - £4,930
- Child Sexual Exploitation Conference - £90.00
- Domestic Abuse campaign - £500
- Domestic Abuse campaign Website & Development - £5,139
- HARV Clare’s Law Project - £5,000
- Victims Voice – Hate Crime Services - £23,100
- Young Lancashire - £9,450
- Lancashire Victim Services Website and information materials- £24,760
- Child Sexual Exploitation awareness raising and training- £2,000

