

# Leading the Fight Against Crime



**2021 – 2025**



**The Police and Crime Plan for Lancashire**



## Contents

1. Foreword from the Commissioner
2. The Priorities
  - Getting tough on anti-social behaviour
  - Preventing and disrupting organised crime
  - Tackling domestic abuse and sexual violence
  - Tackling burglary and robbery
  - Targeting dangerous drivers
3. Delivering Efficient and Effective Policing
4. Supporting Victims
5. Partnerships and Collaboration
6. Resources
7. Monitoring and Accountability
8. Keeping in Touch

### Appendices

- A. About Lancashire
- B. Roles and Responsibilities
- C. Policing at a Glance
- D. Outcome Measures


## 2. The Priorities



- Getting Tough on Anti-Social Behaviour



- Preventing and Disrupting Organised Crime



- Tackling Domestic Abuse and Sexual Violence



- Tackling Burglary and Robbery



- Targeting Dangerous Drivers

# Leading the Fight Against Crime: -

## Getting Tough on Anti-Social Behaviour

### Why is this important?

In leading the fight against crime, I want to see reductions in antisocial behaviour across Lancashire. We have to start beating crime and I am committed to supporting the law-abiding majority of Lancashire residents.

People across Lancashire have told me about the adverse impact of anti-social behaviour on their quality of life, which is why I am including it as one of my key priorities. Anti-social behaviour can take many forms – including intimidating groups, drug dealing in residential areas, damage, graffiti, and the anti-social use of vehicles. What they all have in common is that they are a blight on our communities and make people feel unsafe in their homes and on the streets.

### The size of the problem

My Office has funded 'Lancashire Talking' so we can identify the top issues in every community. Over 60,000 of our residents have completed a survey identifying their issues – anti-social behaviour is the top concern reported across the county. The Constabulary received 96,000 reports of anti-social behaviour in the last year. I expect the Chief Constable to prioritise the problems causing the greatest harm to communities and take robust action against perpetrators. I encourage all residents to participate in 'Lancashire Talking' surveys, as this is the tool the police will use to better understand the communities they serve and prioritise their activity.

## The importance of partnership working and problem solving

Problem solving is an approach where you seek to deal with the root causes of the issue rather than just the symptoms. For example, instead of fining a homeless person for begging, a problem-solving approach would entail referring them to other agencies to address their homelessness and need for begging. Similarly, installing a CCTV camera at a damage hot spot to prevent the damage in future, rather than just trying to catch those after the damage has been done. Both these examples have in common the need to work with partners to deliver long-term solutions.

As much as the public want to see the police taking immediate action to deal with anti-social behaviour, they don't want a short-term sticking plaster over the issue. Therefore, I will ask the Chief Constable for a problem-solving approach, working with the public and partners to deliver long-term sustainable solutions. I will support communities to be actively involved in helping to find and implement their own solutions to problems through grants. I will also help fund sustainable solutions through my Fighting Crime Fund, and through additional funding for an expert Prevention & Problem-Solving Team, who will focus on providing effective responses to ASB.

## Taking Action, Measuring Activity and Communicating with the Public

Getting tough means taking action. I will hold the Chief Constable to account for the action the Constabulary takes to tackle anti-social behaviour in the use of criminal and civil order powers. I want to see:

- drug dealers shut down.
- the most persistent offenders given Criminal Behaviour Orders to curtail their activities.
- vehicles being used anti-socially seized and offenders prosecuted.

This activity will be communicated to residents using the community messaging system 'In The Know', through targeted social media activity and through the media so the public can see that action is being taken. Justice seen is justice done. They must have confidence that the police are there to keep communities and people safe.

Where necessary, the force will adopt force-wide operations such as Operation Propulsion to tackle motorcycle nuisance.

The force has used Government uplift funding to reinforce the proactive capability of Neighbourhood Policing Teams with Neighbourhood Task Force officers. Dedicated Urban and Rural Task Force officers now work in conjunction with Neighbourhood Teams to tackle the issues of concern to those communities.

Victims of crime and ASB will have the support of victim services through my commissioned Lancashire Victim Service.

### Neighbourhood Policing

The police are often the first agency residents turn to for help and support, but they cannot solve all problems by themselves. It is only by working closely with residents and partners that effective long-term solutions can be found to complex problems.

I expect the Chief Constable to ensure that the Constabulary works closely with the public to prioritise their concerns through the activity of the Neighbourhood Policing Teams. This process will be facilitated by the 'Lancashire Talking' community engagement and priority setting tool.

Neighbourhood Policing Teams must be visible, accessible, and responsive to community needs.

Here in Lancashire, we have key stakeholders, which comprise of both statutory and non-statutory agencies such as local councils, health and social care services, business partners, the third sector and communities themselves. I will work closely with the Constabulary and key partners, through effective Community

Safety Partnerships, as the combined strength of all of us working together is formidable and is more likely to deliver sustainable solutions to the problems that residents face.

Tackling crime that affects our rural communities cannot be underestimated, as such I have secured an agreement that the force will conduct a review of the Rural Crime Strategy, with further investment made into Rural Taskforces.

Further, where residents are not satisfied with the action taken by the police, council or registered social housing provider I will promote the use of an appeal process via the Community Trigger

**I will hold the Chief Constable to account in delivering the following:**

- Improved public confidence in the police, measured through the 'Lancashire Talking' platform.
- Greater visibility and engagement by police officers and PCSO's in hot-spot areas that are blighted by anti-social behaviour.
- Effective partnership based problem-solving initiatives related to tackling anti-social behaviour.
- The targeting of repeat and persistent offenders.

# Preventing and Disrupting Organised Crime

## Why is this important?

Serious Organised Crime (SOC) presents a national security threat to the UK, advances in technology, continued exploitation of the vulnerable and a greater propensity for violence, means that SOC is also increasing in both scale and complexity. SOC is often hidden and/or unreported and whilst its nature is evolving, the adverse impact of drugs and county lines activity, with associated vulnerabilities and serious violence, remains one of the most significant threats to Lancashire. Many of our communities are blighted by the activities of these criminal gangs. With these gangs come serious violence, drugs supply and exploitation, and these have a devastating impact on young people, vulnerable adults, and local communities.

## The impact of Serious and Organised Crime in Lancashire:

### Exploitation of the Vulnerable

- Exploitation & Abuse of Young People, Modern Slavery & Human Trafficking and County Lines

### Dominate Communities

- Violence Linked to Drug Supply, Gun and Knife Crime and Organised Acquisitive Crime

### Undermine the UK Economy

- Fraud and Cyber Crime

## To tackle this, we will ensure:

- Relentless disruption and targeted action against the highest harm serious and organised criminals and networks (**Pursue**)
- Building the highest levels of defence and resilience in vulnerable people, communities, businesses, and systems (**Prepare & Protect**)
- Stopping the problem at source, identifying, and supporting those at risk of engaging in criminality (**Prevent**)



- Establishing a single, whole-system approach (**Pursue, Prevent, Protect & Prepare**)

### Taking Action to Fight Organised Crime

I will hold the Chief Constable to account to ensure that the Constabulary meets the strategy objectives, through close collaboration and integrated working with partner agencies under Operation Genga, the Violence Reduction Network and the Contextual Safeguarding Board. The strategic approach is built on a fully engaged partnership approach, involving stakeholders and partners from the public sector, statutory community safety partners, other government, and law enforcement agencies as well as the third and private sectors. Together they will ensure that all available information, resources, and powers are brought to bear locally, to tackle serious organised crime.

The Constabulary will utilise all of available officers and staff to proactively target and disrupt organised crime groups. He will maximise every opportunity to work in partnership with the North West Regional Organised Crime Unit and National Crime Agency using their specialist capabilities to relentlessly take the fight to serious and organised crime groups.

The strength of this approach will be adopting a shared vision amongst partners and communities. This will be supplemented by the development of local serious and organised crime profiles and coherent force action plans designed to effectively tackle identified risk and threat, aligned to the strategic priorities.

As Commissioner, I am reassured that the Constabulary has already identified the key risks and is ensuring it has the capacity and capability, through investment from the Police Uplift Programme. Further investment will be required in these areas, and in cybercrime to tackle attacks by criminals which impact the economy and are costly and disruptive to businesses.

Investing in SOC prevention activities within the Violence Reduction Network will continue to provide bespoke programmes for those most vulnerable of becoming involved in, or being the victim of, serious organised crime. Current programmes are being developed within schools in high risk locations taking a public health

approach. There are inequalities in the prevalence of violence, with the greatest impacts felt in the most deprived communities.

Through Government funding, Project Adder is an innovative multi-agency approach to tackle drug misuse and offending. This pilot will run for three years and will disrupt organised crime groups and divert drug users away from breaking the law whilst expanding treatment and recovery services.

Stepping up the Force's approach to tackle and disrupt serious and organised crime will be critical over the next few years as we continue to live with the effects of the pandemic and offenders exploit new opportunities to avoid detection. I will ensure that protecting our communities and safeguarding those most vulnerable remains one of our key priorities. Working with partners on campaigns such as 'Eyes-Open', a county lines campaign, will assist in raising awareness of the issues and supporting a 4P response to tackle the problem. Lancashire will also continue to work with the Pan Lancashire Anti-Slavery Partnership to tackle modern day slavery and human trafficking.

**I will hold the Chief Constable to account in delivering the following:**

- The proactive management of offenders involved in serious organised crime, working with partners to limit their activities, including issuing cease and desist letters
- A comprehensive understanding of organised crime including known offenders and hotspot areas.
- The gathering and sharing of intelligence from all partner agencies, third and private sector, including the community.
- A partnership approach to disrupting organised criminal activity and bringing offenders to justice.
- The protection of vulnerable people from harm caused by organised crime.
- Engagement with all our communities in becoming more resilient to serious organised crime
- Support for the development of appropriate diversion schemes to prevent those becoming involved in serious organised crime and improving prospects for young people.
- An increase in the use of civil order disruption

# Tacking Domestic Abuse and Sexual Violence

## Why is this important?

Never has this subject been more in the public consciousness. I fully support the implementation of the Violence and Intimidation against Women and Girls (VAIWG) Strategy that the Government and National Police Chief's Council have published in response to, amongst other things, the murder of Sarah Everard, and to the review of sexual abuse in schools and colleges.

The Government's review of rape and subsequent action plan (the Joint National Action Plan) in 2021 seeks to address many failings. In conjunction with the Violence and Intimidation against Women and Girls (VAIWG) Strategy, leading groups expect an increase in all forms of reporting. This means we anticipate an increase in investigations for all forces, particularly investigations passing the CPS threshold test. Current evidence shows that nationally, victims of sexual violence are being failed. In Lancashire, I won't accept this.

Domestic Abuse in Lancashire is a priority for the Constabulary, due to the demand, seriousness and impact on victims, children and young people. The Constabulary can't meet this challenge alone, and this is recognised by the Children's Safeguarding Assurance Partnership and Lancashire Safeguarding Adults Board who will work with the force to deliver improvements.

The Domestic Abuse Act 2021, and the appointment of a national Domestic Abuse Commissioner, has further brought these issues into the spotlight. There is a clear expectation that there will be increased support for victims and survivors, an increase in the number of perpetrators brought to justice and an overall reduction in the prevalence of violence against women and girls in the long-term. I will hold the Chief Constable to account to ensure this commitment is honoured in Lancashire.

## The size of the problem

Lancashire has seen an increase in Domestic Abuse related crime over the last year, the majority involving violence against the person, and it is expected that there will be a continued increase. Lancashire Constabulary is a White Ribbon organisation and is committed to preventing Domestic Abuse, reducing the number of victims and repeat victims, achieving outcomes for victims, tackling perpetrators, and working with partners on programmes for safeguarding and rehabilitation.

## Taking Action to Tackle Domestic Abuse and Sexual Violence

A suite of tools and a mobile 'Vulnerability App' will assist officers in responding professionally and helps them to apply a 'Safeguarding, Investigation and Prevention' focused investigative lens. The Constabulary has a Domestic Abuse Action Plan and is seeking to improve the force response with dedicated resources to support victims and families and perpetrators to prevent future harm.

Operation Provide gives additional support to victims across Blackpool, Fylde, Wyre, Lancaster, and Morecambe. The initiative, which was launched at the beginning of the COVID-19 pandemic, sees police officers responding to domestic abuse reports alongside a trained NHS domestic abuse specialist. The operation has now supported over 1,000 victims to date and is being extended into other areas.

Lancashire Constabulary's Public Protection Unit provides Pan-Lancashire support around Domestic Abuse, working with partners and the Safeguarding Boards to develop national, regional, and local initiatives and to support compliance with policy and procedures in force, including audit and other scrutiny work. Evidence of assurance delivered to the Boards has been received favourably. The addition of Violence Reduction Network to support the wider family safeguarding models is a positive move towards the prevent strategy focusing on both victims and perpetrators.

The Constabulary has invested, through the Police Uplift Programme, in a number of dedicated Sergeants and Inspectors, who are now leading on improving investigative quality across Domestic Abuse by providing a supervisory review for every case.

### A Multi-Agency Approach

Working together with key partners is vital to support victims of domestic abuse and ensure they receive the right support.

As Commissioner, I am committed to getting tough on crime, including abuse in all its forms and will work with the Constabulary to ensure that perpetrators are brought to justice and we keep people safe.

By combining a clear support for victims, with work around early intervention and also crucially, a clear message that if you are committing abuse, officers will be knocking on your door, making a real difference and preventing people from becoming victims in the first place.

I will support work with partners to ensure implementation of the Domestic Abuse Act 2021 with common aims and objectives and maximise the use of preventative powers and orders. He is also committed to the Constabulary developing a Lancashire VAIWG Strategy and action plan reflective of the national strategy. He will also deliver a joint scrutiny panel with CPS to review and improve the quality of outcomes for rape and Sexual assault offences.

Multi Agency Safeguarding Hubs (MASH) ensure information is shared with all relevant partners to provide a multi-agency response according to individual needs. Lancashire Victim Services provide the local support for victims of crime. Operation Encompass has been live for some time in Lancashire and is now extended to college year students, sharing information, and referring young people who are experiencing Domestic Abuse.

A multi-agency engagement group was formed who created and delivered a 'No Excuse for Abuse' media campaign across Lancashire throughout the summer of 2020. This provided many key messages for victims and families suffering

Domestic Abuse, and saw perpetrators seeking help as a result of the campaign. As result of the success of the scheme the force will re-introduce it in 2021.

The Constabulary is focussed on increasing outcomes for victims, having a close working relationship with the CPS, the Constabulary have invested in the introduction of Evidence Review Officers (EROs) in each area, who focus on the quality of the investigation file before final submission to CPS. This is further supported by the Case Progression Manager who acts as a link between the police and CPS.

The force has action plans in place in response to the Joint National Action Plan (JNAP) and Government end to end rape review.

The Chief Constable has committed to ensure all staff are fully trained on Trauma Informed practice and becoming Trauma Informed Abuse (TIA) accredited through VRN delivered training. In addition, specific Domestic Abuse training from specialists will be undertaken by both frontline and specialist team staff.

The Constabulary has been working with partners for the last 2 years to deliver a Multi-Agency Risk Assessment Conferencing ( MARAC) programme dealing with reducing the risk and safeguarding in the highest risk domestic abuse cases, this is now being implemented pan-Lancashire linked to Local Authority family safeguarding models.

The Chief Constable will, through the Domestic Abuse plan, ensure the force prioritises the pursuit and disruption of adult perpetrators and ensure consistent adherence to the Victim Code of Practice rights for victims. The Constabulary also recognises the significant impact on victims when cases take a long time to get through the criminal justice process, so will have a focus on ensuring that cases are dealt with thoroughly and expeditiously.

[I will hold the Chief Constable to account in delivering the following:](#)

- An increase in resources dedicated to tackling hidden harms such as domestic abuse, rape, and serious sexual offences.

- A Domestic Abuse Action Plan to improve the response to domestic abuse, supporting victims, families, and perpetrators to prevent future harm.
- An increase in reporting of domestic abuse and sexual violence offences – victims should be confident to report crimes to the police.
- An increase in the number of offenders for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice and increases in victim's satisfaction.
- The proactive use of orders such as Domestic Abuse Protection Orders and Sexual Harm Prevention Orders to protect vulnerable victims.
- A reduction in repeat offending by using innovation such as digital forensic tools and training to detect reoffending and by increasing referrals to perpetrator pathways.
- A reduction in repeat victimisation of Domestic Abuse by supporting victims to break the abuse cycle and reduce harm

# Tackling Burglary and Robbery

## Why is this important?

Burglary and robbery cause misery to people, especially when your home is violated. Whilst the number of burglaries in Lancashire has reduced since 2019, the detection rate has dropped nationally, including here in Lancashire, over the past number of years.

I want people to feel safe in their homes. That is why I will ensure the force refocus their efforts on tackling burglary and robbery offences.

## Fighting back against Criminals

As Commissioner, I will ensure plans are in place to prevent burglary and robbery. A minority of criminals commit the majority of acquisitive crimes. Working with the Chief Constable we will ensure that those criminals are identified and targeted robustly to bring them to justice and reduce their offending. This will mean fewer victims of crime. I will work with partner agencies to tackle the root causes of their offending with a view to preventing them continuing to commit crime.

Through my Fighting Crime Fund I will support schemes and projects to be innovative and to learn from others, at what is successful in preventing burglary and robbery. I will support decisions on practical capabilities such as concentrating resources on crime hot spots, using data to direct where and when resources should be deployed.

## Working with Local Communities

The Chief Constable will allocate resources and develop processes to identify crime hot spots, with a view to his officers and staff conducting regular proactive operations and arrests of prolific offenders. The crime prevention and



neighbourhood policing officers will also look to find solutions to design out crime and prevent further offending. We need to encourage people to behave differently around the security of their home and possessions through campaigns such as the 'lock it or lose it' campaign.

Together with the Constabulary, my office will encourage sign up to the community messaging service, 'In the Know'. This will help to keep communities informed about what is happening in their communities so that they can keep an eye out for their neighbours. Community volunteers, such as Neighbourhood Watch, are crucial to building resilient communities and we will support them.

We will work with partners and the business community to reduce the opportunities for burglary and robbery and look to secure shared funding opportunities in areas of high crime.

I will support victims of burglary and robbery by responding to their needs and ensuring we comply with the Victim's Code and make referrals to other agencies where appropriate.

**I will hold the Chief Constable to account in delivering the following:**

- The proactive reduction in the number of recorded residential burglary and robbery offences.
- The proactive increase in the number of offenders brought to justice for residential burglary and robbery offences.
- The targeting of persistent and repeat offenders to bring them to justice and tackle their reoffending to reduce future crime.
- Improved victim satisfaction levels for serious acquisitive crime offences.
- A reduction in repeat burglary victims by proactively working with partners and communities to prevent further offences.

# Targeting Dangerous Drivers

## Why is this important?

Road safety is a real concern for our communities and many of you have told me that some inconsiderate drivers are driving dangerously or in an anti-social manner in your area, which is making you feel unsafe when you are using Lancashire's roads.

Another major concern is the number of people who are killed or seriously injured on our region's roads - sadly too many lives are being lost due to reckless, dangerous, or criminal motorists. This leaves families devastated.

I will work with the Chief Constable, Fire and Rescue Service, Local Authorities, Highway's Agency and other partners to ensure we robustly and proactively police both urban and rural areas – reducing the number of people killed or seriously injured in road collisions, promoting safer driving through engagement, education, enforcement and engineering and ensuring that our police work hard to deny criminals the use of our roads, creating a hostile environment for those intent on causing harm to our communities.

## How will we do this?

- The force will tackle dangerous, anti-social and inconsiderate driving/riding through education and robust enforcement. They will look to educate road users through diversionary courses, when appropriate prosecute serious or repeat offenders and seize offending vehicles when necessary.
- We will aim to reduce fatal and serious injury collisions by tackling the five main causes of accidents: careless driving, driving whilst under the influence of drink or drugs, failing to wear a seat belt, speeding, and using a mobile phone whilst driving. The force will do this by working together with partners through engagement, education, enforcement to address driver behaviours. The force will run regular campaigns targeting these causation factors to reduce the harm on our roads.

- Protect our most vulnerable road users, who are disproportionately at risk of serious injury due to road traffic collisions, including motorcyclists, cyclists, and young road users. The force will do this through partnership working, seeking to minimise the risk through engagement and education.
- The force will reduce speeding, including those locations identified by local communities where speeding is a concern – it will utilise Community Road Watch and use the speed camera vans on roads where there is evidence of high speeds or collisions.

### Partnerships and Collaboration – Lancashire Road Safety Partnership (LRSP)

The Lancashire Road Safety Partnership is the long standing coordinating body for Lancashire, Blackburn with Darwen and Blackpool which aims to reduce road casualties by developing collaborative approaches to driver and road user education, awareness and engagement and other measures as well as enforcement in relation to the Fatal Five:

- careless driving
- driving while under the influence of drink or drugs
- failing to wear a seat belt
- speeding
- using a mobile phone whilst driving

A lot of the work and campaigns carried out by the LRSP is done with extra emphasis on vulnerable road users and where there is the greatest need for our input, such as motorcycle riders, young road users and cyclists.

I am committed to working with the force and other partners to reduce the number of people who are killed or injured on Lancashire's roads and make people feel safer.

This is a longstanding partnership but, the time is right to have a review of it to ensure resources are deployed to maximise results and value for money, giving confidence to the public.

[I will hold the Chief Constable to account in delivering the following:](#)

- An increase in the number of prosecutions, vehicle seizures and focused activity to reduce anti-social behaviour of motorists/riders.
- A reduction in the number of KSI's by increasing police enforcement activity for each of the fatal 5 (careless driving, driving while under the influence of drink or drugs, failing to wear a seat belt, speeding, and using a mobile phone whilst driving).
- Reducing the number of vulnerable road users involved in traffic collisions through the delivery of education and enforcement activity.
- An increase in the number of deployments of camera vans, number of tickets issued, diversionary courses delivered and NHP/community road watch activity

### 3. Delivering Efficient and Effective Policing

As Commissioner, I will ensure the Constabulary is appropriately funded, enabling them to deliver an outstanding service to the public and build confidence.

Continued recruitment, funded through the Police Uplift Programme, will mean more police officers on our streets, providing greater visibility and accessibility to communities.

A workforce equipped with digital technology will deliver their service to the public more efficiently and effectively. Continued investment in ICT and digital will improve how the public connect with the Constabulary. We will continue to improve how we respond to calls for service, including from 999 and 101 calls and we will encourage greater online reporting and digital contact.

The next five years will see significant financial investment in infrastructure, ensuring the force continually evolves and modernises to meet current and future policing needs. A new Estate Strategy will be launched, backed by investment over a number of years, ensuring that the Constabulary's buildings are fit for purpose.

There will be access to an open police station in every borough of the county. Lancashire Constabulary will be a responsible organisation, cognisant of its impact on the environment. I will put plans in place ensuring it is a green and sustainable force.

## Diversity and Inclusion

The Chief Constable and I are committed to working together to ensure Diversity, Equality and Inclusion are at the heart of our service delivery and thoroughly embedded in both our organisation's culture.

Our vision is to become truly inclusive by creating an environment and culture that celebrates inclusion and diversity, and nurtures, values, and harnesses 'difference' for the benefit of all our communities, our staff, and our partners.

The joint Diversity, Equality, and Inclusion (DEI) Strategy with Lancashire Constabulary for 2021 - 2026 sets out the strategic direction and priorities

for the next five years in terms of our people and organisation; our communities and our partners.

### Our Equality Objectives are:

- We will provide a fair, responsive, and effective service to every Lancashire community.
- We will develop a diverse workforce which is reflective of our communities, where all staff feel valued, can thrive as individuals, and achieve their full potential irrespective of background, culture, or protected characteristics.
- We will work with our partners to develop joint strategies which enable a more tailored, effective, and equitable approach to public service provision in all Lancashire communities

Delivery against these objectives will be via a joint annual report and through holding the Chief Constable to account for performance on this agenda.



## 4.Supporting Victims

In leading the Fight against Crime in Lancashire, I want to ensure that fewer people fall victim to crime in the first place. However, where people do fall victims to crime it is important that they, as a victim should be at the heart of the criminal justice system.

Victims can find themselves giving evidence and statements in a system that is complex, daunting, and probably at times, confusing. I firmly believe that victims need to be treated with care, respect and dignity and have confidence in the criminal justice system.

I welcome the new Code of Practice for Victims of Crime which sets out the services and the minimum standards for these services, that must be provided to victims of crime by Police, CPS, Courts, and wider criminal justice partners.

I will monitor through the Chief Constable, Police performance against their part of the Code of Practice.

Recording crime accurately, matters. Every time a crime is reported in Lancashire it is important that it is recorded. Victims of crime need to get access to the right support as early as possible. In addition, crime needs recording so that the Police can fully understand the nature and types of crimes that take place in Lancashire whilst ensuring that officers have the most accurate information possible in the fight against crime, as they work both to prevent crime and bring criminals to justice.

I will hold the Chief Constable to account to ensure the Lancashire Constabulary records crime accurately. Further, and even more importantly, I ensure crimes are investigated where they can be and the best outcomes for the victims are secured.

I am responsible for the commissioning of the Lancashire Victims Service. I am keen to ensure that victims are able to access specialist support to help them

move forward from what has happened. We are lucky to have a wide network of providers here in Lancashire who already offer a variety of different services across the county. I will commission services for victims in Lancashire, investing significant amounts of money in the service over the next few years.

Safeguarding is the action taken to keep children and vulnerable people safe from abuse and risk of harm. It is important that partner agencies work together to make sure children and vulnerable people are safe. Safeguarding is everyone's responsibility. As PCC for Lancashire, I will hold the Chief Constable to account for the exercise of his duties in relation to safeguarding children and vulnerable people and the promotion of child welfare.

As one of Lancashire's senior leaders, I am committed to the pledge of investing in the development of Trauma Informed Lancashire. There is a need to tackle the impact of trauma and focus on how public systems can support people in preventing and recovering from traumatic events. Only by partners working together, across systems and with communities, will we reduce its impact and secure support options best suited to victims.

### **Investment**

During my first three months in office I secured over £2.5m in Government funding to support people impacted by domestic abuse and sexual violence and I will continue to seek more funding opportunities to improve services to victims.



## 5. Partnerships and collaboration

### Partnerships

The police and other partners need to work together to reduce crime and anti-social behaviour. I cannot fully achieve the priorities set out in my Police and Crime Plan without effective partnership working.

I am fully committed to working with all the Community Safety Partnerships across Lancashire to achieve the County wide vision of the Lancashire Community Safety Agreement:

*"Working together to make Lancashire a better place for this and future generations; by targeting vulnerability, increasing resilience and reducing crime"*

My Police and Crime Plan therefore strongly aligns with the Lancashire Strategic assessment priorities and I welcome the approach adopted by Community Safety partners to deliver activity that supports the priorities of the Police and Crime Plan.

#### Lancashire Violence Reduction Network

I have spoken to many Lancashire residents who told me of the devastating impact that crime and ASB is having on our communities.

The police are focussing on reducing serious violence; this includes many crime types that cut across my police and crime priorities, including homicide, knife crime, gun crime, domestic abuse, rape, and child exploitation.

I will continue to hold the Chief Constable to account to tackle serious violent crime, organised crime, and county lines.

Through the Lancashire Serious Violence Strategy, I will focus on four strands

- **Prevention:** Prevention and early intervention are at the core of the LVRN. They focus on their community and partnership strengths to reduce,

prevent, and respond to violence. This includes working with partners and communities to address the root causes

- **Enforcement:** The LVRN work closely with their partners to use civil and criminal remedies. They are committed to swift, visible justice for those who commit violence.
- **Evidence, data, and evaluation:** The LVRN takes a system-wide approach across Lancashire partnerships through the use of data from our partners. We will use data to help to intervene early and prevent violence occurring.
- **Culture transformation and workforce development:** The LVRN take a public health approach to tackling violence. They work to build a trauma-informed approach across the county's services.

I also commit to ensuring that the Police and where appropriate my Office, contribute to other key strategic partnerships including the Lancashire Criminal Justice Board, the Lancashire Road Safety Partnership, and the Lancashire Reducing Reoffending Board.

## Collaboration

Lancashire Constabulary has a long history in engaging in effective collaboration both nationally and regionally and in leading the Fight Against Crime the power of collaboration cannot be underestimated.

### [North West Regional Crime Unit \(NWROCU\)](#)

Lancashire Constabulary is part of a regional collaboration between the six North West Police Forces in Cheshire, Cumbria, Greater Manchester, Lancashire, Merseyside, and North Wales known as the North West Regional Crime Unit. This unit was established in 2009 and is made up of officers and staff from across the region who offer specialist skills and additional resources.

As a member of this collaboration Lancashire enjoys the benefits of the NWROCU in that it provides specialist capabilities to tackle serious and organised crime that crosses borders in the region.

NWROCU say that *"The mission of the unit is simple – to identify, disrupt and dismantle organised crime groups causing the most harm to the North West. This is done by working with partners to gather intelligence, cracking the most serious and organised crime networks, and then seizing the assets of the criminals involved."*

This collaboration is important to me and throughout my term I will continue to build upon this strong regional relationship.

### [North West Regional Forensic Service](#)

Since being elected as the Police and Crime Commissioner, alongside the Chief Constable I have recently signed a collaboration agreement with four other North West Police forces to provide a new regional forensic science service to help in the fight against crime.

This ground-breaking initiative, the first of its kind in England and Wales, brings together expertise from Lancashire, Cheshire, Cumbria, Merseyside, and North Wales forces to increase the efficiency of the forensic science services for the communities they serve.

The regional programme sees collaborative efforts in drug analysis, footwear examination, firearm classification, toxicology, and a forensic science courier service. All these services when fully operational, will provide shared intelligence and evidence across the North West region to work towards supporting safer communities and getting results for victims of crime.

The Regional Drugs Facility has now been launched as the first phase of the collaboration and is in partnership with Lancashire Forensics Science Academy (LFSA) - a collaborative initiative between University of Central Lancashire (UCLan) and Lancashire Constabulary and the Police and Crime Commissioner. Established in 2019, the LFSA brings together forensic science experts, practitioners, and students to work alongside each other in the purpose-built research and laboratory facilities. By investing in-house, jobs have increased,

and investment has been made in the regional facility here in Lancashire – this will create a sustainable, cost effective service with improved speed and quality.

### National Strategic Policing Requirement

Many of the threats Lancashire Constabulary face can be tackled locally however, national threats such as terrorism and serious and organised crime need a coordinated approach which bring together resources from several police forces

The Government have identified six national threats which all force areas in England and Wales must demonstrate that they have the plans and capability to respond to, in addition to regular policing requirements.

This is called the Strategic Policing Requirement (SPR). The threats are:

- Terrorism
- Serious and organised crime
- National cyber security incidents
- Public Order
- Civil Emergencies
- Child Sexual Abuse

The policing requirement to counter the threat is set out in the SPR. The Chief Constable and I must have "due regard" to the SPR and ensure that the Lancashire Constabulary is in a state of readiness to respond to the requirements, in addition to business as usual. As PCC I must also ensure that sufficient funds are set aside to deliver the required contribution to the SPR. I will hold the Chief Constable to account annually in this respect through the Accountability Framework.

### National Crime and Policing Measures

The Home Secretary has developed some National Crime and Policing Measures to support the government's strategic priority for '*a relentless focus on cutting crime*'.

The key national policing priorities are as follows:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse

These national measures complement well the local priorities set out in my Police and Crime Plan and I am wholly supportive of them.

I want to be as transparent as I can be with the public of Lancashire on Police performance in this area.

I will provide a statement on the contribution of Lancashire Constabulary to achieving improvements against those national priorities on a quarterly basis and this will be available on my website through this link XXXX

In leading the Fight against Crime, I commit therefore, that through my Accountability Framework I will hold the Chief Constable to account for the delivery against each of these National Crime and Policing Measures and the five priorities set out in the Police & Crime Plan 2021/25.



## 6. Resources

Police officers and staff need the right resources to fight crime and to keep you and your community safe. It is my job to make sure Lancashire Constabulary have the resources they need and are efficient and cost-effective in the service they provide.

Funding for Lancashire Constabulary is made up from two main sources of funding; grant income from central government and the part of council tax, which is allocated to policing, known as the 'police precept'.

For Lancashire, 69% of total funding comes from central government. The remaining balance is raised locally through the precept.

### Budget

The budget for policing and crime in Lancashire is £319.391m for 2021/22. Here is how the money will be spent:

£307.086m of the net revenue budget is delegated to the Chief Constable to deliver operational policing activity. The Chief Constable spends over 80% of his budget on police officers and staff and in 2021/22 we will add more than 200 new officers to our ranks.

### Precept

Part of my role as Police and Crime Commissioner is to set the annual police budget and determine the level of precept required for our force area.

The Police and Crime Panel for Lancashire supported and endorsed an increase of £15 to the council tax precept in February 2021. This brought council tax in Lancashire to £226.45 for a Band D property.

Lancashire had the 11<sup>th</sup> lowest Band D council tax in England in 2020/21.

## 7. Monitoring and Accountability

I want you to have confidence that I am holding Lancashire Constabulary to account on your behalf. This means being open about where we are succeeding in the fight against crime.

I will monitor and review the work of the Chief Constable and hold him to account for the service that you have been promised in this plan with regular Accountability Board meetings, one to one meetings with the Chief Constable and members of his senior team.

I will also look at and monitor the work of Lancashire Police in several ways:

- ✓ Go out and talk to local communities and stakeholders to get an ongoing picture of local community needs
- ✓ Engage with specialist independent advisory groups on policing issues
- ✓ Consider what the public are telling me through the 'Your Commissioner, Your Voice' and council tax precept surveys
- ✓ Gain insight from the Lancashire Constabulary User Satisfaction Surveys
- ✓ Look closely at reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service to ensure recommendations and areas for improvement are actioned as appropriate
- ✓ Review quarterly financial monitoring information
- ✓ Action recommendations from Internal and External Audit and the Joint Audit and Ethics Committee, to ensure good governance in both my Office and the Constabulary
- ✓ Report to the Police and Crime Panel for their scrutiny, progress and performance against the Police and Crime Plan (Outcome Measures are set out at appendix D)
- ✓ My Deputy Police and Crime Commissioner will chair the Lancashire Criminal Justice Board, and through working with partners, we will

collectively work to ensure an effective and efficient criminal justice system in our area

- ✓ My Deputy Police and Crime Commissioner will hold quarterly performance meetings on the Lancashire Victim Services commissioned by my Office
- ✓ My Deputy Police and Crime Commissioner will chair the Lancashire Road Safety Partnership and we will collectively work to ensure an effective and efficient partnership for Lancashire

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## 8. Keeping in Touch

I want to keep you up to date with what I am doing to Lead the Fight Against Crime in Lancashire, and I will be asking you regularly for your views on policing and crime issues in Lancashire; how we can work together to prevent and fight crime and to keep our communities and people safe.

If you want to keep in touch, then you can:

Email: [commissioner@lancashire-pcc.gov.uk](mailto:commissioner@lancashire-pcc.gov.uk)

Post: Office of the PCC for Lancashire  
PO Box 100,  
County Hall,  
Preston,  
PR1 0LD

Call: [01772 533 587](tel:01772 533 587)

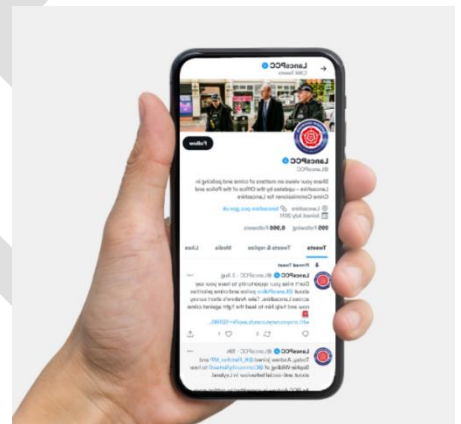
Web: [Lancashire-pcc.gov.uk](http://Lancashire-pcc.gov.uk)

Facebook: [@LancsPCC](https://www.facebook.com/LancsPCC)

Twitter: [@LancsPCC](https://twitter.com/LancsPCC)

Instagram: [@LancsPCC](https://www.instagram.com/LancsPCC)

Sign up to [stayintheknow.co.uk](http://stayintheknow.co.uk) community messaging



# APPENDICES

## Appendix A

### About Lancashire

- Lancashire is a diverse county spread over a large geographical area
- Lancashire is a county in the North West of England and consists of two unitary authorities Blackpool and Blackburn with Darwen, the remainder consists of upper tier Lancashire County Council and 12 District authorities: Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire, and Wyre.
- Lancashire has 550 primary schools; 159 secondary schools; and 74 post16 education providers (schools and colleges). Lancashire is also home to four universities: Lancaster University, the University of Central Lancashire, Edge Hill University, and the Lancaster campus of the University of Cumbria. There are currently eight NHS Clinical Commissioning Groups and seven NHS Trusts of which five are Acute Hospitals and two Mental Health Hospitals.
- There are five prisons in Lancashire: two category B adult males (HMP Preston and HMP Garth); two category C adult males (HMP Wymott and HMP Lancaster Farms); and a category D adult males' prison (HMP Kirkham). The nearest female prison to Lancashire is HMP Styal in Cheshire, this is a closed category prison for female adults and young offenders. Lancashire hosts eight National League Football clubs all of these supports a Community Trust. Blackpool is the largest seaside resort in the North West of England and Morecambe is also a seaside resort but on a smaller scale.
- The 2019 mid-year population estimate for the Lancashire-14 area, was 1,508,941 people, this is 0.7% (10,641 persons) higher than 12 months earlier. For the Lancashire-14 area, 23.5% were aged 0-19 years, 56.4% were aged 20 to 64 years, and 20.1% were aged 65 and over. Over the next decade the number of children aged 0-15 in the county is predicted to rise and then decline thereafter. The working-age population is predicted to start to decline within five years and the older population

is predicted to increase, with more people falling into the over85 bracket each year as life expectancy increases over the period.

- Most of the population of Lancashire is White (90%). The other ten per cent of the population (around 141,000 people) are from Black, Asian, and other minority ethnic (BAME) groups. The largest BAME populations are found in Blackburn with Darwen (31%), Pendle (20%), Preston (20%), Burnley (12%) and Hyndburn (12%). The ethnic breakdown of Lancashire consists of White (90.4%), Asian (7.9%), mixed race (1.1%), Black (0.4%) and other ethnic groups make up 0.3% of the population. Levels of socio-economic deprivation vary across the pan-Lancashire area with great inequalities. Districts with the highest level of deprivation in Lancashire include Blackpool, Burnley, and Blackburn with Darwen. Less deprived districts in Lancashire include Ribble Valley, South Ribble and Fylde. It should be noted, however, within all districts, there is a wide variation in deprivation at ward level. *(Source VRN Annual Report 2021 -*

# APPENDIX B

## Roles and Responsibilities

The Police Reform and Social Responsibility Act 2011 enabled the election of the first Police and Crime Commissioners (PCC's) in November 2012. The act disestablished police authorities and replaced them with a with a directly elected PCC who were to be the voice of the people and to hold the police to account.

### Role: Police and Crime Commissioner

#### Responsibility

- To secure an efficient and effective police force for Lancashire
- To appoint /remove from office, the Chief Constable and hold him to account
- To set the strategic direction and objectives for Lancashire Constabulary
- To publish a Police and Crime Plan for Lancashire
- To set the budgets and determine the council tax precept
- To issue an annual report
- To monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable.
- To be the local link between the Police and local communities.

### Role: Chief Constable

#### Responsibility

- To maintain of the Queen's peace
- The direction and control of his staff and officers
- To be responsible to the public and accountable to the PCC
- To be the operational voice in policing
- To be politically independent of the PCC

- For the day to day responsibility of allocated budgets
- For managing complaints against police officers and staff

## Role: Police and Crime Panel

### Responsibility

- To scrutinise the PCC 's exercise of their statutory functions
- To be responsible for complaints about a PCC
- To review the draft Police and Crime Plan and the precept and make recommendations to the PCC
- To hold confirmation hearings for the proposed appointments of Chief Constable, Chief Executive and Chief Finance Officer
- For suspending the Police & Crime Commissioner if charged with an imprisonable offence or appointing an acting Police & Crime Commissioner where the incumbent is incapacitated, resigns or is disqualified

## APPENDIX C

### Policing at a glance

The Constabulary is split into three divisions, West, South and East and our Headquarters is based in Hutton, Preston, with our Dogs and Mounted section nearby. Each Division is run by a Chief Superintendent, known as a Divisional Commander. To accommodate a workforce of just over 5,500 people, the force has an extensive network of locations across the county.

To ensure we fulfil our commitment to policing Lancashire, the workforce is made up of over 3,000 Police Officers and 2,500 Police Staff – of which 290 are PCSOs and 460 Special Constabulary Officers, Police Cadets and Community Volunteers.

#### South Lancashire

Preston • South Ribble • Chorley • West Lancashire

#### West Lancashire

Blackpool • Fylde • Wyre • Lancaster and Morecambe

#### East Lancashire

Blackburn with Darwen • Ribble Valley  
• Pendle • Rossendale • Hyndburn • Burnley



# APPENDIX D

## Outcome measures

### Getting Tough on Anti-Social Behaviour

- Improved public confidence in the police, measured through the 'Lancashire Talking' platform.
- Greater visibility of police officers and PCSO's in hot-spot areas that are blighted by anti-social behaviour.
- Effective partnership based problem-solving initiatives related to tackling anti-social behaviour.
- The targeting of repeat and persistent offenders.

### Preventing and Disrupting Organised Crime

- The proactive management of offenders involved in serious organised crime, working with partners to limit their activities, including issuing cease and desist letters
- A comprehensive understanding of organised crime including known offenders and hotspot areas.
- The gathering and sharing of intelligence from all partner agencies, third and private sector, including the community.
- A partnership approach to disrupting organised criminal activity and bringing offenders to justice.
- The protection of vulnerable people from harm caused by organised crime.
- Engagement with all our communities in becoming more resilient to serious organised crime
- Support for the development of appropriate diversion schemes to prevent those becoming involved in serious organised crime and improving prospects for young people.
- An increase in our use of civil order disruption.

## Tackling Domestic Abuse and Sexual Violence

- An increase in resources dedicated to tackling hidden harms such as domestic abuse, rape, and serious sexual offences.
- A Domestic Abuse Action Plan to improve the response to domestic abuse, supporting victims, families, and perpetrators to prevent future harm.
- An increase in reporting of domestic abuse and sexual violence offences – victims should be confident to report crimes to the police.
- An increase in the number of offenders for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice and increases in victim's satisfaction.
- The proactive use of orders such as Domestic Abuse Protection Orders and Sexual Harm Prevention Orders to protect vulnerable victims.
- A reduction in repeat offending by using innovation such as digital forensic tools, polygraphs, and training to detect reoffending and by increasing referrals to perpetrator pathways.
- A reduction in repeat victimisation of Domestic Abuse by supporting victims to break the abuse cycle and reduce harm.

## Tackling Burglary and Robbery

- The reduction in the number of recorded residential burglary and robbery offences.
- The increase in the number of offenders brought to justice for residential burglary and robbery offences.
- The targeting of persistent and repeat offenders to bring them to justice and tackle their reoffending to reduce future crime.
- Improved victim satisfaction levels for serious acquisitive crime offences.
- A reduction in repeat burglary victims by proactively working with partners and communities to prevent further offences.



## Improving Road Safety by Targeting Dangerous Road Users

- An increase in the number of prosecutions, vehicle seizures and focused activity to reduce anti-social behaviour of motorists/riders.
- A reduction in the number of KSI's by increasing police enforcement activity for each of the fatal 5 (careless driving, driving while under the influence of drink or drugs, failing to wear a seat belt, speeding, and using a mobile phone whilst driving).
- Reducing the number of vulnerable road users involved in traffic collisions through the delivery of education and enforcement activity.
- An increase in the number of deployments of camera vans, number of tickets issued, diversionary courses delivered and NHP/community road watch activity.

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