

# LEADING THE FIGHT AGAINST CRIME THE POLICE AND CRIME PLAN FOR LANCASHIRE 2021 – 2025

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## FOREWORD FROM THE COMMISSIONER

I was elected on the pledge to lead the fight against crime in Lancashire and that's exactly what this plan sets out to achieve; through a common sense, no nonsense approach to dealing with criminals across our county and supporting victims.

My number one priority is the safety of each of our residents, whether they live in our busy urban cities, growing market towns or rural villages. Rural communities in particular have been neglected. To rectify this, I will invest in rural policing by increasing rural police numbers and providing better equipment to catch those committing all levels of crime. I want to prevent and fight crime to keep our communities safe. I will have a real focus on neighbourhood policing with dedicated teams for every area – building up a visible and effective frontline service that protects our communities by taking the fight to criminals.

Since I took up office in May 2021, I have visited every police area across the county and patrolled with frontline officers to truly understand how I can make a difference. I have been out to people's homes, in streets and neighbourhoods, listening to what is important. Residents have told me that anti-social behaviour is the biggest policing issue in their local area. This is closely followed by drug dealing, dangerous driving and burglary; therefore, these are my priorities.

I am determined to ensure Lancashire Constabulary has the resources and infrastructure needed to keep people safe and to deliver this I will lead the largest investment into policing in living memory. This investment programme will mean extra boots on the ground in your neighbourhood, a physical police presence and front counter service in every borough, but also investment into crime fighting infrastructure and technology to ensure we are always one step ahead of criminals.

I am committed to getting the best deal for Lancashire and will work with central government to secure fair funding and to bid for extra money for the services most in need, with successful bids of over £2.5m already secured to support people impacted by domestic abuse and sexual violence in my first three months in office. The issue of violence against women and girls has never been more in the public consciousness and nationally victims of sexual violence are being failed which I will not accept in Lancashire. I am therefore investing in teams and initiatives to build cases against offenders and ensure victims get justice.

In addition to funding, to deliver this ambitious plan we must free up police time to focus on crime, with just 22% of recorded demand currently crime related. Instead, a significant amount of police time relates to public safety and mental health which, although important issues, are not for the police to tackle alone at the expense of fighting crime. We need to get back to basics and therefore I will work with other services to ensure people get help from the right service at the right time.

As part of this approach, I will also work with other agencies to divert young people away from a life of crime and to get tough on re-offenders by providing the resources needed to crack down on repeat offenders and put criminals behind bars. There are huge amounts of work we must do around prevention, around diverting and reducing reoffending by working with criminals, but at the point at which they are committing criminal activity, they should be treated as such.

Sadly, many organised crime gangs across the county involve young people in serious and organised crime such as county lines where other young or vulnerable people are often criminally and sexually exploited. I will continue to rally partners around these offences to ensure we harass, disrupt and dismantle these gangs and strip them of their ill-gotten gains. These criminals are the worst of the

worst in our society and must be stopped. This plan outlines my ambition to drive down crime and improve community safety through effective frontline policing and partnership working across Lancashire, and specifically through the recruitment of more police officers, strengthening of neighbourhood policing, and improving access to police services. These are all huge challenges, and we all recognise how our public services have been challenged over the past few years. I remain impressed and reassured by the way that Lancashire Constabulary continues to respond to the pandemic and to catch criminals, prevent crime and support victims and keep our communities safe.

## MESSAGE FROM THE CHIEF CONSTABLE

I am delighted to affirm my commitment to delivering on the Police and Crime Commissioner's priorities set out in his Police and Crime Plan and to take the fight to criminals.

I want to be clear that through supporting the delivery of this plan, anyone engaging in anti-social behaviour and committing crime in Lancashire, especially those involved in organised crime groups will have nowhere to hide.

My commitment is clear, Lancashire Constabulary will proactively and relentlessly target and pursue all involved in criminality and seek every opportunity for the seizure of any assets gained through their criminal behaviour.

Every police officer and member of staff in the Constabulary has been spoken to in person by my Chief Officer Team, to ensure they all have absolute clarity about their role in supporting the delivery of the Police and Crime Plan priorities. I am confident that the Constabulary will maximise the effectiveness and efficiency of its resources and I am clear that a proactive policing style and culture is required to achieve this

Through understanding our communities and their needs and applying long term sustainable solutions through problem orientated policing, it is my intention to address the concerns of those living in Lancashire and make our communities safer by delivering an outstanding service for all and further developing Lancashire Constabulary as a truly inclusive organisation.

I will work with the Commissioner to address the concerns of those living and working in Lancashire, working with neighbourhoods, businesses and residents across the county, with those who are unfortunate enough to be a victim of crime at the heart of everything we do.

## PRIORITIES

I have developed this Police and Crime Plan in consultation with members of the public and partners across Lancashire to ensure it reflects the issues that matter most to people.

Getting Tough on Anti-Social Behaviour

Disrupting and Dismantling Organised Crime

Tackling Domestic Abuse and Sexual Violence

Cracking down on Burglary and Robbery

Targeting Dangerous Drivers

## PRIORITY ONE: GETTING TOUGH ON ANTI-SOCIAL BEHAVIOUR

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

Anti-social behaviour can take many forms – including intimidating and aggressive 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. Anti-social behaviour is by far the top concern reported in surveys across the county and an issue that residents write to me about every day. Last year Lancashire Constabulary received 96,000 reports of anti-social behaviour and people across Lancashire have told me about the adverse impact it has on their quality of life, which is why I am including it as one of my priorities.

### Neighbourhood Policing

We will not beat anti-social behaviour unless Neighbourhood Policing Teams are visible, accessible, and responsive to community needs. This means they are out there walking the beat, talking with residents and targeting hot spot areas, including in our rural communities.

Police are vital to combatting anti-social behaviour and 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.

Here in Lancashire, we have the benefit of both statutory and non-statutory agencies such as local councils, health and social care services, business partners, the third sector and communities themselves. 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.

### Enforcement and problem solving

Getting tough means taking action. Low level drug dealing blights communities and it is vital that we 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 restrict their activities and any vehicles being used anti-socially seized and offenders prosecuted.

However, 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. A problem-solving approach, working with the public and partners to deliver long-term sustainable solutions is needed and I will support communities to be actively involved and empowered in helping to find and implement their own solutions to problems.

### Prevention

First and foremost, victims of anti-social behaviour want it to stop, and the perpetrators punished for what they have done. They want the police and authorities to take their problem seriously, to understand the impact on them and to protect them from further harm.

As well as protecting victims, it is important that anti-social behaviour is tackled to protect communities and prevent it from being a pathway to more serious crime and harm. This means working with schools, colleges and young people to engage in prevention activities and build confidence in policing.

## Safer Lancashire Neighbourhoods Fund

I am committed to taking money illegally gained by criminals and giving it back to local communities to prevent crime. My Safer Lancashire Neighbourhoods Fund will use money recovered from criminals through the Proceeds of Crime Act to provide grants to benefit community initiatives, grassroots projects and innovative neighbourhood schemes.

### What I will do as the Police and Crime Commissioner:

- Increase funding for additional neighbourhood policing officers to build a visible, effective and impactful police front line in neighbourhoods across Lancashire.
- Look to ensure every community has a dedicated neighbourhood policing team to tackle anti-social behaviour.
- Invest resources to increase the capacity of proactive task forces in both rural and urban areas.
- Ensure every borough has access to a police front counter to report crime.
- Invest in a problem-solving approach to reduce crime and anti-social behaviour.
- Invest in civil enforcement resources to ensure police use the full suite of criminal and civil tools available including Criminal Behaviour Orders, Closure Orders and Anti-Social Behaviour Injunctions to tackle and deter crime.
- Launch a Safer Lancashire Neighbourhoods Fund.
- Engage with the public and continue to invest in 'Lancashire Talking' to identify the top issues in every community.
- Work with the Government to secure further funding for Youth Divert, helping 10-17-year-olds who commit crime or anti-social behaviour, diverting young people from a life of crime and reducing reoffending.
- Support Community Safety Partnerships to focus our collective resources on tackling anti-social behaviour and delivering local action plans.
- Ensure that policing initiatives are publicised to deter crime. Justice seen is justice done.
- Support victims of anti-social behaviour through my commissioned Lancashire Victim Services.

### I will hold the Chief Constable to account for delivering the following:

- The targeting of repeat and persistent offenders.
- Improved public confidence in the police, measured through national and local benchmarks and engagement surveys.
- Greater visibility and engagement of police officers and PCSOs in hot spot areas that are blighted by anti-social behaviour.
- Increased and effective partnership-based problem-solving initiatives related to tackling anti-social behaviour.
- An increase in the use of civil orders by the Constabulary to tackle anti-social behaviour.

## PRIORITY TWO: DISRUPTING AND DISMANTLING ORGANISED CRIME

Serious Organised Crime presents a national security threat to the UK. Advances in technology, continued exploitation of the vulnerable and a greater propensity for violence, means that Serious Organised Crime is also increasing in both scale and complexity.

Serious and organised crime takes many forms and includes drug trafficking, fraud and financial crime, counterfeiting, organised acquisitive crime, cybercrime and exploitation.

The nature and scale of organised crime has changed considerably over the last few years with a heavy focus on people as the commodity. Criminality such as modern-day slavery, trafficking and sexual and criminal exploitation are now evident. With these comes serious violence, drugs supply and exploitation, all of which have a devastating impact on young people, vulnerable adults, and local communities. Many problems associated with anti-social behaviour are also derived from the activities of organised crime gangs, along with the thefts of vehicles, equipment and livestock from our rural communities.

### Specialist and neighbourhood police resources

The Constabulary will utilise all available officers and staff to proactively target and disrupt organised crime groups. This includes maximising every opportunity to work in partnership with the North West Regional Organised Crime Unit (NWROCU) and National Crime Agency, (NCA) using their specialist capabilities to relentlessly take the fight to serious and organised crime groups.

Working closely with the NWROCU, we will work to stop criminals from crossing our borders into Lancashire, gather intelligence, cracking the most serious and organised crime networks and then seizing the assets of the criminals involved.

Stepping up the Constabulary'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.

### Partnership working

Disrupting and dismantling organised crime can only be done with 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.

Investing in prevention activities within the Violence Reduction Network (VRN) will continue to provide bespoke programmes for those most vulnerable of becoming involved in, or being the victim of, serious organised crime.

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.

Current programmes are also 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.

### What I will do as the Police and Crime Commissioner:

- Invest to reinforce the capacity and capability of Lancashire Constabulary and regional partners to carry out impactful disruptions and enforcement activities targeting serious and organised criminals.
- Together with stakeholders and partners, ensure that all available information, resources, and powers are brought to bear locally, to tackle serious organised crime.
- Take an aggressive approach to asset seizures, increasing the amount of money and assets we take from criminals so that crime doesn't pay in Lancashire.
- Invest in new innovative ways to disrupt and help dismantle networks, including equipment and resources into teams.
- Invest in cyber-crime to defend against attacks by online criminals and to take the fight to them.
- Ensure that police officers and staff have the capacity, capability, systems and equipment to tackle the volume and complexity of cyber-crime which are costly and disruptive to businesses.
- Support all available measures by police and partners to reduce the number of people killed and seriously injured as a result of homicide and serious violence in Lancashire.
- Continue to safeguard those most vulnerable by working with partners on campaigns such as 'Eyes-Open', a county lines campaign to raise awareness of the issues and tackle the problem.
- Work with partners to tackle knife crime in Lancashire.
- Continue to fund and work with the Pan Lancashire Anti-Slavery Partnership to tackle modern day slavery and human trafficking.
- Support victims of all aspects of serious and organised crime through my commissioned Lancashire Victim Services.

### I will hold the Chief Constable to account for delivering the following:

- The targeting of persistent and repeat offenders to bring them to justice and tackle their reoffending to reduce future crime.
- Increased partnership approach to disrupting organised criminal activity and bringing offenders to justice both locally through GENGA and regionally through the NWROCU.
- Increased partnership working to disrupt drugs supply and county lines, including drug related homicides. • Improved victim satisfaction levels for serious acquisitive crime offences.
- Increase the number of personal asset seizures including cash, vehicles, firearms, drugs.
- Reducing serious violence, including firearm discharges.
- Confidence in the law enforcement response to cyber-crime.
- The proactive management of offenders involved in serious organised crime, working with partners to limit their activities, including issuing cease and desist letters.

## PRIORITY THREE: TACKLING DOMESTIC ABUSE AND SEXUAL VIOLENCE

Domestic abuse is an issue across every area of Lancashire and includes a wide range of harm including physical, sexual, emotional and financial abuse.

It accounts for approximately 14% of all crime, however, it is largely hidden, often behind closed doors and victims can be hesitant for a variety of reasons to report to the police, progress through the criminal justice system or access support.

Domestic abuse in Lancashire is a priority due to the demand, seriousness and impact on victims, children and young people. Improving the service to victims is paramount and investment has already been made through the Police Uplift Programme into 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.

Lancashire has seen an increase in domestic abuse related crime in 2020, the majority involving violence against the person, and it is expected that there will be a continued increase. In terms of outcomes, the latest available national data shows Lancashire at 11.5% positive results for all sexual offences against a national average of 8.1% but clearly there is more work to do.

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 that we keep people safe.

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 others, the murders of Sabina Nessa, and Sarah Everard, and to the review of sexual abuse in schools and colleges.

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, this can make a real difference and prevent people from becoming victims in the first place.

### Supporting Victims

The Domestic Abuse Act 2021, and the appointment of a national Domestic Abuse Commissioner means there is now 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.

I am on the side of the victim and commission dedicated services for survivors of domestic abuse and sexual violence, and pledge to continue to my work to secure grant funding to further strengthen the support available.

Working together with partners is vital as we support victims of domestic abuse and ensure they receive the right support, when they need it. Op Provide, piloted across Blackpool, Fylde, Wyre, Lancaster and Morecambe has now supported over 1,000 victims after being launched at the beginning of the pandemic when the advice was to isolate and stay at home. This initiative sees police officers responding to domestic abuse reports alongside Independent domestic violence advocates (IDVAs) from Blackpool Teaching Hospitals NHS Foundation Trust to support victims and their children with immediate safety and long-term plans. This operation allows us to reach out to

these victims with health specialists that offer an enhanced level of support for those most vulnerable in our communities and is something we are looking to roll out wider.

Beyond this, the Chief Constable has also committed to ensure that all staff are fully trained on Trauma Informed Practice and become Trauma Informed Abuse accredited.

#### What I will do as the Police and Crime Commissioner:

- Fund specialist victim services to ensure that victims of domestic abuse and sexual violence in Lancashire get the best possible support.
- Invest in a dedicated resource for investigating rape and serious sexual violence and improving convictions.
- Maximise funding opportunities and secure more project based and grant funding to support victims.
- Alongside partners, develop and launch a countywide domestic violence perpetrator strategy to reduce reoffending.
- Drive and support the implementation of the Violence and Intimidation against Women and Girls (VAIWG) Strategy.
- 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.
- Fund and support initiatives which reduce the number of victims of domestic abuse and sexual violence.
- Work with key partners to bring offenders to justice; reduce suffering and prevent further offending.
- Support the rollout of Op Provide, which sees police officers responding to domestic abuse reports alongside a trained NHS domestic abuse specialist.
- Support the multi-agency 'No Excuse for Abuse' and other media campaigns across Lancashire.
- My Deputy Police and Crime Commissioner will chair the Lancashire Criminal Justice Board (LCJB) to review and drive improvements in outcomes for rape and serious sexual offences.

#### I will hold the Chief Constable to account for delivering the following:

- The effective use of resources dedicated to tackling hidden harms such as domestic abuse, rape and serious sexual offences.
- 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.
- An increase in the number of positive outcomes for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice.

- 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.
- A reduction in repeat victimisation of domestic abuse by supporting victims to break the abuse cycle and reduce harm.
- Improved satisfaction among victims of domestic abuse and sexual violence.

## PRIORITY FOUR CRACKING DOWN ON BURGLARY AND ROBBERY

Burglary and robbery cause misery to people, especially when your home is violated. The effects of burglary are long lasting.

People who have been a victim of burglary often can't cope with being in the same property anymore and often move somewhere else. Many find it hard to sleep, lose confidence and are too frightened to be left home alone.

The impact of the pandemic has seen the levels of burglary reduce across the county, with lockdown measures meaning people were at home more than previously. However, the detection rate has dropped nationally, including here in Lancashire.

I want people to feel safe in their homes. That is why I will ensure the force refocus their efforts on investigating burglary and robbery offences, increase the number of police officers visible on our streets and give criminals less opportunities to commit crimes.

Victims of burglary rightly expect their case to be investigated and for offenders to be caught and punished.

### Fighting back against criminals

I am investing in target teams and task forces across the county to track down burglars and target repeat offenders, as well as bolstering investigation hubs to ensure crimes are investigated.

A minority of criminals commit the majority of acquisitive crimes, with substance misuse the underlining cause. Those criminals must be identified quickly and targeted robustly to bring them to justice and stop their offending. This means concentrating resources on crime hot spots, using data to direct where and when resources should be deployed and dealing with the root causes.

I'll also support Lancashire as a pilot area for the Government's scheme for more burglars, robbers and thieves to have their location monitored with electronic tags 24 hours a day after leaving prison.

Stop and Search is another essential tool I support in the fight on crime and crackdown on those who commit robbery and burglary. Whilst it is important that the public understand their rights when they are stopped by officers, Section 60 Stop and Search powers give officers the right to search people in a defined area during a specific time period when they expect serious violence, and officers can look for weapons before they can be used, for those used in a recent offence.

## Business Crime

The impact of business crime can be very damaging, particularly to small, medium sized firms or businesses in the rural community where losses can ruin livelihoods. Businesses should be able to feel confident in reporting crimes that affect them and their workers, sharing intelligence and being clear on the actions they can take to protect themselves from being targeted by criminals.

Better technology and smarter police processes, together with a more focused police response to reports of business crime are needed and the Constabulary's Business Crime Coordinator, who I fund, is crucial to achieving this.

Businesses can also play a positive role in crime prevention activities, in regeneration of local areas, and providing young people with opportunities.

### What I will do as the Police and Crime Commissioner:

- Invest in building up Neighbourhood Policing Teams to ensure officers can tackle burglary and robbery offences and investigate them fully to bring offenders to justice.
- Support a partnership problemsolving approach to tackle burglary and robbery.
- Tackle substance misuse with partners and root causes of offending for persistent offenders with a view to preventing them continuing to commit crime.
- Invest in innovation, with an emphasis on reducing the opportunities for burglary and robbery offences, including tagging and targeting repeat offenders.
- Support victims of burglary and robbery, particularly those who are vulnerable, and prevent them being re-targeted, and ensuring we comply with the Victim's Code and make referrals to other agencies where appropriate.
- Launch the Safer Lancashire Neighbourhoods Fund.
- Work with the business community and non-statutory partners such as Business Improvement Districts to reduce the opportunities for burglary and robbery and look to secure shared funding opportunities in areas of high crime.
- Tackle business and retail crime by enabling increased reporting of incidents through technology and smarter police processes.
- Support the ShopKind campaign uniting the retail sector to tackle violence and abuse against shopworkers by asking people to ShopKind when in stores.
- Back bids from the Home Office Safer Streets Fund and other funding sources to design and deliver crime prevention measures to local communities across Lancashire.
- Champion community volunteers, such as Neighbourhood Watch to build resilient communities.

### I will hold the Chief Constable to account for delivering the following:

- 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.

## PRIORITY FIVE: TARGETING DANGEROUS DRIVERS

Dangerous driving will not be tolerated in Lancashire. I want everyone to be clear about my intentions and those of all the partners who work to make our roads safe: dangerous driving is a crime.

People who drive through a red light, drive at high speeds, drive under the influence of drink or drugs, use a mobile phone at the wheel, or fail to wear a seat belt are committing a crime. They put their lives and the lives of others at risk.

The safety of our roads comes up time and time again as a huge concern for our communities and this is reflected in my approach. 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.

My commitment is to change the whole culture around road traffic offences – they are crimes and the people who commit them need to understand this and the devastating effects when collisions occur.

In Lancashire there were 2,354 reported road traffic collisions during 2020, with 3,213 casualties. Sadly 25 people lost their lives.

Almost four in every ten casualties of road traffic collisions in Lancashire are cyclists, motorcyclists and young road users, with almost one fifth of all killed or seriously injured casualties aged between 17 and 24 years.

We will tackle this by:

Enforcement

Education

Engagement

Engineering

This work will be delivered by the Lancashire Road Safety Partnership. This is a partnership of the Police, the Fire and Rescue Service, Local Authorities, Highways Agency and Ambulance Service. All have a part to play in this determined effort to change the culture of road users.

This Partnership has delivered valuable service for the past 20 years, but road safety concerns remain stubbornly high and now is the time to review the work and take it to the next level, from governance through to resources and operational delivery. Our efforts and co-ordination will be reviewed and enhanced to ensure maximum effort is put into enforcement, education, engagement and engineering.

**Enforcement** will be delivered by a variety of means targeting hot spot areas, derived from community concerns, not just data: speed cameras; including fixed, average speed, red light, handheld and mobile. People have got to understand the devastating effects of excess speed in the injury that is caused when a collision occurs.

Engagement is critical to changing the whole culture around traffic crimes. All partners will be involved in public events, consultations, presentations and the use of all media resources to inform the public. User groups, including cyclists, motorcyclists, horse riders and haulage. will be created to inform the progress of the partnership.

**Education** of the most vulnerable is critical to the success of the partnership. Children and young people are disproportionately the victims of road crimes. This has to stop. We cannot be complacent. The Speed Awareness course and other associated courses along with our schools, colleges, youth venues will be central to the delivery of education, enhanced by social media and publicity.

**Engineering** is central to making our roads, cycle lanes and pavements safe for road users. Lighting, road signs and road conditions are all an essential part of this approach.

### Roads Policing

Keeping people safe on our roads is absolutely critical and we need to work harder and smarter to ensure the policing of our roads across the county is fit for purpose and delivers the most effective, efficient service possible.

We need to increase engagement with local communities to make sure that the public are fully aware of the work being done through enforcement and via the Lancashire Road Safety Partnership and ensure there is accountability that drives an improvement in the safety of our roads.

We also need to address speeding hot spot concerns and particularly target those drivers and vehicles that are repeat offenders and also causing the most danger to themselves and others on our road network.

By making the right investment in equipment, training and people, we will be able to make our roads safer and send a clear message that officers are out enforcing and targeting areas where concerns are raised.

### What I will do as the Police and Crime Commissioner:

- Undertake a full root and branch review of the Lancashire Road Safety Partnership to ensure resources are deployed to maximise results and value for money, giving confidence to the public.
- Increase the resources dedicated to road policing and investment in equipment.
- Invest in resources and campaigns to tackle the most serious, organised and persistent criminals, denying them the roads in Lancashire.
- Reduce dangerous driving concerns and complaints through proactive work to tackle anti-social driving behaviour and recognising the impact that this can have on the communities affected.
- Work with partner organisations to identify ways to make it easier and quicker to make safety improvements on country roads to address rural speeding and undertake targeted rural safety enforcement.
- Reinvigorate community roadwatch and encourage communities, road users and partners to play a full and active part in making Lancashire's roads safer.

- Ensure a reduction in speeding on roads where there is evidence of high speeds or collisions, delivered through deployment of speed camera vans and investment in average speed cameras.

I will hold the Chief Constable to account for delivering the following:

- Improved public confidence in the enforcement of dangerous driving.
- An increase in the number of prosecutions, vehicle seizures and focused activity to reduce anti-social behaviour of motorists and riders.
- A reduction in the number of people killed or seriously injured by increasing police enforcement activity for each of the fatal five; 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 people 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 neighbourhood policing or community road watch activity.
- Introduce Operation Snap, an initiative which uses video footage from road users to pursue dangerous drivers.
- Responding to hot spots and neighbourhood areas of concern in a meaningful way.

## 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 also 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.

### 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 £319m for 2021/22. Here is how the money will be spent:

£307m 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, with over 500 more officers by 2025.

### 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 11th lowest Band D council tax in England in 2020/21.

## Investment

I am committed to ensuring that investment in policing in Lancashire continues in a planned and coordinated way in order to lead the fight against crime and to strengthen our police service. I will invest in additional officers and staff to keep our communities and county safe. I will also invest in enabling services to support the delivery of an efficient and effective police force for Lancashire.

## THE ENVIRONMENT AND SUSTAINABILITY

I will launch a new Environment and Sustainability Strategy in 2022 to ensure we use our resources efficiently and effectively for the benefit of the public and the environment. This strategic approach will allow us to look at reducing the demand for energy, reducing consumption and to allow us to look at renewable energy sources.

Lancashire Constabulary is one of only a handful of UK police forces known to make use of renewable energy as part of its heating fuel mix. However, there is more to do.

Future decisions on land and buildings will integrate carbon goals and targets ensuring carbon management is priority. Consideration must also be given to how we future proof the fleet we buy and its infrastructure in line with the Government commitment banning the sale of new petrol and diesel cars by 2030

## 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.

### 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.

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 priorities and measures set out in the Police and Crime Plan 2021/25.

## 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 victim to crime it is important that they are at the heart of the criminal justice process.

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, Crown Prosecution Service, 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 will ensure crimes are investigated where they can be and the best outcomes for the victims are secured.

I am responsible for the commissioning of Lancashire Victim Services. 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 Police and Crime Commissioner 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.

## PARTNERSHIPS AND COLLABORATION

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 – everyone has to step up to the mark.

I am fully committed to working with all the Community Safety Partnerships across Lancashire to achieve the Countywide vision of the Lancashire Community Safety Agreement, 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 Community Safety Strategic assessment priorities and I welcome the approach adopted by Community Safety partners to deliver activity that supports the priorities of my plan.

### Lancashire Violence Reduction Network (LVRN)

I have spoken with many Lancashire residents who tell me of the devastating impact that crime and anti-social behaviour 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 traumainformed 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 (LCJB), the Lancashire Road Safety Partnership (LRSP), and the Lancashire Reducing Reoffending Board.

### Reducing Reoffending

Breaking the cycle of offending is not an easy task and requires a highly coordinated approach. Building on the work already undertaken by partners within Lancashire, four local Reducing Reoffending Boards – covering the North, East, South and West of the county - play a key role in identifying local priorities and actions to bring reoffending rates down. Crucially this involves working with partners, including probation and tackling the acute shortage of accommodation for offenders.

Policing alone cannot prevent people from re-offending, but the impact of reoffending is felt far and wide both on victims, but also on additional demands on the service that could be reduced or prevented. The criminal justice system is about more than just punishing those who break the law and should also provide opportunities and support to ensure that criminals do not reoffend having been through the system. Through the Divert programme, 18–25-year-olds who are in police custody for violent crime in Lancashire are offered support to make positive change in their lives. Arriving in police custody can be a particularly low point in a young adult's life and DIVERT coaches use this time as a teachable moment, working with young people to develop and work towards a plan to meet their education, training and employment goals. The programme is a partnership between the LVRN, Lancashire Constabulary, New Era and a number of football community trusts.

### Serious Violence Duty

I welcome the forthcoming Police, Sentencing and Courts Act which will cover a wide range of Community safety issues and seek to introduce measures which aim to have a positive impact on victims of crime, target those who perpetrate crime and improve wider community safety. I

particularly welcome the proposal for a new statutory duty on local authorities and wider partners to collaborate and plan to prevent and reduce serious violence. I am committed to working with partners on early intervention and prevention approaches.

## 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 Organised 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.

Their mission is 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.

I will continue to build upon this strong regional relationship and maximise the benefits for Lancashire.

## 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 my office, University of Central Lancashire (UCLan) and Lancashire Constabulary. Established in 2019, the Academy 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 brings 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 Strategic Policing Requirement. The Chief Constable and I must have “due regard” to the Strategic Policing Requirement 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 Strategic Policing Requirement. I will hold the Chief Constable to account annually in this respect through the Accountability Framework.

## MONITORING AND ACCOUNTABILITY

You elected me to be your strong voice in policing and 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 publish the decisions that I am required to make on my website in an open and accessible way. In the interests of transparency and wider public engagement, I will use digital media to increase transparency from important meetings between myself and the Chief Constable.

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 my new ‘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
- My Deputy Police and Crime Commissioner will chair the Lancashire Criminal Justice Board (LCJB), 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 (LRSP) and we will collectively work to ensure an effective and efficient partnership for Lancashire.

## 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 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 communities.

### Role: Chief Constable

#### Responsibility

- To maintain the Queen's peace.
- The direction and control of 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, Deputy Police and Crime Commissioner, Chief Executive and Chief Finance Officer.
- For suspending the Police and Crime Commissioner if charged with an imprisonable offence or appointing an acting Police and Crime Commissioner where the incumbent is incapacitated, resigns or is disqualified.

## POLICING AT A GLANCE

The Constabulary is split into three divisions, West, South and East and the Headquarters is based in Hutton, Preston, with 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.

My office has a relatively small team who work to make Lancashire Police accountable to you, managing the budget and overseeing the police estate, driving collaboration, working with a wide range of partners, commissioning services and delivering a Violence Reduction Network (VRN).

## ABOUT LANCASHIRE

Lancashire is a diverse county spread over a large geographical area with coastal towns, including Blackpool and Morecambe, and large towns, city centres, and rural communities too.

Lancashire 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.

The 2019 mid-year population estimate for the Lancashire was 1,508,941 people, which is 0.7% (10,641) higher than 12 months earlier. 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 over 85 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 Lancashire 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. However, within all districts, there is a wide variation in deprivation at ward level. *(Source VRN Annual Report 2021)*

The transport infrastructure includes major rail stations, air and seaports.

## MEASURES

### Getting Tough on Anti-Social Behaviour

- Improved public confidence in the police, measured through national and local measures and engagement surveys.
- Greater visibility of police officers and PCSOs in hot spot areas that are blighted by anti-social behaviour.
- Increased and effective partnership-based problem-solving initiatives related to tackling anti-social behaviour.
- The targeting of repeat and persistent offenders.
- An increase in the use of civil orders by the Constabulary to tackle antisocial behaviour.
- Monitoring of the number and type of antisocial behaviour incidents for Lancashire.

### Disrupting and Dismantling 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.
- Increased partnership approach to disrupting organised criminal activity and bringing offenders to justice both locally through GENGA and regionally through the NW ROCU.
- 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.
- Monitoring the numbers of personal asset seizures including cash, vehicles, firearms, drugs.

- Monitoring the numbers of referrals through the National Referral Mechanism in respect of Modern Slavery.
- Monitoring the numbers of child/ criminal exploitation offences.
- Reduce murder and other homicides.
- Reduce serious violence, including firearm discharges.
- Monitor the disruption of drugs supply and county lines, including drug related homicides.
- Monitor numbers of businesses experiencing a cyber breach or attack.
- Monitor the confidence in the law enforcement response to cyber-crime.

### Tackling Domestic Abuse and Sexual Violence

- 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.
- An increase in the number of positive outcomes for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice.
- 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.
- A reduction in repeat victimisation of Domestic Abuse by supporting victims to break the abuse cycle and reduce harm.
- Improved satisfaction among victims of domestic abuse and sexual violence.

### Cracking down on 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. Targeting Dangerous Drivers
- An increase in the number of prosecutions, vehicle seizures and focused activity to reduce anti-social behaviour of motorists and riders.
- A reduction in the number of those killed and seriously injured by increasing police enforcement activity for each of the fatal five (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 neighbourhood policing community road watch activity. Efficient and Effective Policing
- Outcome of Her Majesty's Inspectorate of Constabulary Fire and Rescue Service (HMICFRS) and other inspections.
- Accurate and timely crime recording.
- External Auditor's value for money determination.
- Comparison with national police Value for Money Profiles.
- Monitoring of benefits realisation.
- Monitoring of efficiency savings.
- Monitoring of Contact Management measures (101 and 999).

## KEEPING IN TOUCH

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

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

For news updates sign up to [stayintheknow.co.uk](http://stayintheknow.co.uk) community messaging.

**Ends**