

## **Police and Crime Panel for Lancashire**

**Tuesday, 12th February, 2013 at 6.30 pm in Cabinet Room 'D' - County Hall,  
Preston**

### **Agenda**

#### **Part 1 (Open to Press and Public)**

<b>No.</b>	<b>Item</b>	
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<b>1.</b>	<b>Apologies.</b>	
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<b>2.</b>	<b>Minutes of the Last Meeting.</b>	(Pages 1 - 6)
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<b>3.</b>	<b>Police and Crime Commissioner's Police and Crime Plan 2013-2018</b>	(Pages 7 - 28)
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<b>4.</b>	<b>Urgent Business.</b>	
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Secretary to the Panel should be given advance warning of any Member's intention to raise a matter under this heading.

<b>5.</b>	<b>Date of Next Meeting.</b>	
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The next scheduled meeting of the Police and Crime Panel will be held at 10.00am on the 13<sup>th</sup> March 2013 in Meeting Room 'A' at the Town Hall, King William Street, Blackburn.

I M Fisher  
Secretary to the Police and Crime Panel

County Hall  
Preston



# Agenda Item 2

## Police and Crime Panel for Lancashire

**Minutes of the Meeting held on Tuesday, 29th January, 2013 at 10.00 am in Meeting Room A at the Town Hall, King William Street, Blackburn**

### Present:

#### Chair

Councillor K Hollern, Blackburn with Darwen Borough Council

#### Committee Members

County Councillor G Driver, Lancashire County Council  
Councillor A Barnes, Rossendale Borough Council  
Councillor P Barton, Hyndburn Borough Council  
Councillor S Blackburn, Blackpool Council  
Councillor R Boswell, Preston City Council (replaced Councillor P Rankin)  
Councillor A Bradley, Chorley Borough Council  
Councillor M Chew, Fylde Borough Council (replaced Councillor L Oades)  
Councillor J Cooper, Burnley Borough Council  
Councillor M Foxley, Pendle Borough Council  
Councillor P Gibson, Wyre Borough Council  
Councillor I Grant, West Lancs Borough Council  
Councillor M Ranson, Ribble Valley Borough Council  
Councillor M Smith, South Ribble Borough Council  
Councillor M Thomas, Lancaster City Council  
Mr P Richardson, Independent co-opted member  
Mr S Vali, Independent co-opted member

Also in attendance

- Mr I Fisher, County Secretary and Solicitor - Lancashire County Council
- Mr R Jones, Assistant County Secretary - Lancashire County Council
- Mr G Graham, Deputy County Treasurer - Lancashire County Council
- Mr C Grunshaw, Police and Crime Commissioner for Lancashire.
- Ms M Carruthers-Watt, Chief Executive - Office of the PCC.
- Ms L Kitto, Chief Finance Officer - Office of the PCC.

### 1. Apologies

Apologies for absence were presented on behalf of Councillor D Smith (Lancaster) and Councillor M Brindle (Burnley) and were received from Councillor D Eaves (Fylde).

### 2. Minutes of the Last Meeting

**Resolved:** That the Minutes of the meeting held on the 17<sup>th</sup> December 2012 are confirmed as an accurate record and signed by the Chair.

### 3. Report from the Police and Crime Commissioner

The Commissioner presented a report which summarised the formal decisions and key activities undertaken between the 22<sup>nd</sup> November 2012 and 14<sup>th</sup> January 2013.

He reported that the small team who had previously managed the business of the Police Authority had transferred to the Office of the Police and Crime Commissioner and that since the election in November he had reviewed what support was needed to enable him to fulfil his wider role and deliver his priorities. As a result a Deputy Commissioner had been appointed, which the Panel had approved at the previous meeting.

The Commissioner also reported that he had agreed with the Chief Constable to appoint a joint Audit Committee on an interim basis and had seconded an Assistant Chief Executive from the Probation Service and appointed three Assistant Commissioners on an interim basis.

The Commissioner informed the Panel that with the range of skills, knowledge and expertise that his new team provided he would be able to deliver on the priorities and pledges which he had made.

In considering the report the following points were raised by members of the Panel.

- Further information was requested regarding the additional contributions from revenue which the Commissioner had agreed in order to fund particular items in the 2012/13 capital programme which had been identified during the course of the year. In response the Commissioner reported that additional contributions had been made in relation to the following items.

£18,000 – Desktop Replacement for the central ticket office

£202,000 – Miscellaneous minor works including Wyre Operating Centre (£37,000), Morecambe Police Station conversion of custody/canteen area (£15,000) and Moor Farm car park and garages (150,000)

£430,000 - vehicle replacement programme

£30,000 – purchase of counter terrorism equipment

- Clarification was sought in relation to the costs of the restructured Commissioners support team and how this would be met from within existing budgets.

The Commissioner reported that the total budget available for both the staff and members of the previous Police Authority had been £788,000 per annum and whilst the final costs of the new arrangements were still being evaluated he anticipated that the cost of all new posts would be met from within the existing budget and would not add any further pressure on the Police and Crime budget.

It was also noted that the Assistant Chief Executive and three Assistant Commissioners who had been appointed on an interim basis would all be accountable to the Chief Executive within the Office of the PCC.

- In response to a query regarding engagement with the public the Commissioner reported that since the election in November he had met with a number of Leaders of local authorities across the County and Community Safety/Criminal Justice partners. He added that a number of initiatives were being pursued in order to identify public

priorities and he intended to continue to consult widely with local communities.

It was also noted that greater emphasis was being placed on casework as the Office of the PCC had received 300 contacts since November, which represented a significant increase on that received by the previous Police Authority.

- With regard to some of the decisions set out in the report it was suggested that the inclusion of additional information, including specific costs would be of assistance to the Panel. The Commissioner noted the suggestion and confirmed that future updates on decisions would include more detailed information.
- Reference was made to the sale of police properties, including former rural police stations, would have generated capital receipts and further information regarding this was requested. In response the Commissioner undertook to provide details to the members of the Panel in the future.
- The intention to allocate funding for community safety activity to the three top tier authorities at the same level as in 2012/13 was noted. It was reported that previously the Police Authority had made funding generated from second homes in certain Districts available to the respective Community Safety Partnership though this had subsequently been withdrawn. In response to a query as to whether such funding would be reinstated Ms Kitto, Chief Finance Officer from the Office of the PCC, informed the meeting that discussions were still underway which would continue to inform the development of the final budget.
- It was recognised that there were a number of uncertainties in relation to new grants and existing funding streams and the Panel noted that the Police and Crime budget was based on the information which was currently available and would be refined as clarification was received from the Home Office.

With regard to the earlier request for more detailed information the Secretary suggested that Officers, together with the Chair, discuss the matter further with a view to establishing the nature and level of information which the Panel would wish to see in the future.

The Chair congratulated the Commissioner and his staff on the work which had been done to date.

**Resolved:**

1. That the report be noted.
2. That arrangements be made for the Chair to meet with Officers from the Secretariat and the Office of the PCC in order to discuss the nature and level of information which the Panel would wish to see included in future reports.

**4. Police and Crime Commissioners Budget 2013/14**

The Commissioner presented a report on the proposed budget for 2013/14 and informed the meeting that in order to ensure a stable resource base was provided over the coming year, and that the Constabulary had the resources needed to continue to deliver high quality services he proposed to increase council tax by 2% which for an average Band 'D'

property would increase the annual precept by approximately £3 from £149.93 in 2012/13 to £152.93 in 2013/14.

The Commissioner also reported that he intended to reject the offer of a two year only 1% Government grant for freezing the policing precept, as he believed that acceptance of such a grant would hurt the police service in the long term by storing up greater financial pressures for the future.

Mrs Kitto, Chief Finance Officer from the Office of the PCC, outlined the contents of the proposed budget and reminded the Panel that there were still a number of uncertainties regarding funding and final council tax base figures and clarification was being sought from the Home Office, local authorities and other partners in order that the budget could be finalised.

The Panel was informed that £31.3m of savings had already been delivered in the first two financial years of the current Comprehensive Spending Review and that a further £6.4m would be delivered in 2013/14 and that these had been factored into the overall 2013/14 budget proposals. With regard to the future it was noted that further savings of £22m would be required between 2014/15 and 2016/17, of which £2m had already been identified. In total £60m of savings, representing more than 20% of the budget, would be required between 2011/12 and 2016/17.

When considering the proposed budget the following points were raised by members of the Panel.

- With regard to the efficiency savings set out in the report it was suggested that clarification was needed as to how the savings were divided between operational and 'back office' budgets.

In response the Chief Executive informed the meeting that in view of the small number of staff employed by the Office of the Police and Crime Commissioner certain functions such as Human Resources or legal advice were provided by the constabulary for both the Office of the PCC and Lancashire Constabulary. The Chief Executive also stated that some functions were carried out by third party organisations under shared service or collaboration agreements. It was also reported that any further efficiencies which were identified by the ongoing review of management costs would be applied to both the Office of the PCC and the Constabulary.

- In view of the need to secure further savings in the future it was suggested that consideration be given to 'back office' support functions being provided by other local authorities and the Commissioner acknowledged that this was something which could be explored.
- In response to a suggestion that more information be provided regarding the separation of costs associated with the Constabulary/Office of the PCC the Commissioner informed the Panel that this detail would be finalised before the budget is set in February. However, with regard to future budgets the Commissioner acknowledged that more detailed information and clarification of the respective budgets

of the Constabulary/Office of the PCC would be of assistance to the Panel.

- It was noted that as part of the finance settlement the government had set the limit which would be used to determine whether a council tax increase was excessive as being 2% and that any decision to increase in excess of 2% would trigger a referendum. The Chief Finance Officer reported that the Commissioner was proposing to increase council tax by 2% and that this equated to approximately £3 on an average Band 'D' property. The final precept amount would however be finalised once all the funding uncertainties had been resolved to ensure that the 2% limit would not be exceeded, thereby avoiding the need for a referendum.
- It was also noted that the government had announced that a higher threshold had been set for those PCCs whose council tax was in the lower quartile where a referendum would only be triggered if the PCC increased their basic level of council tax by more than 2% and there was a cash increase of more than £5 in the relevant basic amount. However, the Commissioner reported that as Lancashire had the 11<sup>th</sup> lowest council tax for all PCC areas (and the 6<sup>th</sup> lowest for the shire Authorities) this flexibility did not apply.
- In response to a suggestion that reserves be used to dampen the current level of uncertainty regarding funding the Commissioner informed the meeting that such a move would still require future efficiency savings to be made and that he preferred to hold reserves for any unforeseen circumstances which may arise.

Following consideration of the proposed 2013/14 budget as set out in the report it was MOVED and SECONDED that the Panel do not agree the proposal to increase the council tax precept by 2% for 2013/14 and should instead recommend the Commissioner to accept the Council Tax Freeze Grant which was available for two years only and would be the equivalent of a 1% increase in council tax.

On being put to the VOTE the motion was LOST and it was.

**Resolved:** That the Police and Crime Panel for Lancashire -

1. Note the details of the provisional 2013/14 police finance settlement and the overall impact on Lancashire's budget, as set out in the report presented.
2. Note the remaining funding gap of £1.5m in 2013/14 and the planned efficiency measures set out in the report which are required in order to deliver a balanced budget in 2013/14.
3. Agree to the Commissioner's proposed increase in the council tax precept by 2% for 2013/14 and that he be informed in writing of the decision by the Chair before the 8<sup>th</sup> February 2013.
4. Recommend the Commissioner to explore the possibility of 'back office' support functions being provided by other local authorities in order to secure efficiency savings.

5. Note the level of uncertainty around some of the key strands of funding for 2013/14 and that the final information will be incorporated into the budget setting report to be presented to the Commissioner in February in order to formally set the 2013/14 budget and the council tax precept.

## **5. Urgent Business**

There were no items of urgent business for discussion at the meeting.

## **6. Date of Next Meeting**

It was noted that the next scheduled meeting would be held at **6.30pm** on the 12<sup>th</sup> February 2013 in Cabinet Room 'C' at County Hall, Preston.

Ian Fisher  
Secretary to the Police and Crime Panel

Lancashire County Council  
County Hall  
Preston

# Agenda Item 3

## **Police and Crime Panel**

Meeting to be held on 12 February 2013

## **Police and Crime Commissioner's Police and Crime Plan 2013-2018**

(Appendix 'A' refers)

Contact for further information: Robert Ruston, 01771 533658, Office of the Police and Crime Commissioner, [robert.ruston@lancashire-pcc.gov.uk](mailto:robert.ruston@lancashire-pcc.gov.uk)

### **Executive Summary**

The Police and Crime Commissioner must issue a Police and Crime Plan for the police force area by 31<sup>st</sup> March 2013. Before issuing his Police and Crime Plan, the Commissioner must send the draft Plan to the Police and Crime Panel.

The Panel must review the draft Police and Crime Plan and make a report or recommendations on the draft Plan to the Commissioner. The Panel does not have a power of veto in respect of the plan.

### **Recommendations**

The Police and Crime Panel is asked to

- (a) consider the attached draft Police and Crime Plan,
- (b) consider if it wishes to make a report or recommendations on the draft Plan to the Commissioner, and
- (c) forward its report/recommendations to the Commissioner.

### **Background and Advice**

The Commissioner's Police and Crime Plan is currently being prepared. Consultation on the draft Plan is ongoing with a number of partners, in addition to the Panel, and meetings with some partners, including the Ministry of Justice, have taken place this week.

The latest draft of the Plan is set out at Appendix 'A'. The Panel is asked to consider the draft Plan, and consider if it wishes to make a report or recommendations on the draft Plan to the Commissioner. There will be opportunity for views and recommendations to be forwarded to the Commissioner after the Panel's Meeting.

There is a further meeting on 13<sup>th</sup> March where the Panel can consider its position and make final representations.

## **Statutory Requirements**

Under Section 5 of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner must issue a Police and Crime Plan for the police force area as soon as practicable after taking office, but in any event, by the end of the financial year in which the election is held.

Before issuing his Police and Crime Plan, the Commissioner must send the draft Plan to the Police and Crime Panel. The Panel must

- (a) review the draft Police and Crime Plan, and
- (b) make a report or recommendations on the draft Plan to the Commissioner.

The Commissioner must have regard to any report or recommendations made by the Panel in relation to the draft Plan, give the Panel a response to its report or recommendations, and publish his response.

A detailed briefing paper on the planning process was provided to the Panel at its meeting on 17 December 2012.

## **Consultations**

The Development of the Plan has been informed by wide ranging consultation which, aside from the Police and Crime Panel, has included

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

## **Equality and Diversity**

The Commissioner has used information from partners as highlighted above together with a statistically robust and representative sample of respondents across the county. Survey interviews were split across each of the fourteen districts. Additional quotas were applied to age, gender, ethnicity and disability to provide individual samples robust enough to be statistically analysed and compared with other demographic groups, with the quotas for sampling based on the 2011 Census data for Lancashire

## **Implications:**

This item has the following implications, as indicated:

## **Risk Management and Legal Implications**

The report is submitted in accordance with the provisions of the Police Reform and Social Responsibility Act 2011. Further details of the relevant provisions including the role of the Panel are included above under Background and Advice.

The Commissioner must issue the Police and Crime Plan by 31 March 2012.

## **Local Government (Access to Information) Act 1985 List of Background Papers**

Paper	Date	Contact
None		





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## Foreword



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

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

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

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

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

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

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

*Lancashire's Police and Crime Commissioner*

*Clive Grunshaw*

## Policing and Crime in Lancashire

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

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

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

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

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

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

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

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

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

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

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

## Strategic Framework

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

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

## My Vision is...

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

I aim to:

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

## My Police and Crime Priorities

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

I have considered the following factors in determining my priorities:

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

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

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

### **1. Defending Frontline Policing**

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

### **2. Champion the Rights of the Victim**

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

### **3. Protecting Vulnerable People**

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

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

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

## Partnership Working

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

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

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

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

### Voluntary, Community and Faith Organisations

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

### Community Safety

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

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

## Policing Requirements for Lancashire

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

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

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

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

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

### **The Chief Constable's Ambition**

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

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

The Purpose and Mission of the Constabulary is:

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

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

Honesty	Integrity
Respect	Dignity
Openness	Transparency
Fairness	Optimism

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

The 5 Strategic Priorities are:

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

## **Access and Contact**

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

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

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

## **Regional and National Policing**

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

## **Strategic Policing Requirement**

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

## Finance and Resources

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

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

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

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

### 2013/14 Budget

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

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

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

## **Collaboration**

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

## **Commissioning**

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

## **People**

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

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

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

### Holding the Chief Constable to Account

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

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

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

### Community Engagement and Consultation

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

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

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

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

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

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

## Next Steps

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

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

T: 01772 33587  
E: [info@lancashire-pcc.gov.uk](mailto:info@lancashire-pcc.gov.uk)

Or via our website: [www.lancashire-pcc.gov.uk](http://www.lancashire-pcc.gov.uk)

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

## LINKS TO FURTHER INFORMATION:

### **Audit Committee**

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

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

### **Equality and Human Rights**

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

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

### **Independent Custody Visiting Scheme**

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

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

### **Police and Crime Panel**

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

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

### **Police and Crime Plan and the Annual Report**

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

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

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

### **Policing Protocol**

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

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

### **Published Information and Transparency:**

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

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

## **APPENDIX A: Background to Lancashire**

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

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

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

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

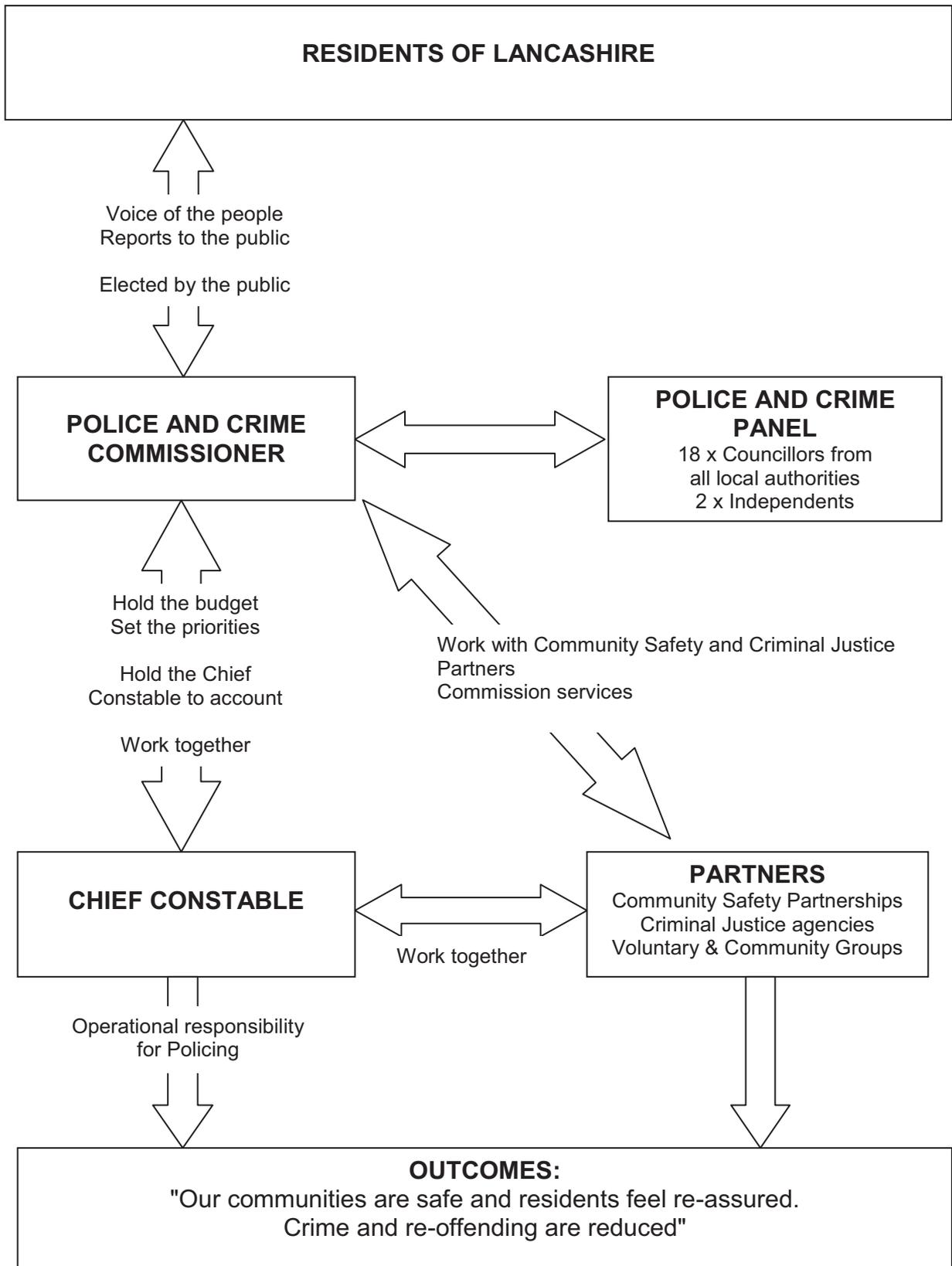
Preston, Ormskirk and Lancaster are home to respected universities. Blackpool is a major seaside tourist destination which attracts huge numbers of seasonal visitors to the area, particularly during the high summer season and towards the end of the year, with visitors to the annual Illuminations.

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

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

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

**APPENDIX B: The New Policing and Crime Landscape**





POLICE AND CRIME COMMISSIONER FOR LANCASHIRE  
PO BOX 653, PRESTON, LANCASHIRE, PR2 2WB  
Tel: 01772 533587

## **Police and Crime Panel for Lancashire**

**Minutes of the Meeting held on Tuesday, 12th February, 2013 at 6.30 pm in Cabinet Room 'D' - County Hall, Preston**

**Present:**

**Chair**

Councillor Kate Hollern, Blackburn with Darwen Borough Council

**Committee Members**

County Councillor G Driver, Lancashire County Council  
Councillor A Barnes, Rossendale Borough Council  
Councillor P Barton, Hyndburn Borough Council  
Councillor S Blackburn, Blackpool Council  
Councillor R Boswell, Preston City Council (replaced Councillor P Rankin)  
Councillor A Bradley, Chorley Borough Council  
Councillor M Foxley, Pendle Borough Council  
Councillor P Gibson, Wyre Borough Council  
Councillor I Grant, West Lancs Borough Council  
Councillor S M Hussain, Burnley Borough Council (replaced Councillor J Cooper)  
Councillor L Oades, Fylde Borough Council  
Councillor D Smith, Lancaster City Council  
Councillor M Smith, South Ribble Borough Council  
Councillor M Thomas, Lancaster City Council  
Councillor R Thompson, Ribble Valley Borough Council (replaced Councillor M Ranson)  
Mr P Richardson, Independent co-opted member

Also in attendance

- Mr I Fisher, Secretary to the Police and Crime Panel
- Mr R Jones, Assistant Secretary to the Police and Crime Panel
- Mr C Grunshaw, Police and Crime Commissioner for Lancashire.
- Ms M Carruthers-Watt, Chief Executive - Office of the PCC.

### **1. Apologies.**

Apologies for absence were presented on behalf of Mr S Vali, Independent Co-opted member.

### **2. Minutes of the Last Meeting.**

Further to the discussion at the last meeting in relation to the sale of police properties the Commissioner reported that as part of the Estate Organisation Review properties in Cliviger, Gisburn and Over Kellet, together with the former Bacup Police Station had all been sold generating total capital receipts of £662,000.

**Resolved:** That the above update is noted and the Minutes of the meeting held on the 29<sup>th</sup> January 2013 confirmed as an accurate record and signed by the Chair.

### **3. Police and Crime Commissioner's Police and Crime Plan 2013-2018**

The Commissioner presented a report on the draft Police and Crime Plan and informed the meeting that the Plan represented a strategic overview of his aims and priorities over the next five years and reflected the responses received following consultations with the Chief Constable, the public and partner organisations. Mr Grunshaw stated that he would continue to work with partners in order to develop the Plan in such a way as to be able to deliver on the identified priorities.

When considering the draft Plan the following points were raised by members of the Panel.

- The proposals to develop the role of Special Constables and Volunteers, together with the roll out of a Cadet scheme were all welcomed and the Commissioner reported that whilst budgetary constraints represented a challenge, his consultations with the public had identified protecting frontline policing as a priority.
- Reference was made to discussions at previous meetings in relation to the ongoing joint funding of Police and Community Support Officers (PCSOs) by local authorities across Lancashire. In response the Commissioner reiterated his commitment to match fund those PCSOs who were currently part funded by local authorities, though he cautioned that whilst he would try to fill many of the current vacancies for other PCSOs the need to secure further savings meant he could not give the same commitment in relation to those posts.

In response to a query the Commissioner also made it clear that if any local authority were to withdraw its funding for PCSOs then he would be unable to take on the full cost of providing those posts.

- Concern was expressed that the draft Plan represented a number of aspirations without providing details of specific measures which would be implemented in order to achieve those aspirations. In response the Chair reminded the members of the Panel of the limited timescale since the election in November in which the Commissioner had been required to prepare a budget and draft Police and Crime Plan. The Commissioner reiterated his previous comments regarding the draft Plan being an overarching strategic document that would develop over time.
- Further information was requested in relation to the work done by the Commissioner and Chief Constable to establish a series of measures which would enable the Constabulary's performance to be monitored.

The Commissioner reported that following discussions with the Chief Constable in relation to the priorities set out in the draft Plan a number of targets had been established against which performance could be measured. In the future this would enable the Commissioner to show what was being delivered against those priorities/targets and identify any areas where performance was not as expected.

- As the Commissioner would be working with a number of partner organisations in order to deliver the priorities set out in the draft Plan it was suggested that partners be given clear indications as to what would be required/expected of them. In response the Commissioner reported that he had already met with a number of organisations in the Voluntary, Community and Faith Sector in order to establish what contribution they could make towards achieving the objectives. He added that all partners would be given a clear indication of what was required in order to ensure a consistent service provision across Lancashire.
- Concern was expressed in relation to the potential effectiveness of the proposed Multi Agency Safeguarding Hubs. The Commissioner expressed his support for the two pilot schemes which he felt would work effectively to manage demands across the front line of all partner agencies and added that he would welcome an opportunity to discuss the establishment of additional Hubs elsewhere in Lancashire.
- It was noted that the draft Plan included reference to a capital programme scheme for the replacement of the existing Police Station on Bonny Street in Blackpool, though there was some concern that if the associated Courts did not also relocate the possibility of having a key site in the Town Centre available for redevelopment would be compromised.

The Commissioner recognised that there was a need to replace the existing Police Station in Blackpool and undertook to meet with the Leader of the Borough Council and representatives from the Constabulary and Ministry of Justice in order to discuss the matter further.

- As the Police and Crime Plan covered a five year period clarification was sought as to how often the Panel would receive updates. In response the Commissioner reported that the Plan would be reviewed and amended in the light of further consultations and changing priorities and he suggested that an update report would be brought to the Police and Crime Panel in six months time.
- It was suggested that lighter sentencing by the Courts was leading to an increase in reoffending and there was concern that external pressures such as the recently announced changes to the Probation Service would have an impact on the delivery and achievement of the priorities set out in the draft Plan. In view of the concerns the Commissioner undertook to look into whether there was any correlation between sentencing and reoffending and would bring a report back to a future meeting of the Panel.

The Commissioner also informed the meeting that, overall, the level of crime across Lancashire was falling, though he recognised that there were specific crimes/areas which had seen an increase. He referred to the link between deprivation and crime and suggested that the draft Plan would be flexible in order to adapt to future circumstances.

- In response to a query regarding cross border crime the Commissioner reported that serious/organised crime had featured little in the consultations he had with the public.

However, he acknowledged that in some areas this was an issue and assured the Panel that whilst the draft Plan would prioritise some areas it would not mean others were neglected.

The Commissioner also reported that he had been given private briefings regarding some of the issues/challenges associated with tackling organised crime and suggested that it would be helpful if the Panel could receive a similar briefing.

- With regard to community safety it was noted that the draft Plan referred to each local authority area having a plan which would assist with the delivery of services. The Commissioner informed the meeting that he would be meeting with representatives of District Councils on the 21<sup>st</sup> February to discuss this further and would bring an update report to the next meeting of the Panel.
- Clarification was sought as to how the proposed Community Action Fund would operate. Ms Carruthers Watt, Chief Executive from the OPCC, reported that the Fund would provide grants to local communities for projects/initiatives which would tackle neighbourhood issues and contribute to the priorities as set out in the draft Plan.

It was noted that when developing the Fund the Commissioner would draw on the experience of organisations such as the Lancashire Partnership Against Crime and local authorities which provided grants to community groups and Ms Carruthers Watt suggested that a report be brought to a future meeting of the Panel to clarify how the Fund would operate.

- The issue of Domestic Violence was discussed and it was recognised that service provision across Lancashire varied. The Commissioner informed the meeting that he would seek to identify current provision, establish the level of need and seek to provide a consistent level of service across Lancashire.

The proposal was generally welcomed though it was suggested that in seeking to achieve consistency the Commissioner should strive towards the highest level of service possible.

As there were no further questions the Chair thanked the Commissioner for his attendance and contributions.

**Resolved:**

1. That the draft Police and Crime Plan for 2013-2018, as presented, be noted.
2. That a progress report in relation be presented to the Panel once the Police and Crime Plan 2013-2018 has been in operation for six months.
3. That the Commissioner explore the possible link between lighter sentencing by the Courts and reoffending rates, together with the potential impact of changes to the Probation Service, and bring a report to a future meeting of the Panel.

4. That a report be presented to the next meeting of the Panel in relation to the development of specific community safety plans for each local authority area in Lancashire.
5. That a report be presented to a future meeting of the Panel in relation to how the Community Action Fund will operate.
6. That arrangements be made for members of the Panel to receive a private briefing in relation to the issues/challenges associated with tackling organised crime

#### **4. Urgent Business.**

There were no items of urgent business for discussion at the meeting.

#### **5. Date of Next Meeting.**

The Chair reported that the next scheduled meeting would be held on the 13<sup>th</sup> March 2013 at the Town Hall in Blackburn and suggested that the subsequent meeting in July be held in Blackpool.

#### **Resolved:**

1. It was noted that the next meeting of the Panel would be at 10.00am on the 13<sup>th</sup> March 2013 in Meeting Room 'A' at the Town Hall, King William Street, Blackburn.
2. That arrangements be made for the meeting on the 8<sup>th</sup> July 2013 to be held at the Town Hall in Blackpool.

Ian Fisher  
Secretary to the Police and Crime Panel

Lancashire County Council  
County Hall  
Preston