



#OpCenturion
GETTING TOUGH ON
ANTI-SOCIAL BEHAVIOUR

OP WARRIOR
Fighting organised crime
in Lancashire

Lancashire Constabulary
Annual report
2024 - 2025



Chief Constable's Foreword

I am extremely proud and honoured to be the Chief Constable of Lancashire Constabulary and to lead a force made up of committed, hardworking and professional people which has been recognised in the HMICFRS PEEL Inspection conducted during 2024. The report not only graded our force as outstanding in certain areas and improved our gradings from the previous PEEL inspection, it also specially identified areas of practice across the force as 'promising' and 'innovative' and of that I am extremely proud. I continue to lead Lancashire Constabulary in ensuring our refreshed Plan on a Page, alongside the Police and Crime Plan, remains at the heart of all that we do in Lancashire Constabulary.

2024 saw reductions in domestic abuse incidents, residential burglary offences and in the number of casualties in road traffic collisions. The force also has a positive outcome rate for all crimes of over 21%, an 4% increase on the previous year. We hold the second highest positive outcome rate in England & Wales.

Communities have seen the impact of Operation Centurion and Operation Grip tackling ASB and violence and ensuring officers are visible in the communities and targeting those who commit ASB. Victims of crime receive a professional

response to their call, and organised criminals using our roads are now targeted day in day out by the Roads Crime Team.

The proportion of positive outcomes in rape cases stands at 8.5% compared with a 10.5% last year end, however we have seen a 16.6% increase in reported crimes this year end. The national (England and Wales) average for positive outcomes for rape is 6%. Violence against woman and girls (VAWG) has been the subject of additional training for all officers, and our VAWG scrutiny panel provides independent scrutiny of our response. The DA in a Day (RAPID) initiative was launched early 2024 and over the 12 months since its launch DA Matters training has been delivered to all frontline police officers which has had a positive effect on our service to victims.

Lancashire Constabulary has continued to support several local, national, and regional policing operations with specialist resources. Our response to the tragic incident in Southport during 2024 and the subsequent protests and incidents of disorder in Lancashire and beyond was exceptional. It was an incredibly challenging time for our officers and staff members across the force whose professionalism and dedication in keeping communities safe from harm is hugely appreciated

by both the force and the communities themselves. Whilst the awful attacks happened in Southport, Rudakubana and his family lived in Banks, which is just over the border in Lancashire and our staff spent a lot of time in this area over the summer period whilst the protracted search operations progressed. We know our interactions with Rudakubana will be the subject of scrutiny, and I welcome the opportunity for them to be examined through a different lens during the ongoing public inquiry. We would expect nothing less due to the nature and level of the trauma inflicted on so many people. I want to acknowledge the pain that the families of Elsie Dot, Bebe and Alice must endure every day. Our hearts and prayers are with them as they continue to grieve and heal. I know many of our officers and staff have been deeply affected by what has happened by this horrific incident. Thank you to every single one of you who were committed to protecting the good people of Lancashire during the incident, the subsequent investigation, sentencing and ongoing public inquiry.

There have been significant, unforeseen, and costly demand pressures during the 2024/25 financial year in addition to continued external financial pressures relating to inflation and cost increases. Nonetheless, through effective

financial planning, an agile approach to managing emerging budget pressures, and ensuring that best value is sought, we forecast a negligible budget underspend at the year end. There continues to be a culture of financial responsibility and accountability from Chief Officers through to budget holders, which results in more collective action taken when budget challenges emerge.

The ASB, Prevention and Problem-Solving Command which includes specialists in problem solving, civil enforcement, designing out crime, rural and business crime and civil enforcement are now well established across the force. The team have been supporting officers and staff across the County to implement sustainable solutions to address recurring issues. During 2024, members of the team supported and advised on many problem-solving operations to tackle issues such as anti-social behaviour, burglary, drug dealing and vehicle nuisance. The dedication and commitment of the teams was rightly recognised by HMICFRS during the PEEL inspection where they graded the force as 'outstanding' in prevention and deterrence. We are one of only two forces in England and Wales to have been awarded this grading and have attracted other forces to visit us to enable us to share good practise across the country. Our annual POP awards were held in January 2025

Chief Constable's Foreword continued

with many deserving winners across the force picking up POP awards for problem solving in ASB reduction, Clear Hold Build and crime reduction.

Lancashire Constabulary's commitment and dedication to tackling serious and organised crime through Operation Warrior, goes from strength to strength. Since the launch of Operation Warrior, the Constabulary has achieved significant arrests and imprisonment for organised criminals.

Through a determined partnership approach, we have seen marked seizures of Class A drugs and cannabis plants and taken thousands of pounds out of the hands of criminals to reinvest back into policing our communities. We have also worked with our safeguarding partners to protect our most vulnerable who suffer because of serious organised crime.

The last two years has seen significant changes across the Force with the implementation of the Target Operating Model (TOM) which has fundamentally changed the way we allocate and investigate crimes across Lancashire, ensuring an effective and efficient method of crime recording, allocation, investigation, and closure, keeping the victim at the heart of our processes.

The implementation of the TOM in 2023 separated the Response and Response Investigation (RIT) functions offering a range of benefits. To ensure that the bedding in period was effectively used and that there were no significant detrimental effects, a full gap analysis was conducted during 2024. Some gaps were identified, particularly around workload allocation and management which posed a potential challenge to service as well as the wellbeing of RIT officers. This was addressed through the amended Crime Allocation Policy (CAP) which reduced demand to those officers. This will be monitored and if necessary revisited. Investigative workloads on both Response and RIT are closely monitored with live time information accessible through the PowerBI products, enabling supervisors to intervene where an officer's workload becomes unmanageable, through appropriate interventions.

The TOM intrinsically links Response, RIT, Force Control Room (FCR), custody and investigative departments in both the delivery of improved performance and in managing mitigation against demand challenges in the future. We are a data rich environment, which enables a high level of monitoring and scrutiny of performance. This ensures that any risks and challenges are identified to minimise the threat of unmet demand. First- and second-line managers development

continues through the Leadership program, enhancing their skillset in performance management. During 2024, a package developed in-house was delivered to areas of the workforce on resilience and wellbeing. These inputs were aimed at supporting staff and officers, and at reducing absence. Additionally, there are Wellbeing Co-ordinators based in each basic Command Unit (BCU) who delivered Mental Health Awareness training throughout 2024.

The changes undertaken have delivered material benefits since the TOM was implemented, particularly with the subsequent gap analysis. In addition to the 2024 PEEL inspection by HMICFRS, we have also engaged with regular external thematic inspections and incorporated the learning from these into continuous improvement. These have included two Joint Targeted Area Inspections (JTAI) into the multi-agency response to identification of initial need and risk in Blackpool and to serious youth violence in Blackburn with Darwen. We are also the pilot force, working with HMICFRS to allow them to test their inspection methodology of their new Victim Service Assessment review, renamed Quality Service Review which will provide valuable insight into the new inspection process and receive feedback to learn and improve.

The last year has seen changes to our Chief Officer Team, with the appointments to Deputy Chief Constable of Sam Mackenzie and Assistant Chief Constable Mark Winstanley, both of whom have served Lancashire Constabulary throughout their policing careers. Also, the well-deserved promotions to Assistant Chief Constable of Stasia Osiowy and we welcome Assistant Chief Constable Gareth Lee to our force. Additionally, the retirements of ACCs Karen Edwards and Russ Procter who we wish the best in their futures. The Chief Officer team led by myself bring a wealth of experience and knowledge and I am very proud to deliver this 2024/2025 annual report for Lancashire Constabulary and look forward to the year ahead as Chief Constable, and I know we will continue to work together to ensure we deliver an outstanding service for our communities.



Sacha Hatchett
Chief Constable

OUR VISION:

Preventing and fighting crime. Keeping our communities and people safe
Doing the right things, in the right way, for the right reasons.

Placing victims and vulnerable people at the heart of everything we do.

- Continue to improve the way people contact us when they are in need, to ensure an outstanding service to the public.
- Identify and safeguard the most vulnerable people.
- Support and listen to victims by understanding and addressing their needs through the Criminal Justice process.
- Build confidence and trust by increasing meaningful, respectful and effective public engagement across our communities.
- Hold partners accountable to ensure that people get the right support from the right agency, at the right time.

Prevent crime and antisocial behaviour, respond effectively to appropriate demand.

- Make prevention everyone's business
- Reduce public harm and internal demand through effective problem solving that is evidence based and adopts a public health approach.
- Reduce serious youth violence.
- Reduce violence against women and girls
- Continue to focus on reducing antisocial behaviour.
- Ensure effectiveness and efficiency in our service delivery by maximising the innovative use of technology and data.
- Keep our roads and borders safe, tackle crime and criminality to prevent harm and save lives.
- Strengthen our local partnerships with a focus on a collaborative and preventative approach.

Effectively investigate, deliver the best outcomes for all and bring offenders to justice

- Deliver high quality, proportionate and timely investigations, providing regular updates to victims.
- Ensure the outstanding treatment of victims and seek appropriate outcomes for all.
- Continue to anticipate and adapt to the changing nature of crime and criminality.
- Produce consistent high-quality data and use it to effectively inform decision making and our response.
- Contribute towards Criminal Justice system reform and improvements to ensure criminals are effectively and efficiently brought to justice.
- Work with our partners to manage offenders appropriately to prevent re-offending.

Ensure a capable workforce that are motivated to be the best they can be.

- Attract and retain outstanding candidates' representative of our communities.
- Support continued professional development, competence and capability through PDR to ensure that all officers and staff have the skills and capabilities to perform their role.
- Maximise the diverse talents of our people to harness innovation and leverage knowledge sharing.
- Understand and value difference to ensure a culture where everyone feels safe, included and heard.
- Ensure a comprehensive and accessible health & wellbeing offer to support our people through both intervention and self-prevention.
- Ensure continuous staff engagement so we understand their needs and can develop our people offer accordingly.
- Develop leadership capability to deliver strong leadership, set high standards, expectations and high performance.
- Work in collaboration with bluelight services and higher education providers for shared learning and professional development.

Violence Against Women and Girls (VAWG)

Over the past 12 months we have prioritised the development of our approach to tackling VAWG. With a real focus on preventing VAWG, pursuing VAWG perpetrators, preparing policing and working with our partners to better combat VAWG, whilst protecting those at risk of harm.


There is a breadth of vulnerability considered within VAWG, including domestic abuse, sexual offences, modern slavery and human trafficking, honour-based abuse, stalking and harassment, spiking and other incidences of harm to women and girls. We work closely with partners, adopting a victim centred and perpetrator focussed approach, to keep victims safe and achieve justice.

We are an Operation Soteria Bluestone expansion force in relation to rape and serious sexual offences. Providing our staff with the most up to date guidance, to provide an empathetic and quality service to victims, to secure and preserve the best evidence and to conduct thorough and effective investigations.

We have imbedded the Soteria National Operating Model (NOM) in Lancashire and given responsibility to departmental heads to deliver the VAWG strategy, to ensure better outcomes for victims of VAWG. In August 2024 HMICFRS published their report "Progress to introduce a national model for rape and other serious sexual offences investigations" following a thematic inspection of various forces including Lancashire which identified our forces use of civil orders to protect victims from harm from RASSO offences as 'promising practice'.

LANCASHIRE POLICE HAS ROLLED OUT A NEW WAY TO INVESTIGATE, RAPE AND SEXUAL OFFENCES, AND SUPPORT VICTIMS

ALL 43 FORCES ARE ADOPTING THIS NEW APPROACH.






Our DA in a Day (RAPID) initiative was launched early 2024, setting out our approach to domestic abuse and maximising opportunities to protect victims, prevent further harm and bring perpetrators to justice. Over the 12 months since its launch DA (Domestic Abuse) Matters was delivered to all frontline police officers which has reflected positively in the following areas:

R ESPOND	39 mins quicker responding to priority calls
A RREST	DA arrests up by 55%
P REVENT	Use of DVPOs to protect victims increased by 42%
I NVESTIGATE	Positive outcomes up by 43%
D ETAIN	DA charges and remand up by 56%

(2024/2025 – 12 months of data since its launch)

HMICFRS identified this approach as 'promising practice' during their 2024 PEEL inspection of Lancashire Constabulary.

Signs of physical abuse

- black eyes
- bruising
- sprained wrists
- busted lips
- marks on the neck
- hiding bruising with clothing

There's #noexcuseforabuse
www.noexcuseforabuse.co.uk

Violence Against Women and Girls (VAWG)

The implementation of the Target Operating Model (TOM) during 2023 has embedded our response to domestic abuse, stalking and harassment and sexual offences in line with the Crime Allocation Policy (CAP). These changes were implemented to ensure we deliver a consistently high-quality service, and crimes are investigated by the right person with the right skills and training. High level offending is dealt with by PIP2 accredited detectives in the vulnerability investigations teams in each BCU, including Vulnerable Adults Teams, Child Protection Teams and Rape and Serious Sexual Offences (RASSO) Teams who lead investigations into this level of offending. This ensures that victims are supported by specially trained officers, with the experience and expertise to manage this type of investigation.

Last year the Suzy Lamplugh Trust on behalf of the National Stalking Consortium, published a series of national recommendations in respect of the stalking super-complaint. We completed a self-assessment which led to the identification of opportunities for improvement and delivery against the recommendations details of which are published on our website. This led to the roll out of training bespoke to stalking & harassment provided to Police Officers, Police Community Support Officers and Force Control room staff. We monitor our crime classifications and investigations through governance arrangements and audits, and satisfaction surveys are conducted with victims of both DA and non-DA stalking. Providing scrutiny to the service that we provide.

Financial Year (2024/25)	
DA positive outcomes	19.9% ↑ (1.8%)
Rape positive outcomes	8.5% with ↑ 16.6% increase in crime
Other Sexual offences positive outcomes	16.6% ↑ (0.6%)
Stalking or Harassment positive outcomes	19.3% ↑ (3.7%)
VAWG offences positive outcomes	21.4%

Crime and Anti-Social Behaviour (ASB)

During the 2024 Lancashire PEEL inspection by HMICFRS we were identified as one of only two forces in the country to have been judged as 'outstanding' for 'preventing and deterring crime and anti-social behaviour and reducing vulnerability'.

We have delivered:

Operation Centurion is Lancashire's response to Anti-Social behaviour. The focus is on partnership working to target those issues and people who cause the most harm in our communities. The ASB, Prevention and Problem-Solving Command has been embedded across the force and has seen some fantastic outcomes. Since its launch in summer 2023, we have issued 848 civil actions and made 4972 arrests for offences linked to anti-social behaviour, including criminal damage and drug dealing.

Due to the success of the operation, Operation Centurion is being held up as best practice by the Home Office and a significant amount of further funding has been secured for the force to continue work to tackle ASB, including ASB driving. We work with partners to ensure that our

response to ASB is consistent and delivered to a high level across Lancashire. Feedback from the public has been extremely positive, with many residents stating they feel safer knowing that we are taking ASB seriously. HMICFRS identified Operation Centurion as 'promising practice' and stated "The constabulary works exceptionally well with partner organisations to tackle antisocial behaviour, which brings improvements for communities and builds public confidence"

Our ASB Civil Orders Team were also identified as 'promising practice' during the HMICFRS inspection, and they have secured over 840 anti-social behaviour-related orders in the last financial year, to effectively manage those intent on causing harm in neighbourhoods through ASB.



Crime and Anti-Social Behaviour (ASB)



3278

positive outcomes for shoplifting offences

Operation Vulture our force-wide approach to tackling retail crime following the launch of the national Retail Crime Action Plan in October 2023 sees officers undertaking hotspot patrolling, increasing their visibility in targeted areas and creating strong partnerships with retailers across the county to better share intelligence, gain a deeper understanding of retail crime, identify offenders and increase public confidence.

Operation Vulture has helped us achieve over 3,278 positive outcomes for shoplifting offences (financial year 2024/25), over 55 criminal behaviour orders issued to our most prolific retail crime offenders and a positive outcome rate of over 30.4% force wide, compared to 21.7% for the previous financial year.

55

criminal behaviour orders issued to our most prolific retail crime offenders

30.4%

positive outcome rate compared to 21.7% for the previous financial year



Road Crime Team



Roads Policing Unit

Our Road Crime Team and Roads Policing Unit have continued to target dangerous and anti-social drivers this last year. Dedicated patrols have focussed on the areas and concerns highlighted to us by our communities with 14345 TORS and summons issued, an 20% increase on the previous year and over 4,000 Section 59 warnings given. We continue to take a zero-tolerance approach to drink and drug driving, with over 300 arrests made during our annual Operation Limit conducted over Christmas and New Year of 2024-2025.

14,345

TORS and summons issued, an 20% increase on the previous year

4000+

Section 59 warnings given

300

arrests made during our annual Operation Limit conducted over Christmas and New Year of 2024-2025.

Crime and Anti-Social Behaviour (ASB)



The force now has access to Pol-Ed, a comprehensive programme of educational resources that follows children through their school career from early years to age 18 years. They address priority areas of policing and cover a wide range of issues, such as sexual violence and harassment, child-on-child abuse, crime prevention, personnel safety and the perception young people may have of the police. Thanks to funding from Lancashire Police and Crime Commissioner, Pol-Ed has been made available to every school in Lancashire. Since its launch in January 2025 to the end of March 2025, more than 43 per cent of schools in the county have registered to Pol-Ed, and 141 inputs delivered by our officers to 6,253 schoolchildren and 724 deliveries by teachers to 21,720 schoolchildren.

43%
of schools in the county have registered to Pol-Ed

141
inputs delivered by our officers to **6,253** schoolchildren

724
deliveries by teachers to **21,720** schoolchildren.



Cyber Crime Unit

The Cyber Crime Unit investigates all reports of cyber dependant crime within Lancashire, which can range from email and social media hacking, distributed denial of service (DDOS) attacks and ransomware and malware attacks. The unit also investigate complex cyber dependant crimes or assist and support officers and teams with online investigations.

The digital forensic unit has a defined process for digital examination requests and prioritisation takes account of risk and examines 91% of devices within the service-level agreement of 180 days and the average time from seizure to completion is 68 days. This is a significant improvement since 2023, when we had high numbers of exhibits awaiting examination. Lancashire take a proactive approach to prevention and have dedicated officers in Fraud and Cyber teams that proactively engage with our communities, schools and businesses to provide protect advice to reduce harm.

Our approach to fraud investigations is currently being reviewed to ensure we are providing quality and consistent investigations for the victims.

Financial Year (2024/25)	
ASB incidents change from previous year	+3.9%
Civil orders issued to target ASB	775
Lancashire Talking subscribers	126,722
Dangerous and anti-social behaviour driving enforcement	20% increase

Serious Violent Crime

To ensure we continue to progress in combatting Serious Organised Crime (SOC), the Operation Warrior brand has been maintained to bring together the overarching, multi-disciplinary approach to SOC and Organised Crime Groups (OCGs).



Serious Organised Crime remains a key priority for Lancashire Constabulary. We continue to work collaboratively with the Northwest Regional Organised Crime Unit (NWROCU) and other Law Enforcement partners to tackle the threat of SOC. The Constabulary continues to work with a range of partners through our Op Genga multi-agency approach to mitigate the harm caused to our communities by SOC. Demand into the Serious Organised Crime Unit increased, peaking in 2024 when we had over 200 organised crime groups (OCGs) mapped. This was largely due to the successful identification of previously unknown groups through the accessing of encrypted information. This has now fallen back to more normal levels. The Constabulary has successfully adopted the NCA's APMIS database to more accurately record OCG's, priority individuals and thematic vulnerabilities. As a direct result, Lancashire has increased disruptions by 77% from 2024 to 2025.

200
organised crime groups (OCGs) mapped

77% ↑
Lancashire has increased disruptions by 77% from 2024 to 2025.

The nature of SOC is continually evolving, with offenders taking advantage of every opportunity, even to the extent of attempting to profit from vulnerable people exposed to them through global conflict and migration. The Constabulary has invested into the development of the Foreign National Offenders team. The FNO team with international law enforcement partners to arrest and extradite offenders back to the UK which is now fully established. They also work closely with front line staff and UK Visas and Immigration to identify and deport those who present a risk to our communities.

The nature of the SOC threat is assessed both geographically and thematically. Unsurprisingly, drugs supply and associated criminality dominates. However, this criminality often includes related offences such as child criminal exploitation, human trafficking, modern slavery, criminal use of firearms, acquisitive crime and illicit finance. Another significant threat includes the organised sexual abuse of children. The Constabulary has worked with partners to produce a problem profile and understand the scale of the issue locally.

Our structure embedded in Lancashire enables the force to tackle the threat from SOC at all levels based on partnership working which includes the NWROCU as well as force resources from Neighbourhood Policing teams, and Specialist Operations, including the Road Crime Team. The Constabulary promotes the ethos of SOC being 'everyone's business'.



Serious Violent Crime

“Clear Hold Build” is a multi-agency approach to SOC which aims to ensure that, when an OCG is dismantled, there is no opportunity for another group to fill the vacuum by a dedicated neighbourhood response to tackling the root causes of crime, preventing further offending, disorder and anti-social behaviour.

Lancashire has launched ‘Clear Hold Build’ in two key areas vulnerable to SOC: Fleetwood and Pendle. It has developed and launched a multi-agency partnership approach under the ‘Prosper’ branding. Fleetwood has been a resounding success with the MoRile score (a score that denotes the level of risk) being reduced from almost 400 to just 31. Pendle Clear Hold Build was launched more recently, and it is intended that the learning from Fleetwood is replicated to ensure equal success.

Lancashire Constabulary is integral part of the Lancashire Violence Reduction Network which enters its sixth year. One of its priorities is to reduce knife crime in Lancashire through the support of GRIP funding which enhances visible policing in selected areas most affected by violent crime, with increased high-visibility patrols and problem-solving activities.

THE PROSPER Partnership

Clear crime, hold the line, build a stronger community

We're working together to make Lancashire an even safer place to live, work and visit.

13% ↓
decrease in knife crime

16% ↓
decrease in sexual & criminal child exploitation.

During 2023 to 2024 (reported calendar year) we have seen a 13% decrease in knife crime and a 16% decrease in sexual & criminal child exploitation.

During 2024 we have developed and updated our policy for Human Trafficking and Modern Slavery (HTMS) to ensure a professional, consistent and corporate approach across the Constabulary. HTMS has been identified as a priority and included in the Serious and Organised Crime Control Strategy.

HTMS destroys the lives of individuals and damages communities, and an effective and efficient approach is essential to prepare our resources and partners, prevent and protect the vulnerable and pursue perpetrators. This controlling and manipulative behaviour is inextricably linked with organised crime on a global level, and we are committed to safeguarding the vulnerable and pro-actively investigates all crimes of this nature. To tackle HTMS, we have adopted the national position utilising the MSOIC document ‘A guide to investigative opportunities for offences under the Modern Slavery Act 2015 and will continue to adopt a ‘4P’ approach across all associated crime types as for other serious and organised crime.



	2024-25 (financial year)
Arrests	2,252
Individuals charged	436
Sentenced in relation to SOC	153 Sentenced Total 531 years imprisonment
Disruptions undertaken	3,370
Firearms and ammunition recovered	560 Firearms 75 ammunition items
Drug seizures	66kg Cocaine 11kg Heroin 594kg Cannabis
Safeguarded	279 Adults 306 Children
£ Cash seized	£4.4 million



From 2021 Online & Cyber enabled crime has reduced year on year
We have also seen a 12% decrease in 2024



Public Trust and Confidence

Lancashire Constabulary excels in Problem Orientated Policing (POP) and this was key to achieving the HMICFRS grading of 'outstanding' for 'preventing and deterring crime and anti-social behaviour and reducing vulnerability'. Our Problem Orientated Policing Command team, in conjunction with ICT developers, launched a new and improved problem-solving recording system in July 2024 which was highlighted by HMICFRS as 'innovative practice'. All Neighbourhood Policing Teams have received training inputs on the changes and the benefits to the new system and have access to Problem-Solving Co-ordinators to assist with any problem-solving issues. SPoCs have also been nominated from the Investigations Portfolio, and we have seen a fantastic uptake in the use of the system, as well as an increase in the quantity and quality of problem-solving projects across the force.

The HMICFRS inspection also highlighted the Constabulary's Neighbourhood Performance and Development Team who are dedicated to delivering strategic responses and practical solutions to enhance our Neighbourhood policing workforce as 'promising practice'. The team have delivered a wide variety of training to over 2,000 officers and staff members and introduced the Three Pillars of Neighbourhood Policing 'engagement', 'targeted activity' and 'problem-solving'. The team have also developed Lancashire Talking and achieved a high percentage of households signed up to our 'In the Know Neighbourhood Alert system' we are also responding directly to the community and address issues and concerns with the use of #yousaidwedid. Lancashire currently holds a 64.1% public confidence rate from 33000 surveys completed which is the eighth highest in England and Wales.

Lancashire Constabulary are committed to delivering a policing service which is designed around the needs of our communities, which is not only safer but helps people to feel safe. Our volunteers are an integral part of our wider policing family, providing a flexible, responsive, and committed approach which assists us to improve service delivery and find solid solutions for the people of Lancashire and its visitors. We are committed to supporting the recruitment, training and development of our volunteers and providing them with the necessary skills and leadership to undertake their role. We currently have 468 cadets, (which is likely to increase during 2025 to around 600 due to planned recruitment), 139 Cadet Leader volunteers, 126 special constables and 200 other volunteers. Our Special constables make a positive contribution to local policing and some volunteers take on specialist roles such

as working in the Safer Roads team to help to address antisocial behaviour involving off-road bikes, restorative justice, cyber and digital roles, volunteering in the professional standards department, and as independent advisory group (IAG) members, including a youth IAG.

We continue to refer our victims to Lancashire Victims services (LVS) and Nest who are commissioned by the office of the Police and Crime Commissioner who provide support and guidance to victims. During 2023 and 2024 the force ran the VCOP Super 6 campaign and delivered VCOP training to frontline officers and supervision to ensure victims receive support, guidance and updates they are entitled to enabling them to feel confident and reassured in the police.

Force Control Room demand has changed in recent years, and as such continuous reviews have taken place to evaluate the best practice to prioritise and manage calls for service effectively. During 2023, we updated and enhanced our Public Assistance and Service Standards policy (PASS) which reflects changes and outlines guidance to achieve a consistent standard to support Lancashire Constabulary's victims and the public. The incident timings, gradings, re-THRIVES and reviews detailed in this policy are conducted during the period an incident log remains open and are consistent with strategic ambition

Over the last 12 months:

The number of 999 calls answered within 10 seconds has increased and currently stands at:



95.6%



40,000

101 non-emergency calls not answered before abandoned has decreased from:

Financial year 2023/24 4.9%

To 1.3% For 2024/25

Estates and Infrastructure

In 2024/2025 the Estates and Facilities Management (EFM) Team has continued to drive forward its strategic programme of improvements to the Constabulary estate and assets. This work is driven by the Police and Crime Commissioner's focus on ensuring that our policing estate is fit for purpose in providing a victim focused service, supported by additional financial investment to deliver the Capital Programme at appropriate pace.

The EFM Team has this year delivered key phases of some of its critical enabling infrastructure schemes:

- Critical Policing Infrastructure Programme (CPIP) – this programme is aimed at providing a fit for purpose estate to support our critical policing requirements. Following full planning approval being granted for Phases 1-3 of a 7-phase programme, the team has conducted a period of pre-construction review with contractors, from October 2024 to January 2025. During this period, site investigation surveys were conducted to refine designs and mitigate risks. We are now planning our delivery programme to pave the way for site works to commence in 2025.
- Pendle Police Station – this scheme will replace the existing stations at Colne and Nelson, providing modern accommodation that meets the requirements of our policing purpose. Construction works on the main building started in August 2024 and on the adjacent multi-storey car park in January 2025. All works are scheduled for completion in December 2025, with full occupancy by April 2026.
- Chorley Police Station – this scheme will replace the existing station in Chorley town centre, again providing modern accommodation that will support a range of both local policing and Constabulary wide functions and services. Early works commenced in October 2024 with main construction due to start in May 2025. Planning permission was granted in March 2025. Works completion is scheduled for May 2026, with full occupancy in July 2026.





- Computer Aided Facilities Management (CAFM) System – the implementation of a new CAFM System in April 2024 has enabled the EFM Team to focus on continuous improvement in its customer service provision and management of the estate. This includes addressing reactive maintenance, recording of planned maintenance and improved performance through evidence-based understanding, analysis of data and reporting. A new Stock Management module will go live in April 2025, to support more effective management of kit and clothing for our operational officers and staff. A new Programme and Project Management module is also being developed to provide more effective management and transparency of our live schemes. The system will become fully embedded in 2025/26
- The 5-year Capital Programme was refined to focus on critical and priority works, which will be informed by updated condition surveys for the next 5 -year period, commencing 25/26. Improvement plans and works are focused around the priority areas and more ageing infrastructure, e.g. with development of a force-wide custody improvement plan, remedial cladding and roofing works at our Greenbank Police Station and various improvements at our Fleetwood site.

In addition to the capital improvement work, 2024/25 saw the commencement of work to develop a new performance management framework for the department, encompassing all aspects of our service; this will be fully embedded in 2025/26. We are focused on continuously improving our approach to delivery of Facilities Management support and services (Catering, Grounds Maintenance, Clothing Stores and Security), as well as upskilling and enabling our maintenance teams to enable more in-house delivery of repairs. This will be facilitated by the CAFM enabled Service Desk, where we are introducing additional resourcing to lead the service forward.

2025/26 will also see the development of a new Estates Strategy and ten-year plan for future provision of fit for purpose policing accommodation across the force area. This will inform and shape our ongoing strategic decision making around where, when and how future capital investment will be made.



**Estates
& Infrastructure**

Future Direction

Force Control Room:

- We will introduce an Interactive Voice Response (IVR) to reduce switchboard and PCRO demand.
- We will operate on a new radio model providing consistency across all divisions.

- We will implement a new structure and progression arrangements to ensure our staff are appropriately trained and supervised.

Neighbourhood Policing:

- Neighbourhood policing will continue to be an area of focused investment, ensuring that we continue to deliver an excellent service.



Management of Sexual or Violent Offenders (MOSOVO) and Integrated Offender Management (IOM):

- We will continue to dedicate specific specialist resources to tackling serious risk and harm within our communities, separating areas including sexual crime, domestic abuse and acquisitive crime such as Burglary and Robbery.
- We will deliver clear ownership and accountability for these teams to identify, address and reduce risk across our communities.

Internet Child Exploitation (ICE) Teams:

- We will ensure there are specialist investigators in each division in our new Internet Child Exploitation (ICE) teams, supported by digital media/ CAID support officers in a digital forensic unit. Our ICE intelligence teams will pro-actively develop intelligence to target high harm offenders, and our ICE teams will work closely with Safer Neighbourhood Teams for educational outcomes relating to peer-topper self-generated indecent image sharing.

Vulnerability Governance Unit (VGU)/Multi Agency Risk Reduction Assessment and Coordination (MARRAC):

- We enhance and develop the central Vulnerability Governance Unit (VGU) to deliver best practice and drive vulnerability performance, ensure compliance with statutory requirements and develop and maintain strategic partnerships.
- We will ensure our approach to high-risk domestic abuse including DVPO, DVDS and MARRAC provides consistency and protection for victims.
- Violence against women and girls (VAWG) will continue to be a priority for the force.
- We will ensure that missing people are a focus for our staff, understanding what constitutes serious harm working with our partners effectively, with a focus on delivering a bespoke and appropriate service to missing children.

Criminal Justice

- We will implement a Police Decision Making model to provide bespoke charging advice to officers. This will introduce a single point of access for all file types to deliver a victim focused, effective and efficient evidential review.
- Provide digital tools to front line officers which will offer support and guidance to assure our investigations and case files are of a high standard.
- Realign Criminal Justice, Custody and Safer Roads to improve strategic governance & oversight, streamline decision making, provide quicker outcomes and deliver justice for victims.



**Lancashire
Constabulary**

**An inclusive
environment for all**

Last 12 Months

In line with our vision: **Preventing and fighting crime.**

Keeping our communities and people safe we delivered within **four key areas:**

Our People

- The implementation of the Target Operating Model (TOM) has seen massive change to the way policing is delivered in Lancashire, ensuring that the right people are in the right places, and are properly equipped and resourced to meet demand.
- The established Response Investigations Team (RIT) and the Force Crime Management Unit (FCMU) enable more manageable workloads and increased capacity and capability within the investigative teams.
- In our organisation we have over 3,000 police officers, 2,500 police staff members and 933 volunteers. We have experienced an intensive period of uplift recruitment, with expected further recruitment in Neighbourhood, custody detention officers and force control room staff.

Our Communities

- Continuing to increase our community engagement through digital and direct contact with “Lancashire Talking”, In the Know, social media and engagement events.
- Increasing trust and confidence as we feed back to the community what we are doing in response to issues raised using #yousaidwedid
- Partners, including Community Safety Partnerships, participate in the BCU tasking model and work closely with local policing teams to address community and priority issues
- Established a Youth Independent Advisory Group, meeting regularly to offer advice and enhance links available to younger members of the community.

Our Partnerships

- Working with Lancashire Resilience Forum and local industries to exercise and test our joint response to a number of scenarios, including major incidents as large fires and water supply issues.
- Developed our Safeguarding Boards for Children and Adults to ensure that they are focused on the voice of the victim and child.
- Restructured vulnerability command to ensure clear strategic and tactical partnerships across the portfolio.

Our Resources

- Critical Policing Infrastructure Programme (CPIP) at the Saunders and Lindle Lane sites. Pre-construction reviews with contractors during October 2024 to January 2025 with site works commencing in 2025.
- Construction works commenced on the new Police Station at Pendle in the East Division in August 2024, works are scheduled for completion in December 2025, with full occupancy by April 2026.
- Early works commenced in October 2024 on the new police station for Chorley with the main construction due to start in May 2025. Works completion is scheduled for May 2026, with full occupancy in July 2026.
- Fleet refresh for RPU including two Collision Investigation / HGV enforcement command vans.
- In the last 12 months Lancashire Constabulary continues to invest substantially in our digital capabilities to reduce workforce stresses, improve interactions and drive efficiencies.
- ICT solutions have focused on efficiency, using technologies such as RPA (Robotic Process Automation) to undertake the repetitive, bulk and potentially tedious processes that give our colleagues the availability to undertake more value-added functions.
- A strategy of data first to assist in the improved capture, management and surfacing of accurate and timely information to assist in operational delivery and strategic decision making.