



#OpCenturion

GETTING TOUGH ON ANTI-SOCIAL BEHAVIOUR

OP WARRIOR  
Fighting organised crime in Lancashire

Lancashire Constabulary  
**Annual report**  
2025 - 2026



# Chief Constable's Foreword



**Sacha Hatchett**  
**Chief Constable**

Over the past twelve months, Lancashire Constabulary has continued to demonstrate the professionalism, compassion and commitment that define our service to the public. It remains an immense privilege to lead this organisation and to work alongside officers, staff and volunteers who go above and beyond every day to protect people and keep our communities safe.

Our refreshed Plan on a Page and the Police and Crime Plan have guided us throughout the year, ensuring our work is rooted in strong values and clear priorities. We have strengthened our approach to safeguarding, invested in prevention at every level, and continued to build a culture where victims and the most vulnerable remain firmly at the heart of our service.

This year also saw the conclusion of an independent cultural audit survey into Lancashire Constabulary, conducted by Durham University. The findings give us much to be proud of across our workforce, with exceptionally high levels of public service motivation recorded, increased job satisfaction, and a clear, shared commitment across our workforce to making a positive difference. We will continue to focus on strengthening our leadership capability, ensuring our processes enable rather than hinder our staff, and continue building an inclusive and welcoming organisation that deals effectively with low-level incivility.

We have continued to strengthen our position as a learning, forward-thinking and pioneering organisation. Forces from across the country continue to visit Lancashire to understand our problem-solving approach, rated outstanding in our last PEEL inspection, alongside our leading-edge digital innovation and Target Operating Model. We were proud to recently act as a pilot force for HMICFRS as they developed new inspection methodologies for fraud, helping to shape national standards that will improve outcomes for victims.

As we prepare for our next full PEEL inspection in early 2026, we do so with confidence. Lancashire continues to be one of the top performing police forces across England and Wales. When the public need us most, our response times remain among the best in the country, and we have one of the highest positive outcome rates nationally. This reflects the quality of our investigations and our unwavering determination to secure justice for victims. The introduction of our Police Decision Makers model has further strengthened case file quality, ensuring compliance with evidential and procedural standards. None of this progress happens by chance, it is the product of focus, partnership and a workforce that takes immense pride in serving its communities.

Violence Against Women and Girls (VAWG) remains a key priority for the Constabulary, and I continue to value the work of our VAWG Scrutiny Panel, who provide independent oversight of our response. We have refreshed our Vulnerability and VAWG Strategy, in line with national direction, introduced Vulnerability Hubs, and are reviewing our Multi-Agency Safeguarding Hubs to ensure we deliver the best possible service to victims of crimes. Our policing of the night-time economy has been further strengthened through Project Vigilant.

This national initiative is designed to prevent and disrupt sexually motivated crimes against women and girls in public spaces through proactive policing methods. We have also expanded the DRIVE Domestic Abuse Perpetrator Programme across Lancashire, tackling the behaviours of high harm, high risk perpetrators. In addition, we have launched a groundbreaking scheme to support domestic abuse victims through the introduction of dedicated Domestic Abuse PCSOs. This is the first initiative of its kind nationally, providing early, enhanced support to those affected.

Neighbourhood policing remains the foundation of our service. Through our Neighbourhood Policing Guarantee and our Summer and Winter of Action programmes, we have maintained strong visibility in the areas that matter most to local people. We have made significant progress against antisocial behaviour through Operation Centurion and our problem-solving ethos. The Clear, Hold, Build strategy, now well established in Fleetwood, has been rolled out across other areas in Lancashire to include Pendle and Preston, helping to disrupt serious organised crime and giving communities the space and confidence to reclaim their neighbourhoods. Fleetwood, the first project of its kind, has rightly received national recognition for its lasting community impact.

# Chief Constable's Foreword continued

This year our officers and staff once again stood alongside colleagues nationally. Our teams responded to significant public disorder in the Metropolitan Police and Essex areas, and we deployed resources to support the policing of Heaton Park Synagogue following distressing attacks on the Jewish community. Closer to home, we successfully delivered three Royal visits, by Her Royal Highness The Princess Royal and His Majesty the King who visited us twice, with meticulous planning, seamless partnership working and professionalism of the highest standard. I also recognise the demands of the football season, which has been exceptionally busy, with officers deployed across the county to ensure the safe policing of matches.

The conflict in the Middle East has understandably caused distress and anxiety for many within our own communities, including those within our own workforce who have family, friends and personal connections in the region, or loved ones serving there. Through Operation Elstar, we ensure our response is sensitive, proportionate and grounded in our duty to protect our communities. Lancashire

has also seen pro-Palestinian and anti-immigration protests, and our officers have worked tirelessly to balance the rights of individuals to express their views with the need to maintain public safety and community cohesion. I want to acknowledge how difficult this period has been for many, and to thank all who have worked with professionalism and empathy throughout.

Following the tragic events in Southport in 2024, we have participated with the Southport Public Inquiry providing evidence of our interactions with Axel Rudakubana. Although the tragic events took place outside our force area, the perpetrator and his family lived in Banks, and there had been previous operational activity centred here in Lancashire. Our contribution into the public inquiry has been delivered with transparency, sensitivity and care. The recommendations and cross organisational learning, due out in April 2026, will shape national policing practice.

The year ahead will bring further significant change for policing as we prepare for the impact of the Government's Police Reform Programme,

which sets out the most substantial restructuring of policing in a generation, including stronger national standards and greater central oversight of performance. Alongside these national reforms, we can expect further changes in 2028 with the abolishment of the Police and Crime Commissioner (PCC) model as part of the wider shift towards enhanced regional governance and accountability.

The introduction of the Sentencing Act 2026 will also bring important changes to the criminal justice landscape, including a new presumption to suspend custodial sentences of 12 months or less and strengthened community-based penalties, which will have operational implications for policing and partner agencies. Together, these developments will require us to remain agile, forward-looking and committed to delivering the highest standards of service for our communities.



# 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 blue light services and higher education providers for shared learning and professional development.

# Violence Against Women and Girls (VAWG)

Over the last year, we have refreshed our Vulnerability and VAWG Strategy to align with the National Vulnerability and Public Protection Strategy. Our priorities reflect the five critical areas identified in the VAWG Strategic Threat and Risk Assessment framework which are Rape and Serious Sexual offences, Domestic Abuse, Stalking and Harassment, Child Sexual Abuse and Exploitation, as well as commitment to understanding online and technology used to enable VAWG offending.

We continue to adopt the 4P approach: Prevent, Pursue, Protect, and Prepare, to tackle VAWG effectively. As an Operation Soteria Bluestone expansion force, we apply Soteria principles across all VAWG and vulnerability investigations. This ensures our teams remain victim-centred, suspect-focused, and context-led, delivering empathetic support and robust investigations.

To strengthen our response, Lancashire Police operate an embedded crime allocation policy. High-harm cases are managed by PIP2 accredited detectives within specialist Vulnerability Investigation Teams, including Child Protection, Child Exploitation, Internet Child Exploitation, Vulnerable Adults, and Rape and Serious Sexual Offences (RASSO) units.

This guarantees victims receive support from experienced officers with expertise in complex investigations early following their first contact.

We are progressing reviews to enhance partnership working, including the introduction of Vulnerability Hubs and a review of Multi-Agency Safeguarding Hubs. These initiatives will improve information sharing and ensure individuals receive timely support from the most appropriate agency. The new Vulnerability Hub introduced in March 2026 will enhance and bring efficiencies and timeliness to our processes to safeguard children and vulnerable adults. Notably this includes 'Clare's Law' (DVDS) and 'Sarah's Law' (CSODS) disclosures, as well as our work with our safeguarding partners in Children's Services to share information and respond to children-in-need and child protection concerns. It also includes our Multi-Agency Risk Reduction Assessment Co-ordination (MARRAC) supporting victims of domestic abuse.

We have implemented recommendations for a review of our response to missing persons which will enhance training and understanding of risk and the quality of our response, including how we work with our partners to ensure children in residential care settings are kept safe from harm and the risk of harm.

Training remains a priority. All officers have completed mandatory training on non-contact sexual offences, and our approach has been commended by the College of Policing and we have now developed a vulnerability training portal for all staff.

Looking ahead, we remain committed to continuous improvement and ensuring our work aligns with both the National Plan and the Government's VAWG Strategy to create a safer, more equitable society.



## Clare's Law

**If you suspect your partner may have a history of carrying out domestic abuse. Ask Us.**

You have a right to ask if your partner or someone else's has a history of **domestic abuse** under the Domestic Abuse Disclosure Scheme (**Clare's Law**)

Contact the police via our website, call 101 or speak to a local officer



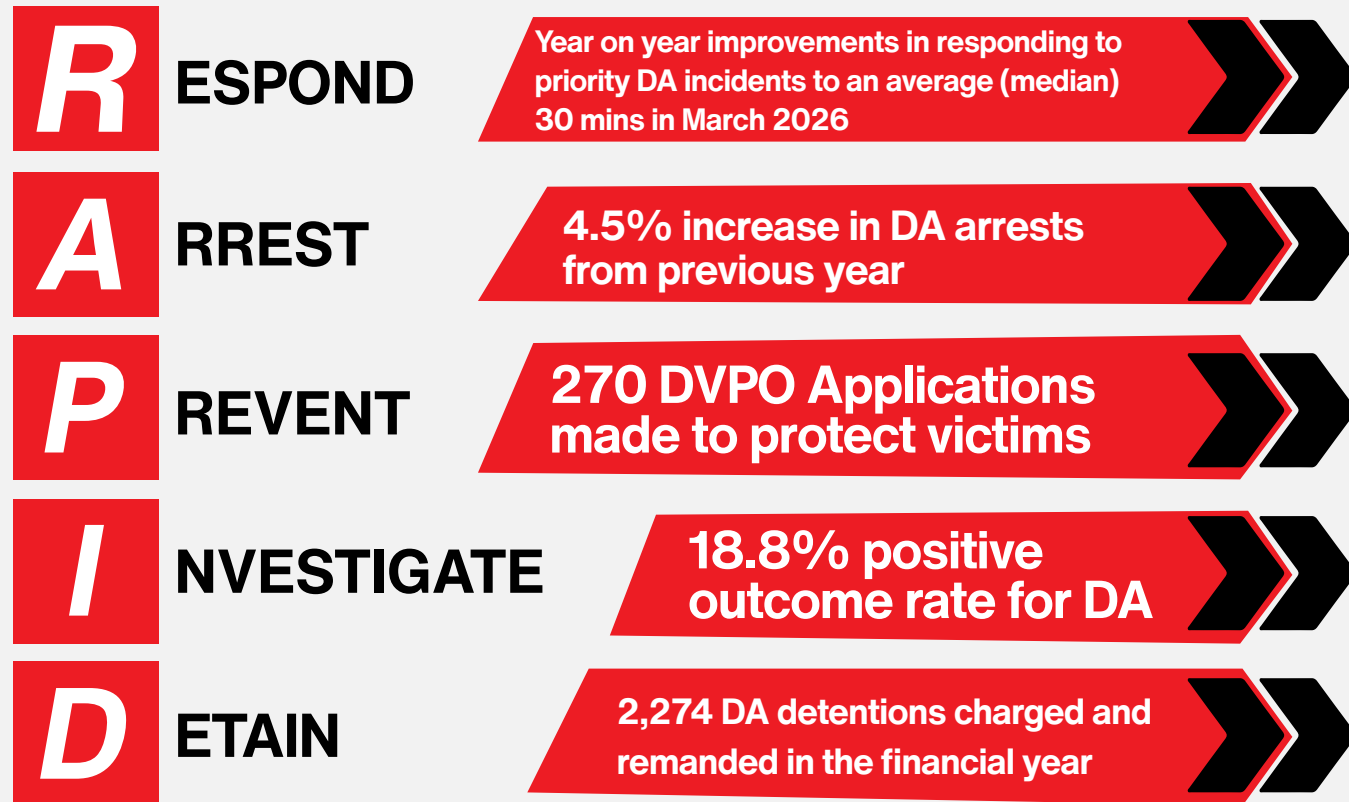
#noexcuseforabuse  
www.noexcuseforabuse.co.uk



# Violence Against Women and Girls (VAWG)

**DA in a DAY** Our *RAPID* approach to domestic abuse

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:



(2025/2026 – 12 months of data since its launch)

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

Financial Year (2025/26)	
DA positive outcomes	18.8%
Rape positive outcomes	7.7% with 5% increase in recorded crime
Other Sexual offences positive outcomes	16.7%
Stalking or Harassment positive outcomes	14.4%
VAWG offences positive outcomes	18.8%

# 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, 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 1546 civil actions and made 6177 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 986 anti-social behaviour-related orders in the last financial year, to effectively manage those intent on causing harm in neighbourhoods through ASB.

### 986 ASB Related orders:

- **Anti Social Behaviour Order**
- **Community Protection Warning**
- **Community Protection Notice**
- **Criminal Behaviour Order**
- **Closure Order**
- **Civil Injunction.**

Financial year  
2024/2025  
**2079**  
Arrests

Financial year  
2025/2026  
**2258**  
Arrests

**1546**  
civil actions issued

**6177**  
arrests for offences linked to anti-social behaviour, including criminal damage and drug dealing

**986**  
anti-social behaviour-related orders in the last financial year



#OpCenturion  
GETTING TOUGH ON ANTI-SOCIAL BEHAVIOUR

**LANCASHIRE'S  
GETTING TOUGH  
ON ANTI-SOCIAL  
BEHAVIOUR.  
REPORT IT.**

Report anti-social behaviour. Scan the QR code or visit LancashireTacklingASB.co.uk



 Safety Through Strength

# Crime and Anti-Social Behaviour (ASB)



Operation Vulture, our force wide approach to tackling retail crime, has continued to evolve throughout 2025/26 as we build on the foundations established following the launch of the national Retail Crime Action Plan in October 2023. This year, officers have intensified hotspot patrols, strengthened their visibility in vulnerable locations, and deepened collaborative working with retailers of all sizes. These partnerships have significantly enhanced intelligence sharing, improved our understanding of crime patterns, enabled earlier identification of prolific offenders, and further increased public and business confidence in our response.

During 2025/26, Operation Vulture has delivered sustained and measurable improvements. The force has continued to secure strong positive outcomes for shoplifting and associated offences, with even greater focus on targeting repeat and high harm offenders. Our problem solving, investigative and enforcement activity has resulted in a continued rise in Criminal Behaviour Orders issued to persistent retail offenders, supporting long term harm reduction through robust offender management.

**3299**  
positive outcomes for shoplifting offences for the financial year of 2025/26

**54**  
criminal behaviour orders issued where THEFT was listed as a reason to our most prolific retail crime offenders

**34.24%**  
positive outcome rate for the financial year of 2025/26 for shoplifting offences



### Financial Year (2025/26)

ASB incidents change from previous year	-10.8%
Civil orders issued to target ASB	986
Lancashire Talking subscribers	131,156 (up 3.5%)
Dangerous and anti-social behaviour driving enforcement	2952

# Crime and Anti-Social Behaviour (ASB)



**83%** of schools in the county have registered to Pol-Ed

**950** inputs delivered by our officers to **52,154** schoolchildren

**5657** deliveries by teachers to **161,701** schoolchildren

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.

This addresses 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 2026, more than 83% of schools in the county have registered to Pol-Ed, and 950 inputs delivered by our officers to 52,154 schoolchildren and 5657 deliveries by teachers to 161,701 schoolchildren.

ASB remains one of the most visible issues affecting community confidence and quality of life across Lancashire. During the past year, Lancashire Constabulary has strengthened its approach to preventing, responding to, and reducing ASB through a combination of problem-oriented policing, data-driven insight, and close collaboration with partners. Our focus has been clear: protect the most vulnerable, reduce repeat victimisation, and ensure local neighbourhoods feel safe, supported, and listened to.

A key area of progress has been the continued delivery of Operation Centurion, Lancashire's dedicated ASB prevention and targeted patrol initiative. Using hotspot patrols and community intelligence, officers have been deployed to areas experiencing persistent issues such as youth-related nuisance, neighbourhood disputes, e-machine issues and disorder linked to alcohol or environmental concerns. These patrols have been supported by enhanced visibility, immediate engagement with residents, and swift enforcement where thresholds are met.

Evidence-based policing continues to underpin our work. Neighbourhood teams now routinely integrate data from police systems, local authorities, housing providers, Lancashire Talking, and victim support services to identify patterns of behaviour and individuals most at risk of harm. This multi source analysis enables earlier intervention, tailored support packages, and problem-solving plans that address the root causes of ASB rather than simply the symptoms.

Partnership working remains central to Lancashire's success. Joint tasking arrangements with councils, youth services, schools, and social care have expanded to improve case management and ensure coordinated responses. This includes the use of civil powers such as Community

Protection Notices and Closure Orders, alongside diversionary pathways for young people and vulnerable adults. The ASB Case Review process has also been strengthened to ensure victims feel heard and to improve scrutiny of multi-agency action.

Importantly, Lancashire Constabulary has placed significant emphasis on victim experience. Officers are trained to identify vulnerability at first contact, provide tailored safeguarding, and maintain regular communication with victims throughout an investigation. Feedback gathered through surveys and community engagement events has informed further improvements to our services and helped shape priorities for the year ahead.

Looking forward, Lancashire Constabulary remains committed to reducing ASB through prevention, visibility, and effective partnership action. With continued investment in targeted patrols, analytical capability, and community engagement, our focus is to ensure every neighbourhood benefits from a safer, more confident, and more resilient environment.

# Roads Policing

Over the last year, the teams have focused on the issues that matter most to the community, including disrupting organised crime, anti-social behaviour on the roads, speeding and one of the most complained about issues, E-Bikes and E-Scooters. Having devised an operation to specifically tackle anti-social behaviour involving off-road motorbikes, e-bikes, e-scooters and adapted pedal cycles, we have seized and destroyed 1031 E-bikes, which is a significant number aimed at tackling this community concern. We have drawn up plans for a pioneering educational awareness course for young riders and their parents/guardians which will highlight the significant risks to themselves and other road users when they are being used illegally and in a dangerous and anti-social manner.

The success of this operation has been recognised nationally with other forces making contact with Lancashire to learn from our best practice and the team being nominated for the National Problem-Solving Awards.

During 2025, speeding offence prosecution has seen an increase of **21%**. There has been an increase in warnings and seizures linked to ASB by **17%** and the number of vehicles seized has increased by **25%**.



## Roads Policing Unit

Our **Roads Policing Unit** focuses on patrolling Lancashire's roads actively monitoring and enforcing traffic laws to ensure compliance and safety. The Unit focuses on the 'fatal five' offences which include speeding, drink and drug driving, failing to wear a seatbelt and using mobile devices whilst driving as well as other dangerous driving behaviours. The Unit responds to incidents on our roads and motorways, providing assistance and conducting investigations to determine causes and prevent future occurrences.



## Roads Crime Teams

Our **Roads Crime Teams** are dedicated to disrupting criminals who use the county's road network for their illegal activities. Since its launch 3 years ago, the team has made significant progress in tackling serious offences such as drug supply, money laundering, burglary and human trafficking. During **2025-26** the teams seized **£1.6 million in cash, £2.6 million in drugs**, and recovered stolen vehicles to the value of **£1.5 million**, all of which has helped keep our roads and communities safer.



## Safer Roads Unit

The **Safer Roads Unit** focuses on promoting road safety, enforcing traffic laws and reducing accidents through a number of initiatives and community engagement. The Camera Team operates speed enforcement equipment to monitor and address speeding violations, which are a significant factor in road accidents. The Prosecution and Investigation Support Team provide support to investigations into motoring offences and work closely with other departments to ensure effective enforcement of road safety laws.

	2024/25	2025/26	Difference %
<b>TORS (* Traffic Offence Report for minor traffic offences)</b>	<b>14438</b>	<b>15257</b>	<b>+5.67%</b>
<b>Sec 59 Road Traffic Act (* power to seize vehicles being driven carelessly, inconsiderately, or off-road, causing alarm, distress or annoyance to the public)</b>	<b>3125</b>	<b>2952</b>	<b>-5.5%</b>
<b>Sec 165 Road Traffic Act (*permits officers to seize vehicles being driven without insurance or a valid driving licence)</b>	<b>1823</b>	<b>3098</b>	<b>+69.93%</b>
<b>Speed-related offences</b>	<b>2719</b>	<b>3436</b>	<b>+26.3%</b>



# Roads Policing



## Serious Collision Investigation Unit

Lancashire Constabulary's **Serious Collision Investigation Unit** provides a 24 hour capability in response to serious and fatal road traffic collisions. The Unit supports the victims and families affected by such tragic incidents by providing vital specialist support and seeks to bring the most dangerous drivers to justice. In 2025-26, the Unit were involved in various investigations, leading to 13 convictions, 81 years of imprisonment and 36 years of disqualifications.

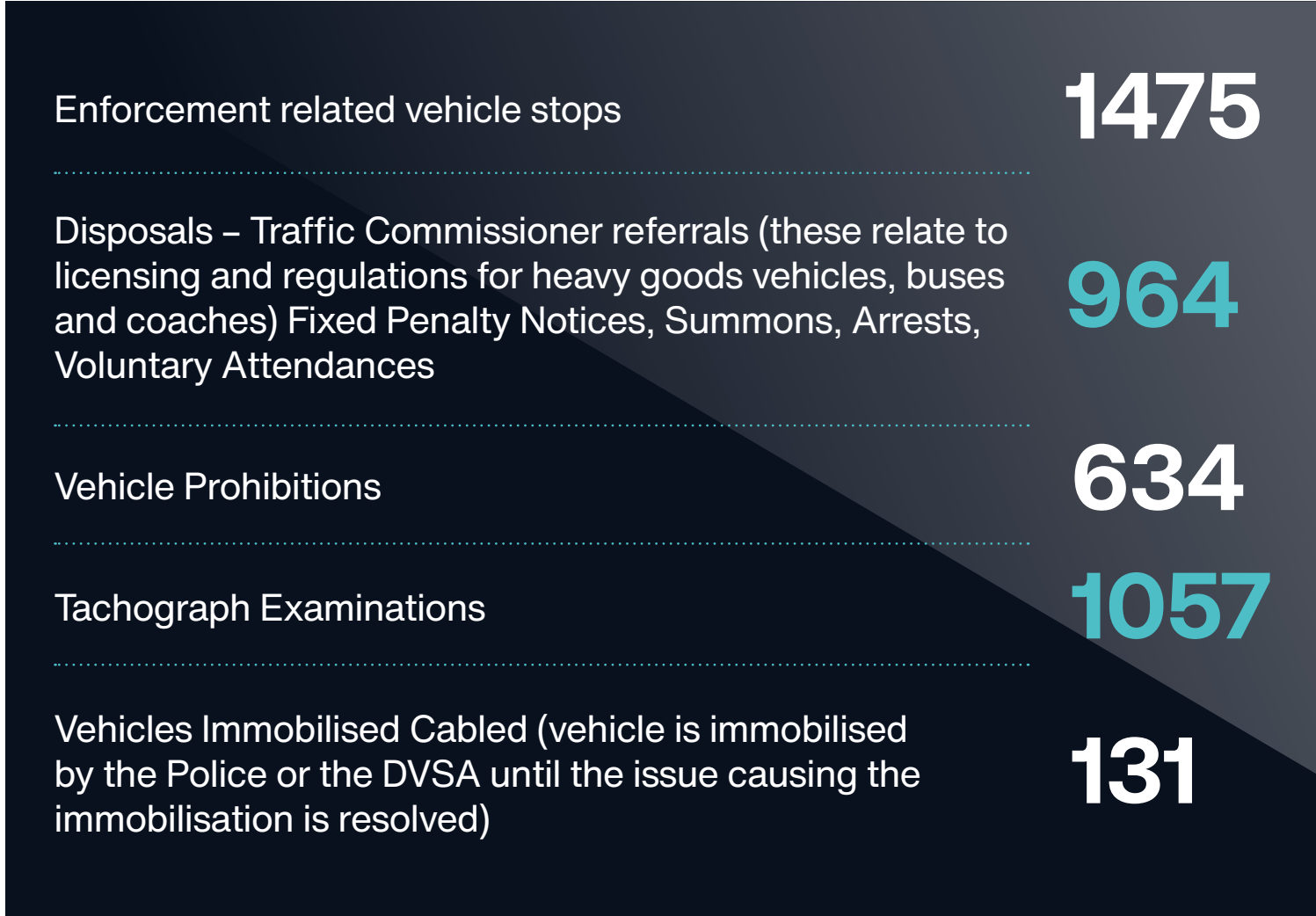


## Commercial Vehicle Enforcement Unit

**Commercial Vehicle Enforcement Unit (CVEU)** is responsible for enforcing regulations and ensuring compliance with vehicle standards. They conduct roadside checks, inspect vehicle weights, load distribution and load security.

They also provide training and awareness campaigns to educate drivers and operators about load restraint and safety practices. The unit collaborates with other enforcement and industry partners to enhance road safety and prevent unsafe or dangerous loads. During one such campaign, over 40 vehicles were inspected during one day with only 2 vehicles being found to be compliant with the relevant load security legislation. The remainder required load security adjustment and /or load security prohibition notices to retain safe operation.

During April 2025 to March 2026, the following interactions were recorded:



# Economic Crime



## Economic Crime Unit

The Economic Crime Unit continues to drive strong financial outcomes, achieving year-on-year growth in Asset Recovery Incentivisation Scheme (ARIS) returns. This includes a 60% increase in the last 12 months resulting in £2.2 million recovered for Lancashire in 2024/25 which is reinvested in the public purse.

Year	ARIS Allocation (£)	YoY Change (%)
21/22	£466,768.18	
22/23	£766,740.01	+64.27
23/24	£1,346,005.75	+75.55
24/25	£2,164,795.74	+60.84
25/26 (*Q1 - Q3)	£1,125,619.72	

Over the last financial year a total of £751,505 has been forfeited at Court as a result of Operation Boomerang, and year to date estimate seizures to be in the region of £1,135,901.

Operation Boomerang denies travelling, organised crime groups the use of the motorway network for illegal activities.

**£751,505**  
forfeited at Court as a result of Operation Boomerang

**£1,135,901**  
seizures from Operation Boomerang

The Unit has successfully applied new powers to complete its first cryptocurrency forfeiture to the value of **£947,177.47** and remains committed to developing staff capability to increase confiscation orders, disrupt criminal finances, and recover funds for victims. The team also plays a critical role in supporting investigations, using effective financial investigation to help bring dangerous offenders to justice and locate missing persons.

Cryptocurrency forfeiture to the value of **£947,177.47**



## Fraud Triage Team



**Fraud Triage Team** - Lancashire Constabulary's approach to fraud has undergone a significant change over the past year, with updated processes and training. The Fraud Triage Team reviews all Report Fraud disseminations and calls for service to direct lines of enquiry and support fraud investigations. The force focuses on prevention with bespoke training to key community groups and partners to educate and safeguard our communities whilst providing bespoke advice to victims. Our response to serious complex fraud investigations is being developed to introduce a dedicated team to own such investigations.

# Digital Media Investigation Unit



## Digital Investigation Unit

Our **Digital Investigation Unit (DIU)** provides specialist digital investigative support. This includes identifying and downloading cloud-based accounts such as Snapchat and Google, Radio Frequency surveys, Wi-Fi survey and router examinations. The unit delivers digital training and provides guidance around legislation and supports both investigators and senior investigating officers (SIOs) with the formulation of digital strategies.



## Major Incident Media Investigation Unit

The **Major Incident Media Investigation Unit** continues to support a number of investigations providing critical, visual evidence.



## Digital Forensic Unit

Most modern crime involves a digital element. Everyday activities including emails, messaging, apps, and browsing can generate valuable evidence stored on devices or in the cloud. The Digital Forensic Unit secures, analyses, and reports this evidence to support investigations. It continues to deliver a high-quality, accredited service, contributing to significant sentencing while reducing wait times, with further improvements planned for 2025/26.



## Vehicle Data Investigation Unit

The **Vehicle Data Investigation Unit (VDIU)** provides specialist support to investigations concerning connected vehicles and apply specialist knowledge and advice on investigative opportunities. It also provides detailed reports obtained from data acquired from eSims, OBD port and from in-car infotainment systems.



## Cyber Crime Unit

**Cyber Crime Unit** investigates all reports of cyber dependent crime within Lancashire. This can range from email and social media hacking to distributed denial of service (DDOS) attacks and ransomware. The team proactively scan incidents and investigations to offer their support to cyber enabled matters. This approach has identified a pattern of national abuse concerning large scale sharing of non-consensual intimate images. The Protect and Prevent arm of the team are responsible for educating our communities to prevent individuals and businesses becoming victims and to redirect would be cyber criminals to a legitimate path.

Collectively the DMIU has contributed to a number of positive outcomes through investigative support with officers and staff being recognised at local, national and international level through force commendations, Cyber UK Finalists, Berla Investigation (Op Privilege) and Celebrate Investigation of the year award being presented in Washington DC.



# Serious Organised Crime



Serious Organised Crime Unit

To ensure we continue combating Serious Organised Crime (SOC), the Operation Warrior brand has been maintained. As serious and organised criminality becomes more sophisticated, we have strengthened our response and our partnerships to ensure a whole system, 4P approach, to tackling Organised Crime Groups (OCGs).

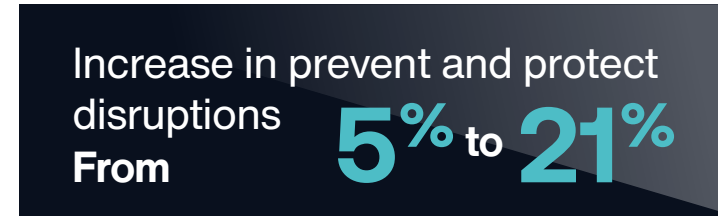
SOC remains a key priority for Lancashire Constabulary. The Control Strategy and its pillars reflect the force direction to prioritise responding to SOC threats. We continue to work collaboratively with the Northwest Regional Organised Crime Unit (NWROCU) and other Law Enforcement agencies to develop our response. We work in partnership with a range of partner agencies through our Op Genga multi-agency approach to mitigate the harm caused to our communities by SOC.

Demand from SOC continues to be significant. Early identification of groups and their tactics has enabled tailored plans to be developed to disrupt OCGs. Focussed disruption activity has resulted in an overall reduction in active numbers of OCGs by **48%** since its peak in 2024.

Under Operation Warrior, we achieved significant results during the 2025-26 financial year. These included **2,135** arrests and **445** individuals charged. A total of **186** individuals were sentenced for serious and organised crime offences, receiving combined custodial sentences amounting to **602** years' imprisonment.

In addition, **2,981** disruptions were delivered, and **£3,388,352** in cash was seized. Drug seizures comprised **67kg** of cocaine, **11kg** of heroin and **253kg** of cannabis. Safeguarding activity resulted in the protection of **185** adults and **226** children

The Constabulary has embedded the use of the NCA's Agency and Partner Management Information System (APMIS) database ensuring an accurate understanding of the threat posed by OCGs, priority individuals, and thematic vulnerabilities. Moderation panels are in place to ensure quality and data accuracy. Community based SOC prevention work has been prioritised to reduce the impact of OCGs on communities.



As a result, prevent and protect disruptions have increased from 5% to 21%.

The nature of SOC is evolving however, preying on vulnerable people continues to be prevalent. SOC offenders are identifying opportunities to exploit foreign nationals particularly those impacted by global conflict.

Organised Immigration Crime (OIC) involves the facilitation of illegal entry, arrival, or exit of individuals to/from the UK for financial gain by criminal networks. People smuggling often involves the use of fraudulent documents and dangerous transport methods. OIC can often lead to Modern Slavery and in Lancashire we utilise a 4P approach to Modern Slavery, Human Trafficking and OIC.

Lancashire Police are working closely with the National Modern Slavery and Organised Immigration Crime (MSOIC) programme to ensure increased knowledge and training is provided to officers and partners regarding organised immigration crime.



Victims of Modern Slavery are often vulnerable people who are tricked, coerced or threatened into involvement with work or potentially criminal activity. This often controlling and manipulative behaviour is inextricably linked with organised crime on a global level. Lancashire Constabulary is committed to safeguarding the vulnerable and pro-actively investigating all crimes of this nature. Improved relationships with international partners have resulted in more effective information sharing leading to earlier interventions with victims and perpetrators.

The link between OIC and Modern Slavery is evident and we aim to reduce both, protect victims and disrupt offenders. Funding streams, including from MSOIC, are explored to raise awareness and introduce intensification periods designed to tackle all aspects of MSOIC.

# Serious Organised Crime



**Serious Organised Crime Unit**

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 Operations, including the Roads Crime Team. The Constabulary promotes the ethos of SOC being 'everyone's business'.

The nature of the SOC threat is assessed both geographically and thematically. Drug supply and associated criminality dominate. 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. Tackling organised, group-based child sexual abuse and exploitation is a priority. Working closely with partners, procedures have been implemented and developed to safeguard victims and bring offenders to justice.

**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.

Building on the successes of the "Clear Hold Build" project in Fleetwood, the Constabulary has worked with partners under the 'Prosper' branding to move the Pendle project forward and launch two further projects in Preston and Morecambe. Each project is in different phases. 163 disruptions have been recorded in Pendle with 136 arrests. In Preston, there have been 204 stop checks and 175 arrests to date. This has generated over 140 intelligence reports resulting in substantial drug and cash seizures. Morecambe is at a much earlier stage, but early successes are being seen with 21 arrests to date. Management of Risk in Law Enforcement (MoRILE) risk scores in each area have been greatly reduced however, the true long-term impact of CHB is evident in Fleetwood where local surveys reveal a 36% (70% overall) increase in confidence in the police to deal effectively with crime.

**Pendle CHB:**

**163** disruptions      **136** arrests

---

**Preston CHB:**

**204** stop checks      **175** arrests

**2025 - 2026**

Knife Crime ↓ **18%**

---

Murder and Manslaughter Offences ↓ **14%**

---

Child Sex Exploitation ↓ **12%**

---

Violence With Injury ↓ **6%**

Lancashire Constabulary remains an integral part of the Lancashire Violence Reduction Network which enters its seventh year. One of its priorities is to reduce knife crime in Lancashire through the support of Home Office grant funding. Through 2025-26 knife crime has reduced by 18%. The Constabulary has also seen reductions in murder and manslaughter offences (-14%), CSE (-12%) and violence with injury (-6%).

# Public Trust and Confidence

Building and maintaining the trust and confidence of the public we serve is critical to policing in Lancashire. Lancashire Constabulary continues to excel in Problem Orientated Policing (POP), building on our HMICFRS grading of 'outstanding' for preventing and deterring crime and anti-social behaviour, and reducing vulnerability during our last PEEL inspection. Since then, our Problem Orientated Policing Command Team, in conjunction with ICT developers, have continued to enhance and develop the problem-solving recording system launched in July 2024. This system highlighted by HMICFRS continues to evolve, providing improved data and management information that supports learning and the sharing of best practice across the Constabulary.

The platform has been shared with other police services across the UK and is recognised nationally. All Neighbourhood Policing Teams receive training and continuing professional development (CPD) on problem solving and system use, with problem solving and prevention experts available to support all departments with emerging issues. SPoCs have been nominated from the Investigations Portfolio, and we have seen a significant increase in both usage of the system and the quality of problem solving projects across the force.



The HMICFRS inspection also highlighted the Constabulary's Neighbourhood Performance and Development Team, dedicated to delivering strategic responses and practical solutions to enhance our neighbourhood policing workforce. The team has delivered a wide variety of training to over 2,000 officers and staff members, aligned with the Three Pillars of Neighbourhood Policing: **Engagement, Targeted Activity, and Problem Solving**

Lancashire continues to lead nationally in both the volume of registrations to our Neighbourhood Alert platforms (Lancashire Talking and In The Know) and the proportion of households engaged. We now have more than 130,000 residents subscribed to receive updates on policing activity, representing 13.46% of all households across the county.

According to a recent Neighbourhood Alert national engagement survey, Lancashire performs exceptionally well in its use of the platform:

- 9,571 responses were received from Lancashire
- Lancashire respondents were consistently more positive than the national average
- Being a member of In The Know increases confidence in the police above the national average
- Sentiment towards messaging in Lancashire is above the national average in all areas
- In The Know reaches demographics that do not engage with other channels and is a trusted source
- In The Know members are more positive about how good a job the police are doing locally
- In Lancashire, sentiment regarding local policing is higher than the national picture in 2025 across all engagement areas

The UK Government's Neighbourhood Policing Guarantee (NPG) is a national commitment to restore visible, community focused policing and strengthen public confidence across England and Wales. Announced in April 2025, it sets out clear expectations for what communities should receive from their neighbourhood policing teams, including named, contactable officers, improved problem solving, and a stronger emphasis on tackling antisocial behaviour and crime prevention.

A key enabler of this renewed accessibility is the move toward consistent digital contact. The Single Online Home platform functions as the national policing digital gateway and plays a vital role in enabling this commitment. It provides a unified online infrastructure through which forces can deliver accessible, standardised public contact and engagement in line with the Guarantee's objectives.

# Public Trust and Confidence

Under the Neighbourhood Policing Guarantee, the Government has committed to ensuring that every neighbourhood has an online contact option with local policing teams responding to neighbourhood queries within 72 hours. This digital route directly supports the Guarantee’s Community Led Policing pillar, ensuring residents and businesses have a clear, simple, and reliable way to raise concerns, influence local priorities, and engage with their neighbourhood officers.

Lancashire satisfies every requirement under the Guarantee, ensuring that each ward has a named, contactable local officer; local priorities are published; and engagement events are planned for every ward area.

Lancashire Constabulary is committed to delivering a policing service designed around the needs of our communities, one that not only makes people safer but also helps them feel safe. Our volunteers are an integral part of our wider policing family, offering a flexible, responsive, and dedicated contribution that helps us improve service delivery and find sustainable solutions for the people of Lancashire and its visitors.

We are committed to supporting the recruitment, training, and development of our volunteers, ensuring they have the necessary skills and leadership to undertake their roles.

**We currently have:**

**387 CADETS**, expected to increase to around **600** in 2026 due to planned recruitment commencing in April

---

**CADET LEADER VOLUNTEERS** **126**

---

**SPECIAL CONSTABLES** **113**

---

**OTHER VOLUNTEERS** **227**

**Our Special Constables make a significant contribution to local policing, and many volunteers take on specialist roles, including:**

**Safer Roads Team support (including tackling antisocial behaviour involving off road bikes)**

---

**Restorative Justice**

---

**Cyber and digital roles**

---

**Volunteering within Professional Standards**

---

**Independent Advisory Group (IAG) membership, including a Youth IAG**

**The Professional Standards Department** acts as the keeper of integrity within the force and plays a vital role in maintaining public trust and confidence in policing. The department ensures that professional standards are upheld by embedding clear professional expectations and promoting a culture of ethical behaviour, accountability and transparency. Misconduct is addressed fairly, proportionately and transparently, with decisive action taken when behaviour falls below the expected standards. By holding individuals to account, the department demonstrates the force’s commitment to integrity and reinforces public confidence that wrongdoing will not be tolerated.

In the last financial year, 12 police officers and 2 police staff were placed on the barred list and are prohibited from serving again in the police service. While such outcomes are challenging, they are essential in safeguarding the legitimacy of the organisation and providing reassurance to the public that standards are robustly enforced and the workforce reflects the values expected by the communities it serves.

# Public Trust and Confidence

## In the last financial year

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



# 94%

**Feb-26** Lancashire was the 2nd highest ranked force in England & Wales for 999 service level.

## In the last financial year

Proportion of non-emergency calls answered has increased year on year for the last three years, with just:



# 1.1%

of callers abandoning for 2025 – 2026.

## In the last financial year

The average (median) time it took to arrive at the scene of all incidents was

# 21.5min

(the time between us logging the incident to arriving at the scene). Our median time to arrive at emergency incidents was 8 minutes.

Our Force Control Room continues to deliver high levels of service to the public. A review of our operating model during 2025 led to further improvements on how we prioritise and manage calls for service, including online demand. Our 999 call handling times are consistently one of the best across the north-west region, and we remain one of the top performing forces in the country overall.

The ongoing development of our THRIVE+ structured risk assessment process enables an accurate understanding of any risk and threat that is reported. This allows for the most suitable resource to be allocated, responding in the most appropriate time ensuring we have the best opportunity to effectively resolve reports from the public.

# Estates and Infrastructure

In 2025/2026 the Estates and Facilities Management (EFM) Team continued delivery of a strategic estates programme that focuses on targeted improvements to the Constabulary's estate and assets. The evidence-based programme of work is driven by the Police and Crime Commissioner's focus on ensuring that our policing estate is fit for purpose in enabling our officers and staff to deliver a truly victim focused service. The Police and Crime Commissioner is supporting delivery of this work by providing funding for additional resources that are enabling us to deliver our ambitious Capital Programme at appropriate pace.

**The EFM Team has this year continued to deliver key phases of its critical enabling infrastructure schemes:**

Critical Policing Infrastructure Programme (CPIP) is our large complex programme of infrastructure replacement and upgrades, driven by Health and Safety requirements and aged estate. Designed to create fit for purpose operational infrastructure that will support delivery of our critical policing requirements into the future. Following full planning approval being granted, the programme is in two phases, totalling fifteen work packages. Work is due to commence in the autumn of 2026.



## Estates And Infrastructure

### Pendle Police Station

The new, state of the art, Pendle Police Station officially opens its doors on 22nd April 2026. This £27.5 million investment scheme replaces the existing aged stations in Colne and Nelson, providing brand new accommodation that meets the requirements of our modern policing purpose and a policing base that enables our officers and staff to better meet the needs of the local community.

Following a COVID enforced delay, design development work commenced in October 2023, with early enabling works starting on site in January 2024. Main construction works started in August 2024 and completed in November 2025, ahead of schedule and under budget. The site includes an adjacent multi-storey car park that is Electric Vehicle (EV) enabled, in anticipation of future fleet development.



# Estates and Infrastructure

### **Chorley Police Station.**

This £25 million refurbishment of the former Runshaw College on Euxton Lane at Chorley, will replace the existing police station in Chorley town centre. This again will update our ageing estate with state-of-the-art accommodation that will support a range of both local policing and enabling operational functions and services. Early enabling works commenced in October 2024, with main construction commencing September 2025 following granting of full planning determinations. Works are now scheduled to complete in November 2026.

### **Computer Aided Facilities Management (CAFM) System.**

In 2025/26 we have continued to embed and develop our use of the CAFM System which went live in April 2024. This significant move towards digitalisation of our EFM functions and services has enabled us to focus on developing better understanding and insights around our estate asset performance and to begin to develop more effective data analysis and reporting as a result. This has enabled us to identify opportunities for continuous improvement in our management of the estate, including developing our planned preventative maintenance and compliance management processes.

Utilisation of the Programme and Project Management module is also enabling better oversight of programme delivery and providing more effective management and transparency of our live schemes.

The 5-year Capital Programme is reviewed and refreshed each year to ensure focus remains on delivering critical and priority works. This is achieved through a detailed evidence-based review of a range of data, including planned schemes, custody and condition surveys, fire risk assessments and CAFM maintenance reports, which are then overlaid with the professional knowledge of our estates team to determine intelligent prioritisation.

### **Estate Road Map.**

2025/26 saw a continuation and ongoing development of work to complete a full strategic estate review, to develop a 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 locations, timings and how future capital investment will be made. Aligned to the force Target Operating Model, with full Operational and Enabling Services consultation and consideration. The roadmap work will strive to identify opportunities for creating savings and efficiencies through rationalisation of our ageing infrastructure across Lancashire.



**Chorley police Station**



# ICT Department

Within the last 12 months the ICT Department has focused on improved stability, resilience, security and most importantly confidence in our platforms through standardisation of devices, consolidation of systems and user accessibility and experience. We have upgraded our end user devices and meeting room equipment with standardised and robust builds.

We are developing multi year digital road maps for our key technologies and enabling digital transformation through technology led programmes to align against strategic direction including service delivery, efficiency, user experience and resilience.

We continue to support our workforce through automation, identifying manual, paper based or repetitive processes with work flow automation, digital forms and self service portals to reduce cost, remove error and improve the delivery of our service.



ICT  
Department

# Future Direction



## Neighbourhood Policing

This year, Lancashire Constabulary continued to prioritise, invest and enhance its existing Neighbourhood Policing Teams as part of the National Neighbourhood Policing Guarantee programme.

### In March 2026:

Lancashire increased its neighbourhood policing teams with 106 more employees



**56 x**  
**30 x**  
**20 x**

Neighbourhood Policing Constables  
Police Community Support Officers  
Special Constables

All will work with local communities across Lancashire to reduce crime and anti-social behaviour.

County wide operations of focussed and targeted action during the summer and winter months helped to reduce ASB across Lancashire and make our town centres and streets feel even safer.

### Missing Persons Investigations

2026 brings new investment with the introduction of a bespoke IT platform to improve the management of missing persons investigations across Lancashire. This will be supported by a comprehensive training plan for our work force. New protocols will be put in place across Lancashire with care providers for children and young people to improve joint working between the Police and Children’s Social Care in the response to, and prevention of, children going missing from home or care.

As well as new training packages delivered to our frontline staff to enhance their own understanding and recognition of risks and harm when children and vulnerable adults go missing, our officers now have access to new technologies that can help geo-locate and communicate with people who have been reported missing by loved ones or careers.

### Intelligence

This year we will be using new technologies to improve how we collect, process, develop and share intelligence with police forces across the UK.

We will strengthen the ties between our Force Intelligence Bureau and the Intelligence Teams working across our three Basic Command Units, to ensure the consistent delivery of high quality intelligence products enabling our frontline staff to further reduce and detect crime.

We will further enhance our 24/7 intelligence capabilities by increasing our ability to monitor all forms of social media and open-source information to support both planned and dynamic policing operations.

Lancashire Police will introduce a new IT portal which will allow key partners to share important intelligence directly with us.

# Future Direction

## Multi - Agency Safeguarding Hub (MASH)

During 2026 Lancashire Constabulary will undertake and embed continuous learning practice to keep our staff up to date with identifying and dealing effectively with vulnerable people.

We will introduce new technologies to support our staff to consistently identify, risk assess and refer vulnerable people to the most appropriate support agency for help.

We will ensure our approach to high-risk domestic abuse including Domestic Violence Protection Order (DVPO), Domestic Violence Disclosure Scheme (DVDS) and Multi-Agency Reduction Assessment Co Ordination (MARRAC) provides consistency and protection for victims.



## Programme Activate

As with all public services, Lancashire Constabulary has a limited budget to use to deliver the vast array of services our victims and communities deserve. We constantly strive to become even more cost efficient, 'Programme ACTIVATE' will see us embrace new technologies to make our processes more efficient and effective.



The aim is to save officers and staff members a significant amount of time, save the organisation a significant amount of money in the long-term and improve outcomes for the public and victims of crime.

The technologies we will be investing in include the next generation of robotics processing, and we will be testing a number of artificial intelligence (AI) solutions.

From early next year, the project team will conduct a series of reviews across the force, looking into the processes currently deployed at various departments and how they could benefit from a new toolkit of technical solutions.

The findings from the targeted review stage will inform subsequent development and implementation of the technologies, which should take place during this year.



# Future Direction

## Criminal Justice

This spring will see the implementation of the Police Decision Maker model (PDM). Its purpose is simple but critical to strengthening how we work within the criminal justice system and ensure we deliver the best possible outcomes for victims and our communities.

The new team, made up of specially and jointly trained officers and staff, will act as gatekeepers for quality and standards. They will be our in-house experts on evidential thresholds and will make decisions on which cases are referred to the Crown Prosecution Service (CPS). By supporting investigators and overseeing case progression, PDMs will help improve the timeliness and quality of file submissions and reduce delays in responding to CPS action plans.

We will provide new digital tools to front line officers which will offer support and guidance to assure our investigations and case files are of a high standard.

We have realigned Criminal Justice, Custody and Safer Roads Unit under a dedicated Commander to improve strategic governance & oversight, streamline decision making, provide quicker outcomes and deliver justice for victims.



## Fleet

During the next 12 months the force will begin a phased transition to Electric Vehicles, starting with a smaller cohort of vehicles to ensure we are able to deliver the same level of service to the public, in a more efficient and effective way.

