

ANNUAL REPORT 2025-26



Safety Through Strength



Safety Through Strength

Annual Report

2025-26



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Introduction

It is a privilege to introduce my Annual Report for 2025/26. This has been another year of real progress for Lancashire, delivered against a backdrop of sustained demand on our policing and criminal justice system and the continued need to rebuild public confidence.



Last year I set out my ambition for a zero-tolerance approach to violence against women and girls, tougher action on serious and violent crime, and a determined effort to tackle anti-social behaviour at its roots. I am proud of the steps we have taken together to turn that ambition into action. From the launch of our county-wide VAWG survey and the #GetTheMessage and #NailDomesticAbuse campaigns, through to record seizures of illegal e-scooters and the expansion of our Premier League partnerships with local football clubs, we have shown that partnership working, and early intervention delivers results.

None of this would have been possible without the dedication of the police officers and staff at Lancashire Constabulary, our commissioned service providers, and the hundreds of partner organisations across the public, private and voluntary sectors who work tirelessly every day to keep people safe. I want to place on record my sincere thanks to them all, and to the communities of Lancashire who continue to support us and hold us to account.

While we have much to celebrate, I remain clear-eyed about the challenges ahead. Rising demand, the evolving threat picture, and the impact of new legislation mean we must continue to innovate and make every pound of public money count. This report shows how we are doing exactly that.

I hope you find it informative and encouraging around the strong work happening across the county. As we move forward and prepare for a change in police governance following the Government's announcement to move away from the Police and Crime Commissioner model, together we will keep building a safer, stronger Lancashire.

Clive Grunshaw

Lancashire's Police and Crime Commissioner

2025 – 2026

Message from the Chief Constable

Over the past year, I have been proud to lead Lancashire Constabulary as we continue to deliver a strong and effective policing service for the communities we serve. Our work has remained firmly guided by the Police and Crime Plan, ensuring that our efforts are focused on what matters most: protecting people, supporting victims, and keeping Lancashire safe.



“Lancashire Constabulary has continued to support several local, national, and regional policing operations with specialist resources.”

I continue to be inspired by the professionalism, compassion and commitment shown every day by our officers, staff and volunteers. Together, we have strengthened our approach to safeguarding and embedded prevention across all areas of policing, ensuring that victims, particularly the most vulnerable, remain at the heart of everything we do. Independent feedback, including our recent cultural audit, reflects a motivated workforce with a strong sense of purpose and commitment to public service, providing a solid foundation for continued improvement.

Lancashire remains a strong performing force, with fast response times, high levels of positive outcomes, and improvements in the quality of our investigations. We have continued to invest in innovation, learning and leadership, ensuring we are well placed to respond to both current and emerging challenges. Our work continues to attract national recognition, particularly in areas such as problem solving and digital innovation.

Tackling Violence Against Women and Girls remains one of my top priorities. Over the past year, we have strengthened our response to vulnerability, expanded

programmes that target high risk perpetrators, and introduced new ways of supporting victims, including enhanced neighbourhood-based approaches. More broadly, neighbourhood policing continues to sit at the core of our service, with targeted action to tackle antisocial behaviour and serious organised crime helping communities to feel safer and more confident.

We have also continued to work closely with partners at a local, regional and national level to respond to complex challenges. Whether supporting national policing operations, managing public order events, or responding to sensitive incidents within our communities, our people have consistently demonstrated professionalism, integrity and care.

I am proud of the role Lancashire Constabulary continues to play in supporting national learning and improvement, sharing best practice and contributing to the development of future policing standards. This reflects our ambition to be a forward thinking and learning organisation.

Looking ahead, policing faces a period of significant change, with national reforms and developments across the criminal justice system. I remain confident that Lancashire Constabulary is well placed to meet these challenges. Working closely with the Police and Crime Commissioner and our partners, we will continue to focus on delivering high quality policing, maintaining strong performance, and achieving the best possible outcomes for the people of Lancashire.

Chief Constable
Sacha Hatchett



2025 – 2026

Year in Highlights



APRIL 2025

- Launch of Victim Care Lancashire



JUNE 2025

- Fund opened to combat Violence Against Women and Girls



AUGUST 2025

- Safer Streets Summer



OCTOBER 2025

- VAWG conference
- Lancashire's Cyber & Fraud Conference



DECEMBER 2025

- Nail Domestic Abuse campaign launched
- Precept survey



FEBRUARY 2026

- First look at the new Pendle Police Station

2025

2026

MAY 2025

- One year in post
- New Deputy Police and Crime Commissioner (DPCC) announced



JULY 2025

- VAWG survey launched



SEPTEMBER 2025

- Construction begins on Chorley Police Station



NOVEMBER 2025

- Rural, Wildlife, and Heritage Crime Conference
- #GetTheMessage campaign launched



JANUARY 2026

- Commissioner unveils groundbreaking PCSO scheme to support domestic abuse victims



MARCH 2026

- Launch of the Nightsafe campaign, a crackdown on crime in the night-time economy



Year in Numbers

23,590 victims of crime supported by commissioned victim services

5K women and girls across Lancashire share views on their feelings of safety

£1.1m given out in Grant Funding to support communities and prevent and tackle crime

3,299 positive outcomes for shoplifting offences

2,258 arrests and **1546** civil actions as part of Op Centurion to tackle antisocial behaviour



Year in News





Police and Crime Plan Progress

Priority 1: Prevent Violence Against Women and Girls

I want to see a zero-tolerance approach to violence against women and girls that drives down the number of victims and drives up the number of positive outcomes. This has remained a cornerstone of my Police and Crime Plan throughout 2025/26, with the year proving exceptionally busy as we launched a county-wide survey, new campaigns, additional funding streams, and strengthened multi-agency partnerships.

2025/26 Highlights

Stalking, domestic abuse and sexual violence support

For the first time, dedicated support for victims of stalking has been made available across Lancashire. I commissioned Paladin, the national stalking advocacy service to deliver this locally and specialist support commenced in April 2025.

I also continue to fund specialist support for victims of domestic abuse and sexual violence.



In 2025/26 this was provided by Victim Support who delivered emotional support and practical help across Lancashire. I also co-funded domestic abuse support offered by Fylde Coast Women's Aid and The Wish Centre to ensure local support across Blackpool and Blackburn with Darwen.

You can find out more about the above services in the 'Support for Victims' section of this annual report.

Violence Against Women and Girls Fund

I invested more than **£177,000** through the VAWG Community Fund. Funded by cash seized from criminals, this money now supports **38 projects** preventing violence and supporting survivors.

Grants of up to **£5,000** were made available for initiatives that focus on prevention, survivor support, and creating safer communities. Eligible projects included educational campaigns, early intervention efforts, support for survivors, or programs that work with perpetrators to change harmful behaviours.

Domestic Abuse PCSOs

In January, I announced a pilot project which sees eight dedicated Domestic Abuse Police Community Support Officers (PCSOs) enhancing

Lancashire Constabulary's response to domestic abuse and strengthening community support. This scheme, the first of its kind in the country, is already making a real difference, and I'm proud to see its impact.

DA PCSOs offer victims a trusted point of contact, providing reassurance, guidance and access to support, while strengthening our visible presence in communities.

Early engagement is vital in improving how victims of domestic abuse experience the criminal justice system, and these dedicated PCSOs have the time and expertise to deliver that additional support.

The pilot is currently underway in Preston, and within the first two months, DA PCSOs have already been in contact with more than 250 people to offer advice, information and access to specialist support services. A full evaluation will follow.



CASE STUDY

Supported by the Commissioner's VAWG fund, The Foxton created Silent Voices, a powerful film highlighting the realities and misconceptions faced by women experiencing homelessness.

The screening brought together local services who support or engage with homeless women in Preston to improve support and access to services. Attendees also heard powerful first-hand stories from women who have been supported by The Foxton, showing how that support has helped to change their lives for the better.

"Silent Voices gives women the space to be heard in their own words. Their courage in sharing such personal experiences is at the heart of this film, and we are incredibly grateful for their willingness to speak out and attend this event to share their voice in person. We hope this training will help professionals understand the reality of women's lives on the streets and encourage services to respond with greater empathy, flexibility and humanity."

Cath Coffey, Chief Executive from The Foxton



Drive Programme

The Drive Programme for high-risk perpetrators was recommissioned in the West division and expanded to the South, while the Recourse programme continued to support women with Protection Notices. My Office Provider Breakfast Event in December 2025 brought funded organisations together to network and explore collaboration.



#GetTheMessage

Last year I launched a public survey to understand how safe women and girls felt across Lancashire. Nearly 5,000 women took part and shared fears, including travelling on public transport and concerns around safety whilst out at night.

A key finding was that women wanted men and boys to be challenged on their behaviour. This led to the development of my #GetTheMessage campaign, a behaviour change campaign aimed at men and boys to highlight the impact of low-level harassment on women and girls.

Partner packs were distributed to all councils and stakeholders, resulting in widespread sharing of campaign messages across the county.

This has also seen stakeholder engagement through football clubs and other businesses, such as Lancaster Football Club who supported the campaign at a match in March 2026.



Domestic Abuse and Suicide

I met Minister Alex Davies-Jones MP in December 2025 alongside key stakeholders to lobby nationally on domestic abuse-related suicides and push for amendments to law.

This was reinforced by national reporting which revealed the true extent of suicides linked to domestic abuse and the need for legislation to address cases involving prolonged coercive and controlling behaviour.



My Office has played a leading role in national discussions on this issue, hosting a major conference in 2025, which brought together policing, criminal justice, health, and academic partners to explore the legal and investigative challenges associated with domestic abuse-related suicides.

My Office also hosted a series of dedicated training events around the issue to improve understanding and consequently the response to victims through the police and our partners with the aim of preventing future harm.

This work follows high-profile cases, such as the tragic death of 23-year-old Kiena Dawes, who died on a railway line in Lancashire on 22 July 2022. Her partner, Ryan Wellings, was acquitted of manslaughter but convicted of assault and coercive and controlling behaviour, reflecting the abuse Kiena endured.



Non-Consensual Image Abuse

A growing issue within policing is the non-consensual sharing of intimate images, including those created with artificial intelligence.

Earlier this year I backed calls for stronger national laws requiring technology companies to remove intimate images shared without a victim’s consent within 48 hours, following new proposals from the Government.

Victims should never have to chase platform after platform to have intimate images removed or be left exposed to further harm because a company has failed to act. The Government’s proposals are an important step in recognising the seriousness of this issue and ensuring swift action is taken when victims come forward.

My Office has repeatedly highlighted the need for legislation to keep pace with the reality of digital abuse, and in preventing violence against women and girls more generally.

Nail Domestic Abuse

During the White Ribbon 16 Days of Activism, I launched the #NailDomesticAbuse campaign which aims to provide local hair and nail salons, wellness and beauty establishments with information and materials about the signs of domestic abuse.

The campaign offers a free, interactive online training package, designed to help beauty business owners and

employees to spot the signs of domestic abuse and know how to offer support safely if a client, colleague, friend or family member may need support.

It has proven hugely popular, gaining traction here in Lancashire but also elsewhere in the country.

The campaign website has been viewed over 5,000 times with more than 2,300 visits to the training registration page.



Social media campaign posts have reached thousands, with more than 1,800 shares, 1,700 likes and over 500 comments, demonstrating strong public engagement.

Campaign packs with posters and window stickers have been rolled out to over 1,100 hair, nail and beauty establishments, signalling them as safe places for domestic abuse conversations.

Lancashire Colleges have also supported the campaign, where hair and beauty students have been encouraged to complete the training.

The campaign was also featured on BBC One’s Crimewatch Live.



Nightsafe

I was pleased to support Lancashire Constabulary and partners in the launch of NightSafe, a coordinated effort to tackle crime and improve safety within the night time economy. This approach combines high visibility patrols, targeted licensing checks, and close collaboration with initiatives such as Ask for Angela, Street Pastors and Street Angels to ensure people feel safe on a night out.

A key development within NightSafe is the introduction of Project Vigilant, which focuses on protecting the most vulnerable, particularly women and girls. Through the deployment of specially trained plainclothes officers, this initiative will identify and disrupt concerning or predatory behaviour at an early stage, helping to prevent incidents from escalating. Together, these measures demonstrate a strong commitment to prevention, enforcement, and partnership working, with the ultimate aim of building confidence and ensuring that everyone in Lancashire can enjoy a safer environment.

Non-Fatal Strangulation

I funded a Lancashire-wide non-fatal strangulation (NFS) conference in partnership with LANPAC, organised by the Pennine Community Safety Partnership.

The conference explored the devastating impact of NFS, a high-risk indicator for serious harm and homicide. Experts highlighted that loss of consciousness can occur in as little as six seconds, and many victims suffer internal injuries that may leave no visible signs.

The event brought together safeguarding leads, health experts and criminal justice professionals.



HollieGuard Personal Safety App

I invested £60,000 in the new HollieGuard personal safety app to give women and girls greater reassurance and practical tools when out and about. The app has already enhanced community safety and been well received by residents.



HollieGuard has been developed by the Hollie Gazzard Trust, set up in memory of 20-year-old Hollie Gazzard who was murdered by her ex-partner in Gloucestershire in 2014 at her place of work.

The innovative app enables users to issue emergency alerts to designated contacts, plan and monitor their journeys, and offers support for individuals experiencing domestic abuse, stalking, or harassment.

White Ribbon

My staff and I continue to be accredited as White Ribbon Champions and Ambassadors in support of the White Ribbon Campaign, which aims to prevent Violence Against Women and Girls (VAWG).



White Ribbon is the UK’s leading charity, engaging men and boys to end violence against women and girls. The aim is to prevent men’s violence against women and girls by addressing its root causes, by changing long-established attitudes, systems and behaviours around rigid gender norms and masculinity that perpetuate inequality and violence. The campaign aims to stop violence before it starts.

Lancashire Taxi Working Group

In January 2026 I convened the inaugural meeting of the Lancashire Taxi Working Group. Chaired by my Office, the meeting brought together licensing officers from across the county to establish best practice and improve safeguarding across the taxi sector.

This follows the findings of my Lancashire-wide survey, which asked women and girls directly about their feelings of safety. The results revealed significant concerns, particularly around using taxis and public transport.

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%

Priority 2: Tackle Crime and Anti-Social Behaviour

Crime and anti-social behaviour manifest in various forms, and I firmly believe that no crime is ‘minor.’ The public rightly expects a prompt and proportionate response that acknowledges the impact on victims and adopts a problem-solving approach.

Safer Streets Summer

The Safer Streets Summer programme delivered a targeted, partnership-led approach to reducing crime and anti-social behaviour across our communities during peak seasonal months. Working closely with local authorities, police, community groups and businesses, the initiative combined increased visible patrols, environmental improvements, youth engagement activities, and awareness campaigns to address key concerns such as night-time economy safety, public space behaviour, and vulnerability. As a result, we saw improved community confidence, stronger multi-agency collaboration, and measurable reductions in incidents in identified hotspot areas. Feedback from residents and stakeholders highlighted the positive impact of accessible diversionary activities for young people and proactive prevention work, reinforcing our commitment to sustained investment in safer, more welcoming neighbourhoods.

Winter of Action

My Office co-ordinated the Home Office-led Winter of Action campaign from 1 December 2025 to 31 January 2026, which targeted crime across 15 key areas in the county. Building on the success of Safer Streets Summer, the initiative focused on high-visibility policing, strong partnership working, and proactive prevention to tackle anti-social behaviour, retail theft, abuse of shop workers, organised crime, street crime and night-time economy safety. Working closely with Lancashire Constabulary and partners, we increased patrols and enforcement activity in our busiest locations, helping to reduce crime and provide reassurance to residents, businesses and visitors during the winter period.

Operation Centurion and Illegal E-Scooter/E-Bike Enforcement

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.

Over the last year, officers 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, Lancashire Constabulary seized and destroyed 1,031 E-bikes, which is a significant number aimed at tackling this community concern.



2025 - 26

2258

Arrests +8.6%

6177

Arrests for wider offences linked to anti-social behaviour, including criminal damage and drug dealing

1546

Civil actions issued

986

Anti-social behaviour related orders

Plans have also been drawn up 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. 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%.

I joined officers on patrol to highlight the dangers of these vehicles ahead of Christmas and have seen this work to tackle the illegal them, alongside the other range on issues that makes up anti-social behaviour.

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.



3299

positive outcomes for
shoplifting offences

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
shoplifting offences

Financial Year (2025/26)

ASB incidents change from
previous year -10.8%

Civil orders issued to target ASB 986

Other Sexual offences positive
outcomes 16.7%

Lancashire Talking subscribers 131,156 (up 3.5%)

Dangerous and anti-social behaviour
driving enforcement 2952

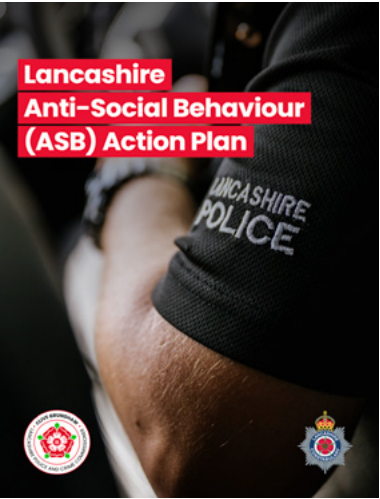
Lancashire ASB Action Plan

In March 2026, my Office worked alongside Lancashire Constabulary to launch Lancashire’s Anti-Social Behaviour (ASB) Action Plan. The plan sets out a clear and coordinated approach to tackling ASB across the county. I committed to listening to the voices of residents, victims, and businesses affected by anti-social behaviour, to continue shaping local priorities and to guide how services are delivered. A launch event is planned for June 2026, followed by a series of focus groups to ensure the plan is delivering for the people of Lancashire.

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 understanding of crime patterns, enabled earlier identification of prolific offenders, and further increased public and business confidence in the policing 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. Problem solving, investigative and enforcement activity has resulted in a continued rise in Criminal Behaviour Orders issued to persistent retail offenders, supported by mobile police stations and Safer Pod deployments in town centres. This campaign continues to strengthen our work with retailers, Chambers of Commerce and Business Improvement Districts.



Operation Vulture

I continue to support Operation Vulture, Lancashire Constabulary’s targeted response to retail crime and shoplifting. Operation Vulture has continued to evolve throughout 2025/26 as we build on the foundations established following the launch of the national Retail Crime Action



Business Crime

In May 2025, the annual Business Crime Conference brought together more than 200 delegates at Blackburn Rovers Football Club. The event delivered a packed agenda with expert speakers highlighting key threats facing businesses, sharing practical risk reduction strategies, and outlining the proactive measures being taken by Lancashire Constabulary and partners to strengthen safety across the county.

Safer Lancashire Business Partnership Joint Advisory Board

In February 2026, my Office held its first Safer Lancashire Business Partnership Joint Advisory Board. Alongside Lancashire Constabulary, this new forum was created to strengthen joint efforts against crimes affecting retailers and businesses.

This Board provides a direct link between policing teams and the county’s business community, ensuring issues on high streets, in workplaces and across retail centres are clearly understood and addressed.

Cybercrime and Fraud Conference

In October 2025, I partnered with the Lancashire Partnership Against Crime to host a conference that welcomed over 180 professionals. Attendees heard from experts across law enforcement, academia, industry, and those with lived experience, who shared insights, strategies, and innovations in the fight against cybercrime and fraud.

Rural Crime

I hosted the Rural, Wildlife and Heritage Crime Conference with over 200 partners. Held at Mytton

Fold, the conference focused on rural crime prevention and farm security, this included valuable inputs from partners such as the National Farmers Union and the Constabulary’s Rural Task Force teams, who provided delegates with updates on the prevention activity currently taking place.

Rural crime remains a significant concern across Lancashire, with offences such as machinery and plant theft, livestock worrying and fly-tipping impacting farms, rural businesses and quality of life, and costing the economy millions of pounds every year.

I continue to support the work of the rural task forces that I first introduced during my previous term in office, and I remain committed to ensuring that people living in rural areas receive the same level of policing service as urban communities.



83%

of schools in the county have registered to Pol-Ed

Roads Policing

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.

Op Limit

The annual festive crackdown on drink and drug driving, supported by my Office, this year saw 271 people arrested throughout December 2025.



82 were arrested for driving with excess alcohol, while 124 were arrested for excess drugs. This follows a similar pattern to last year’s stats, when 97 were arrested for excess alcohol while 129 were arrested for excess drugs.

Offences ranged from driving with excess alcohol to being in

950

inputs delivered by our officers to 52,154 schoolchildren

charge of a vehicle while unfit though drink or drugs. Some arrests were also due to offenders failing to provide a breath test. Drink or drug driving is unacceptable, but sadly it’s clear that too many people choose to ignore the dangers that come with it and put lives at risk. Whilst this is a particular concern around the festive period, we know it is a problem that requires strong enforcement all-year round.



Pol-Ed

I have continued to fund Pol-Ed, the county’s flagship police education programme.

This comprehensive programme of educational resources 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.

5657

deliveries by teachers to 161,701 schoolchildren

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.

Pol-Ed extended beyond traditional classrooms, enabling professionals such as community groups and care workers to access resources and deliver tailored sessions to children and young people in non-school settings, including one-to-one support. This development reflects Pol-Ed’s broader mission to strengthen safeguarding and education through collaborative, police-led initiatives.

New funding I have provided, using proceeds of crime seized from criminals will secure the programmes development and delivery until January 2028.





Priority 3: Get Tough on Serious and Violent Crime

I am committed to getting tough on serious and violent crime by disrupting organised crime groups, reducing serious violence and preventing young people from being drawn into exploitation. The Lancashire Violence Reduction Network has been central to this work, alongside the continued success of Operation Warrior, Lancashire Constabulary’s response to organised crime.

Lancashire Violence Reduction Network

In November 2025, I transferred governance of the Lancashire Violence Reduction Network (LVRN) to the OPCC to strengthen resilience and ensure closer alignment with my prevention priorities.

The LVRN’s 2025–2026 Annual Report highlights significant reductions in serious violence, including Lancashire’s lowest homicide figures in more than a decade and the second consecutive year with no homicide victims under 25. Knife crime fell by 15%, and hospital admissions for sharp object injuries dropped by 31%.

More than 3,000 residents contributed to the county wide Community Safety Survey, offering vital insight to shape future priorities.

The LVRN supported Operation GRIP, identifying 16 priority areas and helping achieve a 13% reduction in overall crime. It also contributed to national Operation Sceptre activity, removing 2,442 weapons and delivering 94 school visits and 44 community events.



Hope Hacks events at HMP Lancaster Farms and HMP Wymott engaged 80 young adults in custody, supporting efforts to break the cycle of offending. In addition, over 2,134 professionals received trauma informed training.

The Champions Programme

The Champions Programme provides targeted, trauma-informed mentoring for young people (aged 10–25) across

Lancashire who have committed violence or are at high risk of offending.

Key interventions also delivered strong outcomes. The Champions mentoring programme supported 481 young people, with 81% showing reduced offending, while Emergency Department Navigators worked with 599 patients, 96% of whom did not return with violence related injuries.



Prevention Partnership Panels

Under the Safer Streets Mission, the Government has committed to addressing the scourge of serious violence and the manifesto set out that the Government will intervene earlier to stop young people being drawn into crime, creating a new Young Futures Programme with Prevention Partnerships which will identify young people who could be drawn into violence and intervene.

My Office coordinates Young Futures Prevention Partnership Panels in Preston, Blackpool, Burney and Wyre that bring together professionals from a range of sectors, including the police, education, health, and community organisations. Together, they assess the risks and needs of the child or young person and put in place tailored support packages to prevent escalation into more serious criminal behaviour, harm or lead to exploitation.

The panels have supported a substantial number of children and young people through early, multi-agency discussions. Across all panels, over 280 children have been referred for support.

Modern Slavery

The Pan Lancashire Anti-Slavery Partnership (PLASP) has continued its work, bringing together numerous key stakeholders in efforts to combat modern slavery across Lancashire.

Supported by a new website, funded by my Office, throughout the year they have engaged with businesses and other organisations on the signs of slavery and exploitation.

Around 120 delegates took part in a roundtable event held at Preston North End in October 2025, from across public services, voluntary organisations and wider to help coordinate Lancashire’s response to modern slavery. The event was held during Anti-Slavery Week 2025, aimed at raising awareness about modern slavery and encouraging action to prevent it.

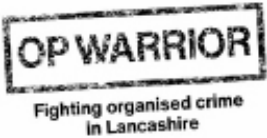
Modern slavery is a global issue, and Lancashire is not immune. It causes deep harm to individuals and communities, using threats, deception, and coercion to exploit those who are most vulnerable.



Operation Warrior

The continued success of Operation Warrior, Lancashire Constabulary’s effort to tackle Serious Organised Crime (SOC), has been outstanding. It reflects the determination and professionalism of officers and staff, who are committed to dismantling violent gangs that

target vulnerable people and blight our communities.



Under Operation Warrior, significant results were achieved 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 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.

We will not accept the fear or suffering that this criminality brings. Alongside bringing offenders to justice, I fully support the Chief Constable in ensuring they are deprived of their illicit profits – whether cash, vehicles, or other assets – so that crime never pays.





Clear Hold Build

Building on the successes of the “Clear Hold Build” project in Fleetwood, the Constabulary has worked with partners to move the Pendle project forward and launch two further projects in Preston and Morecambe.

Designed by the Home Office, the ‘Clear, Hold, Build’ framework is known in Lancashire as The Prosper Partnership.

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.

The three-phase initiative uses a combination of policing tactics,



Pendle CHB:

163

Disruptions

136

Arrests

as well as action from partners and local residents, to conserve the community and prevent organised crime groups from operating.

Our strategy involves tackling crime, protecting the area, and ultimately allowing partners to strengthen community bonds.

Money Laundering

In October I hosted a Money Laundering Roundtable with partners including the Northwest Regional Organised Crime Unit and HMRC.

This event highlighted the power of collaboration in tackling criminal enterprises moving criminal cash and illegal trading.

These activities not only endanger public safety but also undermine legitimate businesses across Lancashire.

Preston CHB:

204

Stop Checks

175

Arrests

Together with our partners, we’re using every tool available, from trading standards to policing powers, to stop criminal gangs exploiting and profiting from our communities.

Knife Crime

18%↓

Murder and Manslaughter Offences

14%↓

Child Sex Exploitation

12%↓

Violence With Injury

6%↓

Priority 4: Rebuild Public Trust and Confidence

I believe trust between the public and their local police force is crucial, and I have advanced this through robust scrutiny, transparency and visible community engagement.

Responded To

75

Freedom Of Information Requests.

Responded To

122

Subject Access Requests.

Administered

2

Police Appeal Tribunals.

Completed

57

Reviews In Relation To Police Complaints

Dealt With

5

Pension Forfeitures

Scrutiny of Lancashire Constabulary

As the Police and Crime Commissioner, a central part of my role is to hold the Chief Constable to account for the performance of the police force. This includes ensuring that the

Chief Constable delivers the strategic priorities set out in the Police and Crime Plan, uses resources responsibly, and upholds high standards of service across all areas of policing.

I carry out this responsibility through regular performance monitoring, structured meetings, and ongoing constructive dialogue focused on identifying issues and supporting continuous improvement. This approach helps ensure that the police operate efficiently, transparently, and in a way that reflects the needs and expectations of local communities.

By maintaining robust and fair oversight, I aim to strengthen public trust and confidence in policing and ensure that the Chief Constable's leadership remains aligned with the priorities of the people we serve.

Accountability Board and Scrutiny Panels

I chaired quarterly Accountability Board meetings to scrutinise performance, with minutes published on my website.

In addition, quarterly meetings were held of the following community scrutiny and advisory boards:

- Custody Detention Scrutiny Panel
- Joint Independent Audit Committee
- Joint Independent Ethics Committee
- Joint Professional Standards Scrutiny Panel
- Stop and Search, Use of Force and Continuous Improvement Panel
- Stop and Search, Use of Force and Continuous Improvement Panel Data Meeting

The following meetings commenced or were planned in 2025/26, and will continue to meet quarterly into 2026/27:

- Joint Independent Violence Against Women and Girls Advisory Committee
- Safer Lancashire Business Partnership Joint Advisory Board
- Lancashire Violence Reduction Network Partnership Board

Minutes of all meetings are published on the OPCC website.





Complaints against the Chief Constable

I am responsible for addressing complaints, conduct matters, incidents involving death or serious injury, and non-police reform act misconduct or gross misconduct issues related to the Chief Constable of Lancashire Constabulary.

In the 2025/26 period, eight complaints against the Chief Constable were reviewed. No allegations against the Chief Constable during this period were upheld.

Independent Custody Visitors

The Independent Custody Visiting (ICV) Scheme, overseen by my Office, is supported by dedicated volunteers who carry out unannounced visits to police stations. Their core purpose is to check on the welfare of individuals held in police custody, review the conditions in which they are detained, and ensure that their legal rights are being properly upheld.

ICVs report any concerns identified during their visits, including issues that may require further action. Their recommendations often lead to improvements that enhance the welfare, dignity, and treatment of detainees. Any matter requiring urgent attention is raised immediately with the Custody Sergeant on duty. Through this independent scrutiny, ICVs play a vital role in maintaining public trust and confidence in policing.

As of 31 March 2026, there were 37 active ICVs participating in the scheme across the county. Between 1 April 2025 and 31 March 2026, a total of 174 ICV visits were conducted across Lancashire's four operational custody suites: Blackpool, Blackburn, Preston, and Lancaster. During this period, ICVs spoke with or checked on 1,716 detainees, providing independent monitoring of their rights, well-being, and conditions while in custody.



Accountability Board

My Accountability Board is the key mechanism of my governance framework that enables me to hold to account the Chief Constable of Lancashire. I receive regular updates from the Chief Constable in respect of performance of the Force across its portfolio, and their delivery against the Police and Crime Plan. I also receive updates in relation to HMICFRS inspections/ areas for improvement, current and significant issues, and several specific reports received throughout the year. In addition, I now receive a deep dive each quarter against each of my priorities, enabling scrutiny of the delivery of my priorities and the overarching context.



Joint Independent Audit Committee

The Joint Independent Audit Committee (JIAC), which met four times during 2025/26, provides both the Constabulary and my Office independent advice and oversight regarding the adequacy of internal control, financial and risk management. The Committee provide oversight of my functions concerning their efficiency and effectiveness, as well as those of the Constabulary. At this meeting, internal and external audit findings are discussed to support compliance activity and good practice.

Joint Independent Ethics Committee

The Joint Independent Ethics Committee (JIEC) is responsible for providing independent and timely advice on moral and ethical dilemmas facing the Chief Constable and myself. Members of the Committee are responsible for supporting the implementation of the College of Policing Code of Ethics into the Constabulary and my Office and advise us on the progression of a transparent ethical framework. Members are also asked to consider ethical dilemmas to inform the ethical practice.

**Joint Professional Standards
Scrutiny Panel**

The Joint Professional Standards Scrutiny Panel (JPSSP) is responsible for providing feedback relating to professional standards matters, including complaints, misconduct and data relating to both. Throughout 2025/26, the Panel considered 10 misconduct cases and 10 complaints cases in total and provided feedback.

**Stop and Search, Use of Force
and Continuous Improvement
Panel**

My Stop and Search, Use of Force and Continuous Improvement Panel enables scrutiny of Lancashire Constabulary's use of stop and search and use of force powers. At the meeting, members are asked to review and provide feedback on body worn video footage of stop and search and use of force incidents. Throughout 2025/26, the Panel met four times and considered 16 stop and search cases and 16 use of force cases in total, providing feedback.

**Stop and Search, Use of force
and Continuous Improvement
Panel Data Meeting**

My Stop and Search, Use of Force and Continuous Improvement Panel Data meeting provides members of the community with the opportunity to scrutinise stop and search and use of force data, enabling identification of trends and providing oversight of their usage across the County.

The group have met 3 times in 2025/26, and feed directly to the overarching Panel on a quarterly basis.

**Custody Detention Scrutiny
Panel**

The Panel was created to enhance transparency and performance, thereby fostering trust and confidence in policing among ethnic minority and other communities. It aims to dispel myths surrounding detention and custody environments and seeks to reassure the public and other interested parties. The panel's observations, feedback, and recommendations will facilitate continuous learning, improve police services, including training, and help identify best practices.

**Joint Independent Violence
Against Women and Girls
Advisory Board**

In collaboration with Lancashire Constabulary, I have set up this Board to provide professionals and volunteers with a forum to part advice and guidance concerning Violence Against Women and Girls. The Board is its infancy and has met three times since inception. The observations of the Board are received and fed back via the appropriate pathways, with a view to informing practice and oversight of this key area.



**Safer Lancashire Business
Partnership Joint Advisory Board**

The Safer Lancashire Business Partnership Advisory Board was established in January 2026 and enables me and the Lancashire to work together in identifying, understanding, and preventing business crime. Through its partnership, key stakeholders collaborate to enhance crime prevention strategies, improve intelligence sharing, and strengthen the relationship between law enforcement and businesses across Lancashire.

**Lancashire Violence Reduction
Network Board**

The Lancashire Violence Reduction Board has been established, with its inaugural meeting taking place in May 2026. The Board aims to bring together leaders from partnership organisations to share data to understand drivers of serious violence and develop clear plans to prevent and reduce serious violence. The Board fulfils the role of lead convenor to monitor and oversee the implementation of the Serious Violence Duty. The Board acts as a forum for structured and rigorous discussion, ensuring diverse perspectives are considered and that decisions are transparent and accountable.

Force Control Room

The Force Control Room continues to deliver high levels of service to the public. A review of the force operating model during 2025 led to further improvements on how calls for service are prioritised and managed, including online demand. 999 call handling times are consistently one of the best across the northwest region, and Lancashire remains one of the top performing forces in

the country overall. The ongoing development of the 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.

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). The median time to arrive at emergency incidents was 8 minutes.

**Neighbourhood Policing
Guarantee (NGP)**

The public rightly want to see more officers on the streets of Lancashire, visible, engaged and making a real difference, tackling the issues that matter most to people in their local community.

The 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 new force website, 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.

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.

**In March 2026:
Lancashire increased its
neighbourhood policing teams
with 106 more employees:**

56 x

Neighbourhood Policing
Constables

30 x

Police Community Support
Officers

20 x

Special Constables

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

In The Know

Lancashire continues to lead nationally in both the volume of registrations to Lancashire Talking and In The Know, and the proportion of households engaged. More than 130,000 residents are subscribed to receive updates on policing activity, representing 13.46% of all households across the county. 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.



Special Constabulary

I am 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. 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.

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 and Independent Advisory Group membership.

Professional Standards

The force 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.

387

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

126

Cadet Leader Volunteers

113

Special Constables

227

Other Volunteers





CASE STUDY

Nasira was verbally and physically abused by her husband. She was also emotionally abused by her mother-in-law who lived in the family home. Victim Support helped Nasira with safety planning, access to safe accommodation, listened to her concerns and provided reassurance and emotional support. Nasira is now safe, living away from her abusers.

Feedback from Nasira:

"Thank you so much. You helped me through the toughest days of my life."



Supporting Victims

April 2025 saw a change in the services delivering vital support for victims of crime in Lancashire.

Victim Care Lancashire

On April 1st, Victim Care Lancashire was launched to offer support for victims of crime across the county.

The team of specially trained Victim Care Advisers, based within Lancashire Constabulary, provide free, confidential and non-judgemental support and practical help. This includes emotional support, listening to victims' concerns, and signposting towards additional support that may be available depending on what they may need.



Since launching in April, VCL has received over **25,326** referrals and directly supported more than **1,363** individuals. I visited the service in October 2025 to meet some of the staff working with victims of crime and helping them move forward.

Victims of crime can contact Victim Care Lancashire via their website at victimcarelancashire.org, by calling 01772 410410, or by emailing support@victimcarelancashire.org.



Stalking Support

For the first time, dedicated support for victims of stalking has been made available across Lancashire. I commissioned Paladin, the national stalking advocacy service to deliver this locally and specialist support commenced in April 2025.

Stalking is a high-impact crime that can affect every aspect of victims' lives and it's crucial that they can access dedicated support to help them cope and move forward.

Over the past year Paladin worked with 70 victims at high risk of harm while their cases were being investigated or going through the criminal justice process.

Paladin also delivered bespoke training to 46 police officers and several partner agencies including the NHS and other

victim support services. This will no doubt improve the support victims receive when they report stalking to the police or other agencies.



Specialist domestic abuse and sexual violence services

I continued to fund specialist support for victims of domestic abuse and sexual violence. In 2025/26 this was provided by Victim Support who delivered emotional support and practical help across Lancashire. I also co-funded domestic abuse support offered by Fylde Coast Women's Aid and The Wish Centre to ensure local support across Blackpool and Blackburn with Darwen.

Over the past year, in addition to the **23,590** supported through our contracted services, additional capacity was built through grant funding other specialist domestic abuse and sexual violence services. These worked with **20,150** victims of abuse to offer advice and safety planning, support with reporting and guidance through the criminal justice system where cases went to court.

Communications and Engagement

By maintaining strong connections with residents, stakeholders and partner organisations, I have ensured that community voices continue to influence policing and community safety across Lancashire.

Responded To
1095
Pieces of correspondence from the public.

978
Of which was actioned within two weeks.

90
Public engagements.

141
Press releases issued about the work of my Office.

Provided comments in
122
Constabulary press releases.

Received
1884+
Pieces of media coverage

Proactive media engagement, social media campaigns and community events have helped to keep the public informed and involved. My #GetTheMessage and #NailDomesticAbuse campaigns generated widespread coverage and partner support. Regular updates through my website, which is under development, newsletter and the Police and Crime Panel ensured transparency.

I also took part in a monthly ‘Call the Commissioner’ segment on BBC Radio Lancashire, where I respond to public enquiries, as well as attending community meetings, patrolling with officers and MPs, and attended community events across the county.

	Facebook 17,468 (+687) Visits – 509,800
	X 6,888 (-164)
	Instagram 1,564 (+162) Reach – 80,763
	In the Know 102,390 (+1,728)
	NextDoor 246,586 members (+13,702)
	LinkedIn 873 (+608)
	Website visits 81,128
	WhatsApp 868



Engagement

Over the past year, I have attended a wide range of community, partnership and policing events across Lancashire, providing an important opportunity to listen directly to residents, businesses and frontline staff. These have included community safety forums, engagement events in town centres, partnership meetings with local authorities and voluntary organisations, and visits to policing teams and initiatives on the ground.

I have attended and contributed to partnership boards and multi-agency meetings, helping to align strategic priorities and support coordinated responses to issues such as community safety, domestic abuse and substance misuse.

Over the Summer, I attended Blackpool Pride where I joined the parade and spoke about the importance of inclusion and diversity on stage, supporting such events through Victim Care Lancashire to raise awareness of the support available to victims of crime, including hate crime.

Attending these events has enabled me to hear first-hand about the issues that matter most to our communities, ensure their voices shape my priorities, and strengthen the partnerships that are vital to keeping Lancashire safe.

Monthly newsletters have been issued to more than 800 MPs, Councillors and other key stakeholders, updating them on the work of my Office and delivery against my Police and Crime Plan.

Consultations

In July 2025, 4,809 women and girls in Lancashire responded to my survey asking them about the key issues affecting their safety. In response to the results, I launched the #GetTheMessage campaign, which is urging men and boys to reflect on their own behaviours and how it impacts women.

In December 2025, I launched a survey asking residents for their views on the funding they contribute towards policing and community safety. 2,026 responses were received, with 66% of respondents saying they were prepared to pay an increase of £15 or more for a Band D property, equivalent to 19p per week for a Band A property or 22p per week for Band B, the most common bands in Lancashire, to protect local policing.



Efficient and Effective Policing

Lancashire Constabulary continued to deliver strong performance within a challenging financial environment. Technology improvements, targeted recruitment and training programmes supported frontline delivery. My Office maintained close oversight through the Accountability Board and quarterly performance reviews, ensuring resources were used effectively to deliver the Police and Crime Plan.

His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Report

During 2025/26, there were no new HMICFRS PEEL inspection reports published for Lancashire Constabulary, with the most recent inspection (published December 2024) continuing to evidence strong performance. The Constabulary has spent the year preparing for its next inspection, with activity commencing in the autumn of 2026.

Inspection and assurance activity has continued throughout the year, including thematic reviews and preparation for the next national inspection cycle.

A report outlining progress against HMICFRS recommendations is made quarterly by Lancashire Constabulary to both the Accountability Board, and the Joint Independent Audit Committee, with the opportunity for both bodies to assess progress and share their views

Several areas for improvement identified in the HMICFRS PEEL inspection outcomes received in December 2024 have been addressed and submitted to HMICFRS for sign-off, demonstrating the Constabulary’s commitment to continuous improvement resulting from the process.

I continuously engage with progress through officer observations of governance meetings in respect of HMICFRS identified areas for improvement, alongside the updates I receive at Accountability Board on a quarterly basis.



Strategic Policing Requirement (SPR)

The Strategic Policing Requirement (SPR) sets out the national threats and policing capabilities that all police forces must have the capacity to respond to, including terrorism, serious and organised crime, cybercrime, and public order. The force has continued to strengthen its capabilities through regional collaboration, intelligence sharing, and investment in specialist resources, ensuring resilience against cross-border and complex threats.

I have maintained scrutiny of the Chief Constable’s delivery against the SPR, seeking assurance that appropriate arrangements are in place to identify risks, mobilise resources effectively, and respond to emerging threats. This includes supporting partnership working with national agencies and neighbouring forces, as well as ensuring that local communities remain protected and informed.



Estates and Infrastructure

In 2025/2026 we 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 my focus on ensuring that our policing estate is fit for purpose in enabling our officers and staff to deliver a truly victim focused service. I am supporting delivery of this work by providing funding for additional resources that are enabling us to deliver our ambitious Capital Programme at appropriate pace.

Progress on new police station for Chorley

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.



New 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 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.

HQ Redevelopment – Critical Policing Infrastructure Programme (CPIP)

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.

A revised delivery strategy for the redevelopment of Lancashire Constabulary's Headquarters in Hutton, South Ribble, was signed off and to ensure a cost effective, fit-for-purpose policing estate to

meet the needs for officers, staff and the communities they serve. As with all our investments, we're committed to embedding social value at the heart of this project, supporting local communities, strengthening public safety, and contributing to Lancashire's economy.

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.

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 maintenance reports, which are then overlaid with the professional knowledge of the force estates team to determine intelligent prioritisation.



Partnerships and Collaboration

Strong relationships with local authorities, Community Safety Partnerships, the NHS, football clubs, the voluntary sector and national bodies such as the Premier League and Home Office have been central to delivery. The Lancashire Violence Reduction Network, Joint VAWG Advisory Committee and multi-agency roundtables exemplified effective partnership working. Joint bids and shared funding streams maximised impact for the people of Lancashire.

Lancashire Criminal Justice Board (LCJB)

I have continued to Chair the Lancashire Criminal Justice Board (LCJB) which is a collaborative body that brings together key partners and senior representatives from organisations responsible for delivering criminal justice services in Lancashire.

We work to enhance joint working and improve services within the criminal justice system, thereby ensuring better outcomes for victims.

This year has seen a further focus on the need for additional investment from Government to speed up the time between charge and trial and ensuring that all parts of the criminal justice system in Lancashire are in the best place to work together smoothly.

Community Safety Partnerships (CSPs)

My Office participates in Community Safety Partnership (CSP) meetings across Lancashire to share intelligence

and explore better ways of collaborating across various agencies to address local issues.

In addition, my Deputy Police and Crime Commissioner chairs bi-monthly CSP forums, bringing together all CSPs in Lancashire to discuss upcoming issues, identify opportunities for collaborative work, and share best practices.

Crimestoppers

In Lancashire we have a strong partnership with Crimestoppers, the independent charity that facilitates anonymous reporting from members of the public to help tackle offending and make the county safer.

Data from Crimestoppers has shown a significant rise in community intelligence, with new figures showing a 25.6% increase in reports submitted to Crimestoppers from Lancashire residents compared with the previous year. This is clear evidence that more residents than ever are choosing to speak up anonymously to help keep their communities safe. These aren't just statistics; they reflect

real individuals who have taken the time to do the right thing. Whether it's information about knife crime, domestic abuse or other serious offences, every single report helps protect our communities and supports efforts to bring offenders to justice.

We will keep building on this momentum to make Lancashire even safer.

Crimestoppers.

Lancashire Police Museum

Lancashire Police Museum, supported by my Office, is celebrating its fourth anniversary. The Museum, housed within a former prison wing at Lancaster Castle, was launched in May 2022 and has since gone from strength to strength.

It has been shortlisted for a number of prestigious local visitor awards, hosted Royal visitors and recently welcomed its 100,000th visitor.



The Museum boasts 16 fascinating exhibits detailing the history of Lancashire police. Visitors can learn about Police training, forensic development and recruitment and enjoy interactive displays on crime and custody as well as the opportunity to see what they'd look like in Police uniform.

It also hosts education visits for schools, colleges and university

students and offer free talks on various crime-related subjects.

It's a fantastic tool to engage with residents from across Lancashire and beyond and to build relationships between our police force and the communities it serves.



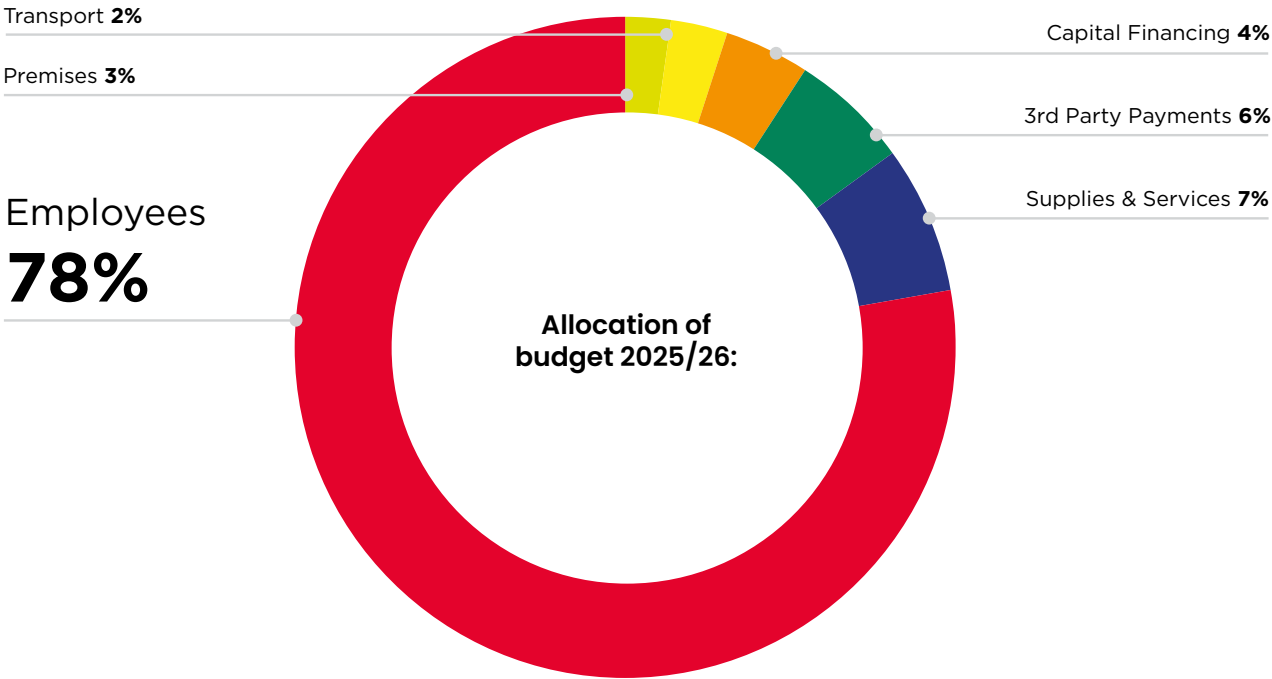
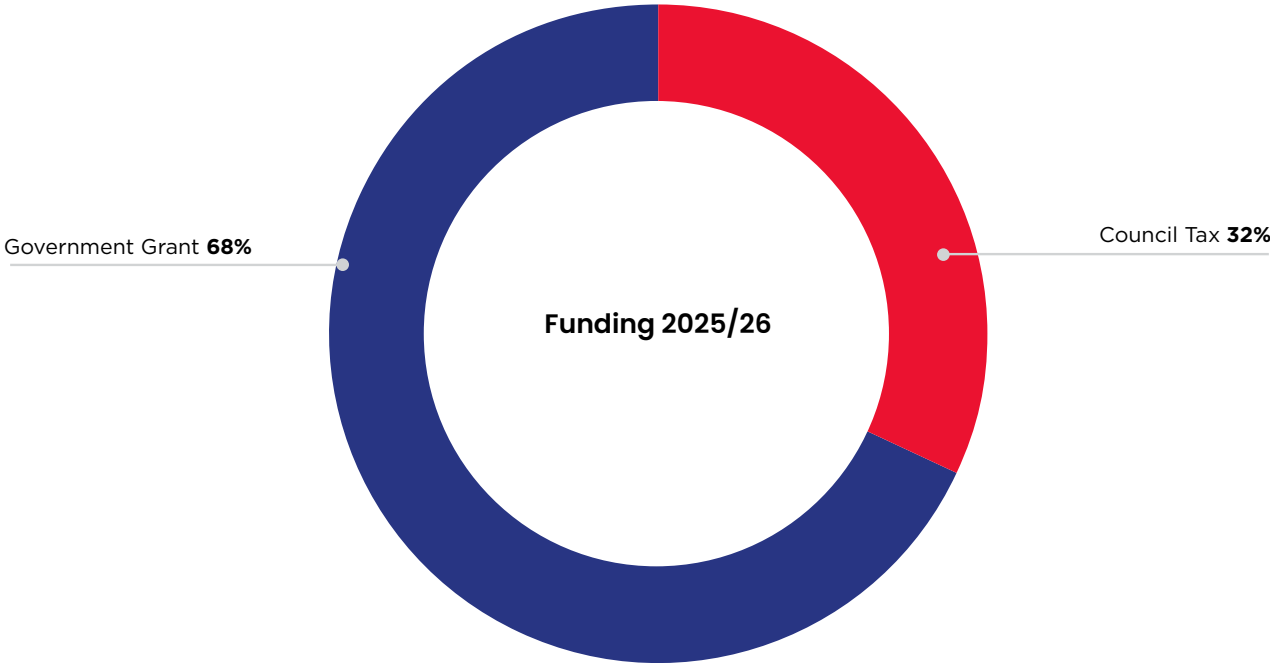
Finances and Resources

My Office has worked closely with the Chief Constable and her senior leadership team to gain a clear understanding of the operational requirements and financial pressures facing Lancashire Constabulary in the year ahead.

Revenue Budget

The 2025/26 revenue budget was set out here:

	Budget	Spend	Variance	
	£m	£m	£m	%
Chief Constable:				
Pay costs	326.205	327.602	1.397	0.43%
ACC Territorial Operations	7.249	7.489	0.24	3.31%
ACC Crime	4.373	4.421	0.048	1.10%
ACC People and Specialist Uniform Operations	4.043	3.818	-0.225	-5.57%
Chief Operating Officer	37.466	37.284	-0.182	-0.49%
Deputy Chief Constable	1.505	1.2	-0.305	-20.27%
Sub total	380.841	381.814	0.973	0.26%
Non-DFM budget	4.504	3.426	-1.078	-23.93%
Total Constabulary Budget	385.345	385.24	-0.105	-0.03%
PCC:				
Office of the PCC	1.930	1.591	-0.339	-17.56%
Communications	0.130	0.196	0.066	50.72%
Prevention	0.494	0.336	-0.158	-31.90%
Victim and Domestic Abuse services	0.648	0.532	-0.115	-17.82%
Sub total	3.202	2.656	-0.546	-17.05%
Non-DFM	5.755	6.054	0.299	5.19%
Total PCC	8.957	8.709	-0.247	-2.76%
TOTAL BUDGET	394.302	393.949	-0.352	-0.09%



Capital Investment 2025/26	
A total of £46.580m has been spent on capital projects in 2025/26:	
	£m
IT Strategy	8.242
Estate	31.717
Vehicle Replacement Programme	5.793
Other schemes	0.828
Total:	46.580

The main elements of the spend summarised above are:

Estate	I.C.T.	Other Schemes
£14.417m Pendle Police station	£0.885m Network access and security	£0.398m ANPR replacement
£12.642m Chorley Police station	£1.945m Device upgrade and replacement	£0.194m Replacement of specialist equipment
£3.114m CPIP	£3.825m Systems replacement	£0.119m Regional collaboration
	£1.587m Digital innovation	



Precept
Investing in Local Policing

My priority is to keep Lancashire safe through strong leadership and tough scrutiny, ensuring policing is effective, efficient, and meets the needs and expectations of our residents.

Neighbourhood policing is at the heart of our communities. I'm committed to investing in local teams to rebuild connections and restore trust in our police.

For 2026/27, my budget will strengthen neighbourhood teams, prevent violence against women and girls, tackle crime and anti-social behaviour, and help to bring offenders to justice.

I will hold the Chief Constable to account for improving response times, public contact, and the professional handling of crime reports.

66% of residents who took part in my recent budget survey were prepared to pay more to support increased funding for Lancashire Constabulary. The £15 rise in council tax contributions – or 19p a week for a Band A property – will be spent on your priorities to make Lancashire safer for everyone.

Grant Funding
Community Fund

My Community Fund has continued to invest into Lancashire's Communities through various funding strands, all utilising money taken from criminals via the proceeds of crime, to make the county safer. Through the different strands, organisations have been addressing local issues and supporting in the delivery of my Police and Crime Plan:

- Summer Community FundViolence Against Women and Girls (VAWG) Fund
- Reducing Reoffending Fund
- Community Safety Partnership Fund
- Member of Parliament Fund

In 2025/26 The Community Fund received **286** applications, with **172** organisations successfully securing a total of **£1,122,621** in funding.

The 172 funded projects are expected to engage with **66,325** individuals.

The primary purpose of the Community Fund is to support smaller organisations and community groups in delivering projects and improvements within their communities, using money that has, in part, been seized from criminals.

Look Ahead

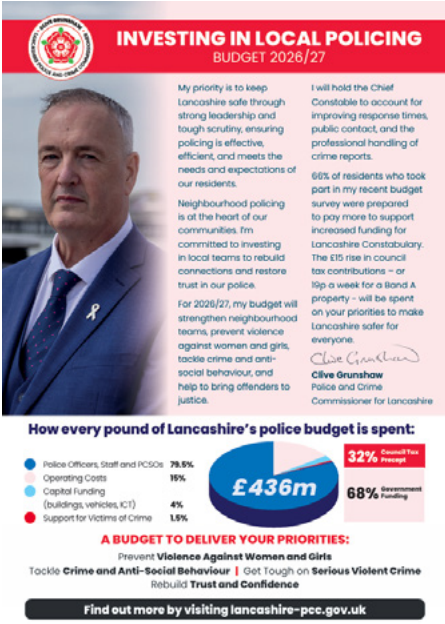
Looking ahead, I am clear that policing in Lancashire must continue to evolve in response to both national reform and the changing nature of crime.

Police reform will bring opportunities to strengthen accountability, improve effectiveness, and ensure that our services are more responsive to the public we serve. The proposed move towards a mayoral model represents a significant shift in governance, and I am committed to ensuring that, whatever the future structure, the voice of Lancashire's communities remains firmly at the heart of policing and crime priorities. At the same time, the challenges we face are becoming more complex, from serious and organised crime and cyber threats to the ongoing need to tackle violence, vulnerability, and neighbourhood crime.

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

This reflects our broader ambition to modernise policing while remaining focused on value for money and sustainability.

My focus will remain on supporting the Chief Constable to deliver a modern, efficient, and community focused service, investing in prevention as well as enforcement, and working in close partnership with local agencies to address the root causes of crime. I will continue to champion the needs of our residents, ensuring that Lancashire is not only safe today but well prepared for the future.



Keeping In Touch

What you have to say is important to us. If you would like to comment on the work of the Office of the Police and Crime Commissioner for Lancashire, you can contact us using the information below.

Email: commissioner@lancashire-pcc.gov.uk

Post: Office of the PCC for Lancashire
PO Box 100,
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