



Lancashire Constabulary
Annual report
2022 - 2023



OP WARRIOR
Fighting organised crime
in Lancashire

Chief Constable's Foreword

2022/2023 has been a year of significant operational challenges but the commitment, hard work and professionalism of the police officers and police staff in Lancashire Constabulary has continued. In last year's report I committed to achieving a number of objectives, and this report will describe how we have performed against these, some of the challenges we have faced and our responses, as well as outlining our plans for the year ahead. I am extremely proud that in addition to these achievements, Lancashire Constabulary has supported local and national policing operations including London Bridge following the death of her Majesty the Queen, the Commonwealth Games in Birmingham and the return of the Conservative Party Conference to Blackpool.

The financial landscape this year has undoubtedly placed a considerable strain on in year and projected budgets. Effective financial management has identified in year savings and efficiencies. Scrutiny in relation to overtime, non-pay budgets and careful management of vacancies are predicted to achieve an end of year underspend of approximately £700,000, building reserves for the budget pressures in years to come. The savings achieved through vacancies has not been without its challenges. Whilst this it is accepted that this is a National trend, the pressure

has disproportionately impacted upon enabling services who have demonstrated great resolve in continuing to deliver a great service with reduced staffing.

HMICFRS PEEL Inspection was undertaken in 2022. Ahead of the Inspection HMICFRS raised concerns in relation to Investigative Standards, Keeping People Safe and Force Control Room. To ensure that the Constabulary delivered the required standards across all areas, an intense programme of development activity was put in place. Under pressure staff and officers within the Force delivered to tight timescales, and made significant improvements resulting in one of the best PEEL reports in the country.

Officer numbers have continued to increase with an additional 201 PUP (Police Uplift Programme) and 45 PCC (Police and Crime Commissioner) funded posts recruited during the year. Whilst the increase in officers is welcomed, the PEQF (Policing Educational Qualification Framework) training programme means that there are delays in those officers reaching the frontline and taking up posts. To address this, we have reintroduced the IPLDP (Initial Police Learning and Development Programme) entrance route and accepted an additional 55 posts from the PUP.

This provided an opportunity to offer an entry route to a wider group of applicants increasing opportunities for increased representation, whilst facilitating a shorter period to operational deployment. Representation during recruitment this year has been amongst the highest in the country, 50 per cent of the new entrants are female and over 10 per cent were BAME. The success of the campaign has resulted in the Home Office highlighting Lancashire's approach to recruitment during PUP as best practice.

Despite these many challenges, Our Plan on a Page has ensured the whole organisation has been dedicated and committed to delivering victim focussed solutions and outcomes. The Plan directly reflects many of the priorities outlined in the PCC's Police and Crime Plan and therefore has ensured we have delivered against our joint ambition to lead the fight against crime and protect the safety of our communities. This has included a 20% reduction in ASB, a 4% reduction in Residential Burglaries, an 18% reduction in Personal Robbery and an 8.5% reduction in casualties on our roads. I updated last year on the introduction of the dedicated Rape and Serious Sexual Offences (RASSO) Teams. Since their implementation 96% of all rapes are now allocated to specialist RASSO or Child Protection team, an increase of over 40%. We have seen an increase

in ISVA (Independent Sexual Violence Advisers) referrals ensuring victims get the right support from our partner agencies and victim contact records are completed in a timely and effective manner, ensuring victims are kept up to date. The teams have provided a significant improvement in the time taken to submit a file to CPS and have halved the time it was taking prior to the dedicated teams.

We have also established the ASB, Prevention and Problem-Solving Command which includes specialists in problem solving, civil enforcement, designing out crime, rural and business crime. The team have been supporting officers and staff across the County to implement sustainable solutions to address recurring issues. During 2022, members of the team supported and advised on over 150 problem solving operations to tackle issues such as anti-social behaviour, burglary, drug dealing and motorcycle nuisance. Three Civil Enforcement Officers are due to join this team in the near future. Their focus will be to develop and secure Civil Orders against the most prolific anti-social individuals or gangs involved in ASB and crime.

Chief Constable's Foreword continued

To tackle established criminality, we have Launched Operation Warrior, a force-wide approach to tackling Serious and Organised Criminality. This sees Designated Lead Officers responsible for driving tasking internally, and a media campaign to raise awareness linked to Crimestoppers for the public to report relevant intelligence. Intelligence based tasking ensures that criminal behaviour is targeted consistently and in a co-ordinated way to reduce harm in our communities and ensure offenders are brought to justice. Whilst there is a clear focus on serious criminality, in the Last twelve months Lancashire has been one of only a small number of Forces Nationally who have seen a reduction in all crime reported. Year to date this equates to 1800 less victims of crime.

To ensure that officers and staff can focus on these key priority areas, I committed to reducing demand on our services. Lancashire Constabulary adopted Right Care Right Person (RCRP) which is now seen as national best practice and is being supported by the College of Policing who are overseeing its roll out across England and Wales. The benefits of RCRP are wide ranging both for the Constabulary and service users. A question set allows the call taker to identify callers who would

be better served by contacting partner agencies direct. This process removes the unnecessary deployment of officers, creating additional capacity so that officers can spend more time improving the quality of their interactions with victims, and enhancing investigation standards. It is estimated 4278 hours of officer time has already been released by signposting service users to lead agencies and not deploying police officers unnecessarily. The Constabulary is also seeing a reduction in calls for service as partners and the public become more comfortable with calling the appropriate lead agency in the first instance instead of defaulting to call the Police.

Individual officer workloads have been significantly reduced by a focus on reducing open investigations. By ensuring that victims are updated quickly with regards to the solvability of their crimes, known offenders are dealt with expeditiously and outstanding enquiries are completed we have managed to reduce open investigations from 28,800 to 15,700.

Whilst demand has reduced, we appreciate our staff still undertake a difficult and demanding role, and we continue to be at the national forefront of Health and Wellbeing. We provide an outstanding

preventative service and when required a service which is bespoke to the individual's needs. Staff Wellbeing has been a significant consideration in the development of the new Target Operating Model. Ensuring that the workload is manageable and that staff are in possession of the correct skills and training for the roles they are asked to undertake.

Finally I want to highlight the excellent ongoing work by staff to the communities of Lancashire. They can be proud that this has resulted in the Crime Survey for England and Wales showing a confidence rating in Lancashire Constabulary

of 71%, I am very pleased that this is above the National Average of 69%. We will continue to strive to develop the confidence of our communities and this will remain a priority.

I am very proud to deliver this 2022 / 2023 End of Year Assessment for Lancashire Constabulary, and I want to thank you all for your contribution to these outstanding achievements and a very challenging year. I know we will all continue to work together to ensure we deliver an outstanding service for our communities.



Chris Rowley
Chief Constable



Plan on a page

Our Vision, Strategy and Values

Our Vision

What we want to achieve



Our Strategy

The key areas we need to deliver on



Our Plan

The core areas we must focus on



Preventing and fighting crime. Keeping our communities and people safe.

Put victims at the heart of everything we do.

Reduce crime, harm, and antisocial behaviour.

Effectively respond to incidents and emergencies.

Investigate and solve crime and deliver the best outcomes to all.

Deliver an outstanding service to the public and build confidence.

Our People

Our staff are the key to our success, so we will:

- Make sure that everyone can be themselves at work, understand the role they play, and can be innovative to continuously improve.
- Continue to look after our people by prioritising engagement, health, and wellbeing.
- Develop and invest in our staff, providing training, coaching, mentoring and support so we are fit for the future.
- Create strong and empowering leaders with a focus on developing our first and second-line managers.
- Attract, retain, and develop our people and create a culture where everyone can maximise their potential.
- Reward and recognise great performance, and challenge those who don't perform.

Our Communities

To serve our communities to keep them safe, we will:

- Better understand the communities we serve.
- Have pro-active, honest, and open conversations, so we know what they are concerned about, and so we can act.
- Learn by inviting them to help us understand how we can build relationships and keep them safe.
- Build on already strong local relationships with a focus on partnership working and problem solving.
- Improve the way people contact us when they are in need.

Our Partnerships

To deliver the right services, we will:

- Understand and prioritise the needs of our communities, working together to protect those that need our help the most.
- Work with partners to ensure that people who need the most support receive the right help from the most appropriate organisation.
- Build effective and collaborative community safety partnerships with a joint understanding of local issues, focusing on long-term solutions.
- Seek opportunities to continuously improve our service by connecting with other organisations in the private, public, and academic sectors.

Our Resources

To enable us to continuously improve, we will:

- Focus on value for money and efficiency.
- Improve how we design our processes to make it as simple as possible for you to do your job.
- Predict our demand and target our resources by improving our data and making better use of the information we hold.
- Be innovative, encourage ideas and support change initiatives that help us to improve.
- Improve opportunities for agile and flexible working by changing our culture and working practices.
- Understand and reduce our impact on the environment to improve our efficiency.
- Continue with our investment in digital services, making all systems safe and secure, and easy to use and access.

Our Values

Who we are



Professional | Accountable | United | Always with respect

'It's what we do here'

Last 12 Months

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

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

Our People

- Actively engaged Staff in identifying areas for review, focusing on victim service and efficiency
- Delivering the Pledge to all first line supervisors clearly describing expectations and requirements
- Reviewing and relaunching Standards, Dress and Appearance Policy
- Reducing mental health demand through the roll out of Right Care Right Person

Our Communities

- Daily accountability in relation to Investigations and Wanted People – reducing queues and speeding up justice for victims
- Increasing our community engagement through digital and direct contact with “In the Know” and “Lancashire Talking”
- Introducing People’s Voice to inform our approach to issues that directly affect you
- Improving our digital reporting capacity and the processing of digital evidence to ensure phones are returned to victims within 24 hours

Our Partnerships

- Continuing academic collaborations to embed evidence based practices
- Working with Lancashire Resilience Forum to deliver Operation Goshawk and Operation London Bridge
- Supporting Lancashire Violence Reduction Network
- Delivering Street Triage in collaboration with NHS colleagues for a multi-agency approach to protecting people in crisis

Our Resources

- Completing CPIP scoping and planning submission
- Recruiting an additional 204 Police Officers through the Government Uplift Programme and an additional 45 thanks to the Police and Crime Commissioner’s pledge
- Improving Fleet availability and Reducing Hire Car Usage
- Reviewing rotas and rostering within Force Control Room to maximise resources at key times


Getting Tough on Anti-Social Behaviour (ASB)

We have focused our development in Neighbourhood Policing (NHP) on improving engagement; partnership-working; and targeting those issues and people who cause the most harm in our communities. The implementation of our new ASB, Prevention and Problem-Solving Command has continued at pace and the capabilities and reach of our engagement tools have developed even further.


We have delivered:

- A new initiative which was recognised as innovative practice by HMICFRS. People’s Voice sees officers engage with Community Coaches who share their experiences and help us to better meet the needs of our diverse communities.
- 3 ASB Summits – The OPCC hosted a summit in each division. These events brought together key partners and specialists to strengthen the joint response to ASB and pledge to work together to tackle it.
- An increase to over 105k users of our community messaging system In the Know with 220k messages sent, rated on average 5.75/6 by our users.
- Highly visible patrols in identified hotspot areas, which are now trackable via an app and visualisation software.
- Enhanced software capabilities, allowing us to see levels of community engagement to district and ward level and to identify representation from hard to reach communities. This then facilitates targeted activity to improve engagement with less engaged areas and groups.





Sharing knowledge with the public about different cultures



Listening to the community
Installing public confidence in our services

<p>20% ↓</p> <p>reduction in ASB incidents compared with last year.</p>	<p>271</p> <p>civil orders issued to target ASB hotspot locations and persistent individuals; 11% more than were issued in the previous 12 months.</p>	<p>16%</p> <p>of all eligible Lancashire residents subscribed to our neighbourhood alerts and messaging system, Lancashire Talking – almost 106,000 users.</p>
<p>71%</p> <p>of those asked reported having confidence in Lancashire Police according to the latest Crime Survey England and Wales results; 2% higher than the overall figure for England and Wales.</p>	<p>69</p> <p>community coaches volunteering to help our officers better represent and serve our diverse communities.</p>	<p>> 60k</p> <p>and additional match funding of £157k allocated to 106 crime reduction projects county-wide via Lancashire Partnership against Crime – LANPAC.</p>

Disrupting and Dismantling Organised Crime

Organised crime takes many forms and threatens both National security and local communities. Our specialist resources work tirelessly to target threat, harm and vulnerability. We continue to utilise the full range of legislation and powers available to us and our partners and to develop forums in which we can share relevant information with our partners to tackle these issues at the earliest point.

In 2022/23, we:

- Launched Operation Warrior, a force-wide approach to tackling SOC with designated Lead Responsible Officers driving tasking internally and a media campaign to raise awareness, with links to Crimestoppers for the public to report relevant intelligence.
- Delivered SOC community inputs across Independent Advisory Groups, to assist them with becoming more resilient against SOC.
- Completed preventative work in schools and through Multi-Agency Support Panels (MASPs), highlighted young people at risk of criminal exploitation and gang-related culture for intervention. Our Violence Reduction Network (VRN) has financially supported the development of MASPs across the County.
- Conducted targeted patrols of 20 serious violence hotspots under Operation GRIP, a combination of knife crime education, community engagement and enforcement activity led by our VRN. A 13% reduction of all crime and 21% reduction of serious violence was observed in hotspots compared with the same period in the previous year.
- Ran Operation Aident to target exploitation and Modern Slavery, resulting in multiple arrests and charges and safeguarding of vulnerable individuals.



OP WARRIOR
Fighting organised crime in Lancashire

We arrest 17 organised crime gang suspects
Every. Single. Week.
And we're going after more.

Tackling organised crime in Lancashire is everyone's business.
What's YOUR role?
Visit Sherlock to find out more.

LEADING THE FIGHT AGAINST CRIME

21% ↓
decrease in serious violence in targeted hotspot areas

279
Organised Crime Group disruptions

290k
members of the public reached by Operation Warrior social media posts

10,000
stop and searches carried out, with 70% targeting illegal substances or offensive weapons

897
SOC-related arrests resulting in sentences totalling 425 years for convicted offenders.

21% ↓
reduction in presentations to emergency departments with knife/sharp object assault injuries vs. 2019/20 (pre-pandemic)

Tackling Domestic Abuse (DA) and Sexual Violence

Victims remain at the heart of all we do. We continue to improve our support for victim-survivors of domestic and sexual violence or abuse; we are committed to conducting robust risk assessments and ensuring that perpetrators are held accountable through timely, rigorous investigation and utilisation of the full range of tools available. In the last year, we have engaged in a number of National and Local initiatives with partners and academics to ensure that our strategy, policies and practice are underpinned by the latest knowledge and research evidence.

Specifically, we have:

- Implemented dedicated Rape Teams, with the purpose of specialising in and investigating offences of Rape. ensuring the most qualified and experienced investigators manage complex cases, maximising opportunities to bring offenders to justice and ensuring victims receive the specialist support they deserve.
- Signed up as an Operation Soteria Bluestone expansion force. This evidence-based, academic-led project aims to ensure consistency and quality in the investigation of Rape and Serious Sexual offences. It is made up of 6 Pillars across which current practice is audited and evaluated and subsequent action plans will drive improvement where required.
- Implemented our Violence Against Women and Girls strategy. A Detective Inspector has been assigned as VAWG Operational Lead to coordinate the Force's progress across the 3 Pillars identified in the National Framework, against which we continue to monitor out performance.
- Hosted a Domestic Abuse Round Table event, bringing together the NPCC Lead for DA, Lancashire's Chief Constable, PCC and Senior Leaders from Local Authorities, other statutory and third sector agencies. Next steps will see Leaders sign up to a DA Pledge, articulating their joint commitment and priorities through a shared vision for Lancashire.
- Commissioned independent evaluation of the impact of Operation Provide in the long-term in comparison to other DA response models, including a cost-benefit evaluation to inform future decision-making and practice. It has already been highlighted as National Best Practice by the Home Office, and forms part of the Homicide Prevention Tool Kit.

95%

of domestic abuse victims surveyed felt that officers treated them with respect.

> 3 x

more protective and preventative orders issued and monitored for breaches in the last 6 months – (176 VAWG-related)

3% ↓

reduction in recorded violence with injury offences

>90

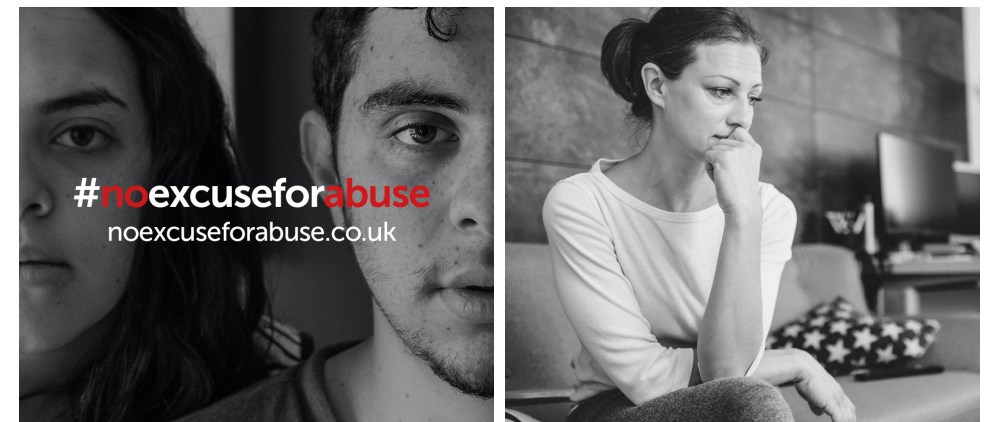
detectives dedicated to the investigation of Rape offences.

14%

of Violence Against Women and Girls investigations resulted positively. An increase of 5% compared with last year

>1100

submissions from the public via the StreetSafe portal shared with our partners to identify areas where people feel unsafe.



Cracking Down on Burglary and Robbery

We recognise the devastating impact that Burglary and Robbery have on their victims and the vital role we play in conducting quality investigations, bringing offenders to justice, safeguarding vulnerable victims and prevention. In the last year, we have ensured a consistent and coordinated approach across the Constabulary's footprint with regard to data analysis, targeted activity, training, partnership working and raising awareness under Operation Defender.

In the last 12 months, we have:

- Delivered sustained reductions in Residential Burglary, Business and Community Burglary and Personal Robbery in comparison to both 2021/22 and the pre-pandemic period.
- Launched Operation Defender, to improve the quality and outcomes of dwelling burglary investigations. This has included training for officers and partners, social media campaigns, the purchase and distribution of crime prevention merchandise and targeted patrols.
- Rolled out an evidence-based approach to drive targeted activity across every division. Analytical products identify areas at high-risk of near repeat victimisation, which are then prioritised for high visibility patrols. This both increases the chance of identifying likely offenders and acts as a deterrent. Specialist software will further enhance our ability to monitor the impact of this activity in the coming year.
- Delivered continued increases in positive investigative outcomes for acquisitive crime, doubling the proportion of positive outcomes for Personal Robbery between April 2022 and January 2023; and recording the highest proportion of positive Burglary outcomes in the last 4 years. We have consistently tracked above the National and Regional averages and have maintained our rank in the top 15 of all forces for Burglary and Robbery outcomes.



4% ↓
reduction in residential burglary offences and 203 fewer victims compared with 2021/22. 1800 fewer victims than in 2019/20.

37%
positive outcomes for Robbery of Business Property investigations- higher than both the National and Regional averages.

18% ↓
reduction in Personal Robbery and 158 fewer victims compared with 2019/20 (pre-pandemic). 1% reduction vs 2020/21.

69%
of Residential Burglary victims were satisfied with the service we provide.

>1000
arrests made for Burglary and Robbery offences.

1/5
Personal Robbery investigations resulted with a positive outcome in 2023 to date-up from 11% in the same period 2022.

Targeting Dangerous Drivers

We have continued to make Lancashire's Roads safer through engagement, education and enforcement, working closely with key partners and our communities. Digital developments have revolutionised our capabilities in proactively targeting high-risk drivers and serious and organised crime across our roads network. We have committed to implementing a dedicated Roads Policing Unit in 2023, with a focus on reducing road deaths and collisions and continuing to deny criminals the use of our roads.

In the last 12 months, we have:

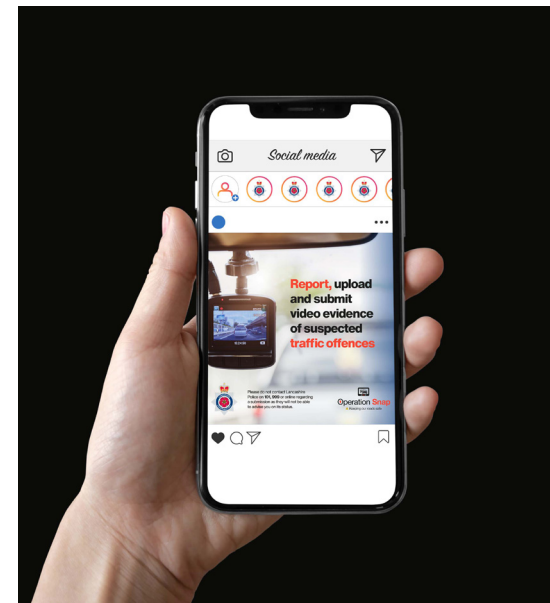
- Recorded the lowest number of motorcycle casualties on record and the fewest motorcycle fatalities since 2017.
- Targeted high-risk drivers through Operation Limit for a 6-week period in the run up to Christmas, with 350 arrests for drink or drug impairment, over 1300 individuals reported for other offences and 275 vehicles seized where no insurance was held.
- Developed an intelligence-led approach to proactively identifying cloned vehicles and the criminality relating to them. This has resulted in an average of 87 vehicles per month being intercepted, recovered and having licence plates removed.
- Taken action in response to 60% of Op Snap submissions – (dash cam footage of moving traffic offences) from the public, leading to the completion of 250 training courses, issuing of over 300 fixed penalty notices and prosecution of over 200 individuals.
- Run 11 BikeSafe courses, training over 150 motorcyclists to a higher level of skill and awareness.



8.5%↓
reduction in casualties on Lancashire's roads compared with last year.

>2500
digital submissions from the public reviewed under Op Snap

35k
diversionary courses delivered to improve driver skills and awareness



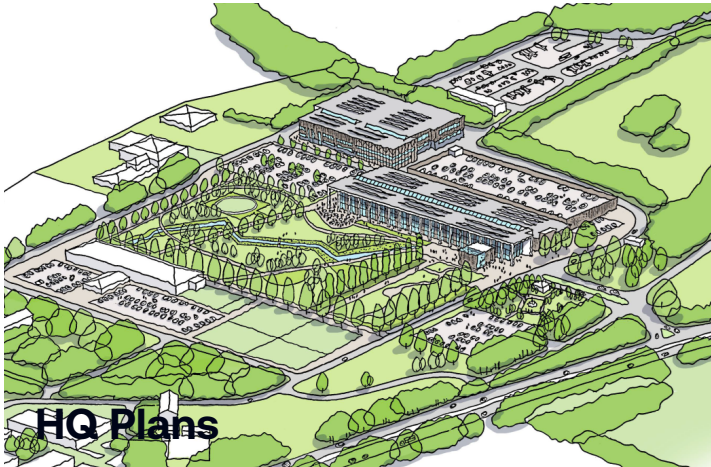
>3500
safety camera van deployments

40%
more officer-issued Traffic Offence reports compared with last year

9%↓
reduction in road traffic collisions resulting in injury.

Estates and Infrastructure -

Following a comprehensive review of the estate’s strategy, the Police and Crime Commissioner has supported the development of new and Improved Infrastructure. 2022/2023 has seen delivery of a number of key enabling critical infrastructure schemes by Estates and Facilities Management (EFM), as well as the initiation of the planning determination for the Critical Policing Infrastructure Programme outlined in last year’s report.



Delivered this year:



Future Direction

Chorley New station In 2023 we intend to complete the acquisition of a site in Chorley previously known as Runshaw College to enable the creation and replacement of a new Chorley Police Station. Project planning and design will follow the acquisition in 2023/24 programme.
Pendle Police Station Completion of final design and tender to enable the commencement of a scheme to build a new Police Station at Pendle for East Division.

Greenbank, Blackburn 2023 will see works commence to address external Health and Safety issues at Greenbank Police Station
CPIP (HQ) Initial planning approval has been agreed, full planning process and required site surveys to be progressed through 2023. Internal work initiated to prepare departments for migration.

Future Direction

Crime Recording and Allocation

- Every victim of crime will see or speak to a Police Officer regardless of how you contact Lancashire Police
- We will implement a Force Crime Management Unit who will speak directly to the public and ensure investigations are allocated to appropriately skilled and trained staff using a revised Crime Allocation Policy

Response Policing Teams

- We will implement Response Investigations Teams who will receive enhanced training in investigating, safeguarding, and building court case files
- Allow 24/7 Responding Teams more time to be visible in communities and be available to respond to calls for service more quickly

Policing Lancashire's Road network

- We will reintroduce a dedicated Roads Poling Units who will operate 24/7 and cover the whole County. They will focus on a combination of High Visibility, Prevention and Enforcement activity to make our road networks safer

- We will create a new Roads Crime Team; their purpose is to stop criminals using our road networks to enable their offending

Neighbourhood Policing

- Every District in Lancashire will have a dedicated Neighbourhood Policing Team, who will work with communities and partners to solve problems, reduce crime and anti-social behaviour.

- We will use the civil enforcement officers to increase our use of civil orders and their enforcement

Custody

- We will provide efficient and resilient custody suites at Blackpool, Lancaster, Blackburn, Preston reducing the time officers are off the beat and improving outcomes for victims of crime

Criminal Investigations Department – Detectives

- Specialist teams focussed on investigating and supporting victims of Serious Sexual Offences, Robbery, Burglary, Serious Assaults and Fraud will be implemented consistently across the Force

- There will be appropriately skilled specialists to deal with victims of Child Abuse and vulnerable adults, as well as teams dedicated to targeting repeat perpetrators or organised crime using covert techniques, gaining evidence to remove the most harmful of criminals from our communities.

In conclusion, the force is in a strong position to build on the outstanding achievements of this year. We have a clear financial plan to allow the most effective use of our resources to deliver the Plan on a Page. We also have strong stable senior leadership teams across the force area who are clear on their mission, purpose, and priorities.

