



Mr Matt Parr  
Her Majesty's Inspectorate of Constabulary and  
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Please ask for: Mr Clive Grunshaw  
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Date: 26<sup>th</sup> April 2018

Dear Mr Parr

**Police and Crime Commissioner Response to HMICFRS reports on:**

- **2017 PEEL Efficiency Report** – published 9 November 2017
- **2017 PEEL Leadership Report** – published 8 February 2018
- **2017 PEEL Legitimacy Report** – published 12 December 2017
- **2017 PEEL Effectiveness Report** – published 22 March 2018

I am pleased that the Constabulary has successfully demonstrated its ability to provide a consistently good service to the public, keeping people safe and reducing crime, through efficient working practices and a clear understanding of demand across the range of policing requirements. Financial and workforce planning, combined with an openness to partnership working and an increasing digital capability, contribute to a positive picture for managing future challenges.

The organisation also displays fairness and respect, to the people it serves. The Code of Ethics is well embedded in working practices, and there is a clear commitment to achieving the highest standards of behaviour.

I am especially pleased that HMICFRS has recognised that in the last year, Lancashire Constabulary has improved its understanding of more complex demand for its services, building upon its existing management of demand by working with partner organisations and identifying inefficiencies and duplication of effort. The force is good at matching its resources to its priorities, resulting in co-ordinated support to communities and individuals most in need.

Whilst National comparisons show Lancashire Constabulary favourably across a range of indicators from cost to public complaints and victim satisfaction. Underpinning all areas is recognition of the importance

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of the skills, attitude, culture and behaviour of leaders across the organisation. Whilst I am pleased with the many positive comments and judgements made across the four reports, I will continue to work closely with the Constabulary to ensure all the recommendations and areas for improvements identified in the reports are addressed.

Yours Sincerely,

A handwritten signature in black ink that reads 'Clive Grunshaw'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

**Clive Grunshaw**  
**Police & Crime Commissioner for Lancashire**