



Rt Hon Priti Patel

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Our Ref:
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Dear Priti Patel

HMICFRS INTEGRATED PEEL INSPECTION

I write in response to the publication of the HMICFRS Integrated PEEL Inspection report for Lancashire Constabulary published 7 February 2020, which sets out the findings of the inspection of Lancashire Constabulary's effectiveness, efficiency and legitimacy 2018/2019.

I am pleased that with over 10 years of government cuts, this inspection is testament that Lancashire continues to have one of the best and most efficient police forces in the country. Since 2010, the force has delivered over £86m of savings. This is significant and represents 28% of the total police budget, with Lancashire having one of the leanest support services in the country.

Thanks to the support of the public last year, for the first time since 2010 I was able to invest into policing here in Lancashire, launching Task Forces across the county, focusing on reducing and preventing crime and dealing with the issues that matter most to people. Subsequently, I have already seen some really great work from these teams, including major drugs seizures and removal of dangerous criminals who blight our communities.

Also, the force continues to invest in new technology to help make the best use of public money. This includes the funding of drones, which give our officers a comprehensive view of large areas, helping to locate missing persons, stolen vehicles and manage large scale events, all at lower cost.

The Chief Constable and I will continue to focus on improving efficiency and productivity. There are always challenges, as crime has risen and funding in real terms continues to be constrained, but the taxpaying public we serve, should be confident that they have a police force that spends money wisely and is committed to keeping them safe.

I am aware that the inspectors found a few areas where the force still has more work to do, however owing to their sustained commitment to continuous improvement, I am confident the force will achieve further progress in these areas. I attach for your convenience a summary of the planned activity in relation to the AFIs and Lancashire's readiness for future inspections. I shall ensure that the evidence is uploaded to the HMICFRS Monitoring portal as the activity progresses.



Looking ahead, I am keen to strengthen Lancashire's position and I share the Chief Constable's aspiration to build on the achievements of this inspection and move from a 'good' to 'outstanding' in the pillars of effectiveness and legitimacy whilst maintaining the grade in efficiency.

As you would expect, I will continue to hold the Chief Constable to account through my quarterly scrutiny meetings.

Yours sincerely

Clive Grunshaw
Police and Crime Commissioner for Lancashire



Planned activity by Lancashire Constabulary

Lancashire Constabulary was awarded 'outstanding' in the pillar of efficiency and 'good' in the pillars of effectiveness and legitimacy.

Within the report the Force were given 11 areas for improvement as follows:-

- The constabulary should ensure there is a consistent approach to recording, reviewing and evaluating problem-solving activity.
- The force should ensure that it puts in place regular and active supervision consistently and records it appropriately, to monitor the quality and progress of investigations.
- The constabulary should reduce the backlog of crimes awaiting quality assurance to reduce the risk of delays in investigations and referral of victims to support services.
- The constabulary should improve its processes for the management of foreign national offenders so that it is effectively managing the risk.
- The force should ensure there is sufficient capacity and capability within the referral unit to appropriately safeguard vulnerable people.
- The constabulary should undertake work to ensure methods are in place for supervisors to have regular discussions and interactions with staff about ethical dilemmas and ethical decision making.
- The constabulary should ensure it can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse.
- The constabulary should ensure that its counter-corruption unit has enough capability and capacity to counter corruption effectively and proactively including the ability to meet future demand created by improvements in IT monitoring.
- The constabulary should ensure that there are effective processes to record supervision of counter-corruption investigations.
- The constabulary should ensure that it develops and supports its supervisors and managers to conduct honest, fair and effective assessments, supports continuous professional development and manages poor performance.
- The constabulary should ensure it has a comprehensive, transparent and well publicised system to identify and support talented individuals across all ranks, grades and roles.

Each of the AFIs has its own action plan, created immediately following the inspection. The Constabulary's HMICFRS Board has reviewed the plans and are confident with progress which will be uploaded to the HMICFRS portal.

As you would expect, significant preparation is underway by Lancashire Constabulary, in readiness for the next Integrated Peel Inspection as well as other inspections. The newly appointed Force Liaison officer is working with the Constabulary to develop a comprehensive plan which will be managed by the HMICFRS Board.