

Police Stalking Action Plan (March 2025 Updates): in response to the Super Complaint submitted by Suzy Lamplugh Trust on behalf of the National Stalking Consortium

Force:		Lancashire		Lancashire		
Executive Lead:		ACC Mark Winstanley		ACC Mark Winstanley		
Operational Lead:		DCI Mark Dickinson		DCI Mark Dickinson		
Rec. No.	Recommendation:	Evidence requirements of progress/completion:	Recommendation Owner:	Initial Action Plan Response:	March 2025 Update:	
7	By 27 March 2025, where required, seek changes to their crime recording systems to enable staff and officers to document and search for crimes not recorded as the principal crime, as included classifications on crime records.	7.1	Processes should be put in place to make sure this system capability is effectively used by officers and staff.	Chief Constables	The force has developed an effective process to record stalking behaviours which are linked to pre-existing crime reports (known as NC15). Further targeted training in the use of this process will be delivered to staff who are best placed to ensure compliance. Action: Internal guidance to officers will be reviewed and adapted if necessary to reflect national crime recording standards.	7.1 - 7.2: The force has developed an effective process to record stalking behaviours which are linked to pre-existing crime reports (known as NC15). Further targeted training in the use of this process has now been delivered to all staff who record stalking and other behavioural crime in Lancashire. In order to monitor compliance, stalking has been included in the Force NCRS audit schedule. In the event that future audits identify issues of compliance, the force will seek to understand the cause and take immediate action. Further auditing will establish the efficacy of action taken.
		7.2	While any necessary system changes are pending, chief constables should put alternative measures in place to make sure stalking and related offences are fully searchable. This could, for example, be the submission of intelligence reports	Chief Constables	The force has developed a recording system change (known as NC15), which allows officers to record incidents of stalking behaviour that fall outside national crime recording standards; therefore no interim measures are required.	
10	By 27 March 2025, review and update their learning and training provision relating to stalking. Chief constables should also make sure that their policies and practice are reviewed and updated in accordance with the findings in the super-complaint investigation report.	10.1	Meets the learning outcomes on stalking within the public protection national policing curriculum	Chief Constables	The force currently provides learning and training provisions in relation to stalking, developed in-line with the College of Policing curriculum. This training is provided to new recruits and trainee investigators. Action: The force will review its training offer to ensure it follows the recommended curriculum.	10.1 The force provides learning and training provisions in relation to stalking, developed in-line with the College of Policing curriculum. This training is provided to new recruits and trainee investigators. The force has undertaken a review of the training offer and can confirm it complies with the Public Protection National Policing Curriculum.
		10.2	Makes appropriate use of the stalking or harassment e-learning product developed by the College of Policing.	Chief Constables	The force currently utilises the stalking or harassment e-learning product (developed by the College of Policing) for all new Police Constables and PCSOs as part of their initial training. Action: The force will assess whether this training would benefit staff in other roles, including the Force Control Room, and ensure the training is delivered as appropriate.	10.2 In March 2025, the force has prescribed a mandatory requirement that all police officers and staff (including Special Constables, PCSOs and Force Control Room staff) complete the stalking e-Learning product developed by the College of Policing by the end of 2025. This requirement will be tracked through our online training database to ensure completion.
		10.3	Uses the skills and knowledge of local victim advocates or others from outside policing with relevant expertise.	Chief Constables	Lancashire are delivering DA Matters Training to all front-line officers and staff in conjunction with victim advocates. The force is also engaged with specialist stalking advocacy services in the local area. Joint training has been delivered to investigators. Action: The force will continue to identify opportunities to use victim advocates in the delivery of future training.	10.3 The force has engaged with the local commissioned advocacy service, who in March 2025 will provide an independent, victim centred review of the force's training offer.
		10.4	Includes information on relevant local policies and practice where necessary	Chief Constables	Action: The force will conduct an annual review of its policies and guidance relating to stalking to ensure they accurately reflect local practice and also any revised Authorised Professional Practice developed by the College of Policing in response to the Super-complaint (2024) or subsequent reports.	10.4 The force conducts a rolling annual review of its policies and guidance relating to stalking to ensure they accurately reflect local practice and any revised Authorised Professional Practice developed by the College of Policing in response to the Super-complaint (2024) or subsequent reports.
		10.5	Provide to the officers and staff who will most benefit from the learning.	Chief Constables	In addition to the responses to Recommendations 10.1-10.4 Action: The force will seek to identify specialist training provision to be delivered to officers who routinely assess stalking investigations and provide subject matter expertise.	10.5 The force has developed a 1-Day CPD training package to be delivered to officers in specialist roles who investigate stalking offences and safeguard victims of stalking. This development programme will include additional training in the use of civil orders (including SPO), Cyber investigation and safeguarding, and specialist inputs from the stalking advocacy service. The initial roll out will be delivered to all specialist roles by September 2025 and reviewed annually to ensure that staff who take up positions in specialist roles are provided with the training and prioritised.
11	By 27 March 2025, make sure that appropriate mechanisms are in place to fully understand the scale and types of stalking behaviour within their force and the effectiveness of their response. This should align with the VAWG national delivery framework.	11.1	Problem profiles using police data and intelligence and other sources of information to ensure that the full extent of stalking is well understood. This could include information sharing with local victims' services and other public services, and national and local statistics.	Chief Constables	Action: A force problem profile for stalking is under development with a target completion date of March 2025	11.1 - 11.4: The force is developing a problem profile in order to better understand the specific scale and nature of stalking in Lancashire. The target date for completion of this profile is 31st March 2025. The force tracks outcome data for stalking and this is scrutinised at both local and force level. The force has developed a Quality Assurance Thematic Testing framework specific to stalking investigations, to better understand investigation quality and safeguarding. The first audit is due to be completed at the end of March 2025 and will be repeated in six months to assess progress. This process will better inform understanding of qualitative performance and identify areas for improvement using a victim centred, suspect focused, context led approach. The force has an established process in relation to conducting victim feedback surveys for DA and non-DA stalking. The feedback informs local performance meetings. The force has reviewed the questions used in the victim survey to ensure suitability. The force has amended its FMS stalking profile to include additional detail on current and future demand. The next FMS will be published in May 2025.
		11.2	Regular assurance work such as audits to better understand the force response and make improvements where appropriate, including monitoring the use of SPOs, investigation outcomes and the quality of investigations.	Chief Constables	The force tracks outcome data for stalking and this is scrutinised at both local and force level. Action: The force is developing a quality assurance screening process specific to stalking investigations, to better understand investigation quality and appropriate use of civil orders. When established, this process will better inform understanding of qualitative performance and areas for improvement.	
		11.3	Ways to regularly receive feedback from victims, such as victim surveys.	Chief Constables	The force already has an established process in relation to conducting victim feedback surveys for DA and non-DA stalking. The feedback informs local performance meetings. Action: The force will review the question set, to identify opportunities to improve.	
		11.4	Force management statements which reflect current and future demand from stalking.	Chief Constables	Stalking demand is assessed through monthly governance meetings and will be further scrutinised during the development of the force problem profile (see 11.1). Action: The FMS will be amended to meet recommendation 11.4, with the next publication due in May 2025.	
		12.1	Considering implementing the stalking screening tool to support the identification of stalking and the risks associated with stalking.	Chief Constables	The force currently uses a nationally recognised stalking risk assessment tool (S-DASH) which is mandatory for all DA and non-DA stalking cases. This is the risk assessment which is used by our commissioned stalking advocacy service. Action: The force will consider the role of the Stalking Screening Tool in risk identification, assessment and management.	12.1 The force currently uses a nationally recognised stalking risk assessment tool (S-DASH) which is mandatory for all DA and non-DA stalking cases. S-DASH is also used by our commissioned stalking advocacy service. The force has considered the role of the Stalking Screening Tool in risk identification, assessment and management. The SST has been made available to all frontline officers. The force is in the process of replacing the S-DASH with the SST for both DA and non-DA stalking investigations.

12	By 27 March 2025, take steps to make sure that risk identification, assessment and management is effective in all stalking and breaches of orders cases.	12.2	Having clear policies and procedures in place for assessing and managing risk in all cases. And where appropriate, embedding recognised risk assessment tools in force systems so that it is easy for officers to access, use and document their consideration of risk and safeguarding.	Chief Constables	Action: The force is developing a new safeguarding operating model which provides clear guidance and ownership when investigating and reviewing stalking offences. The force is also working to ensure officer guidance is readily accessible to officers on mobile and desk-top devices.	12.2 The force has developed a new safeguarding operating model which will launch on the 1st April. The operating model provides clear direction to trained staff who review stalking offences, and support the OIC in safeguarding the victim and developing an investigation strategy. The force has also ensured that clear guidance is readily accessible to officers on mobile and desk-top devices.
		12.3	Recognising (in policies, guidance and training) the heightened risk associated with breaches of protective orders and measures.	Chief Constables	The force recognises the heightened risk associated with breaches of orders and the importance of early identification of further offences. Action: The force will review the policies, guidance and training provided to ensure every opportunity is taken to identify the appropriate offence, pursue the perpetrator, and implement effective safeguarding.	12.3 The force recognises the heightened risk associated with breaches of orders and the importance of early identification of further offences. The force has reviewed its policies, guidance and training to ensure every opportunity is taken to identify the appropriate offence, pursue the perpetrator, and safeguard victims. The force have developed a Management of Suspects policy which incorporates advice and guidance in relation to breaches of orders. New recruits training has been amended to reflect the Management of Suspects Policy, the risks associated with breaches and the need to recognise additional substantive offences at an early stage. The Custody Sergeant training is being updated in accordance with the new policy.
		12.4	Implementing screening and checking processes to support the early identification, assessment and management of high-risk cases. This may require stalking and breach of order cases to be considered at daily management meetings.	Chief Constables	The force has an established process in place to ensure that daily scanning of stalking investigations is conducted by specialist Safeguarding Officers. Action: The force will review its processes for identifying and recognising the risks associated with breaches of orders (in conjunction with Recommendation 12.1) and make necessary amendments.	12.4 The force has an established process in place to ensure that daily scanning of stalking investigations is conducted by specialist Safeguarding Officers. The force has reviewed its processes for identifying and recognising the risks associated with breaches of orders (in conjunction with Recommendation 12.1) and made necessary amendments within the Safeguarding Operating Model. Specific issues relating to the management of risk are escalated through the daily Risk and Threat meetings.
13	By 27 March 2025, take steps to make sure that force strategies, structures and processes are in place so that police consider an SPO in every stalking case, and apply for an SPO where relevant and appropriate to prevent harm and further offending. To achieve this, chief constables should review, and revise policy, guidance and supporting processes where necessary.	13.1	Local training and guidance on SPOs, including training and guidance for supervisors.	Chief Constables	The force has an established training and guidance package for SPOs which is delivered to new recruits and new detectives. In addition, SMEs have delivered further training to officers who routinely assess stalking investigations and provide subject matter expertise. Guidance for officers considering SPOs is accessible through the force intranet pages.	13.1 The force has an established training and guidance package for SPOs which is delivered to new recruits and new detectives (PIP2). In addition, over the past six months, SMEs have delivered further training to officers who routinely assess stalking investigations and provide subject matter expertise. Clear guidance for officers considering SPOs is accessible through the force intranet pages.
		13.2	Mechanisms for supporting investigating officers to identify cases where SPOs would be appropriate and assisting them with SPO applications. This could be through dedicated teams or roles and/or through daily management meetings considering risk and safeguarding.	Chief Constables	The force has an established process in place to ensure that daily scanning of stalking investigations is conducted by specialist Safeguarding Officers. This scanning process includes consideration of SPOs.	13.2 The force has an established process in place to ensure that daily scanning of stalking investigations is conducted by specialist Safeguarding Officers. This scanning process includes consideration of SPOs.
14	By 27 March 2025, take steps to make sure stalking victims receive the rights they are entitled to under the victim's code and have access to support services.	14.1	Victim needs assessments are always completed	Chief Constables	The force has an established process that ensures a victim needs assessment is completed for all victims where the case is progressing to court. The force also has a process in relation to identifying victims who are entitled to enhanced rights under the Victims' Code. The force is recommissioning victim services in April 2025. Stalking victims will automatically be referred to the commissioned service to determine the appropriate level of specialist support. Action: The force is exploring the introduction of an initial victim needs assessment for all victims.	14.1 - 14.5 The force has an established process that ensures a Victim Needs Assessment is completed for all victims where the case is progressing to court. The force also has a process in relation to identifying victims who are entitled to enhanced rights under the Victims' Code. The force is recommissioning victim services in April 2025. Stalking victims will automatically be referred to the commissioned service to determine the appropriate level of specialist support. Following the commissioning of victim services in April 2025, the force will review Victim Needs Assessments across all crime types to identify appropriate levels of intervention.
		14.2	Their force has appropriate processes to make sure all stalking victims are told about their rights and under the victims' code.	Chief Constables		
		14.3	Information about the national and specialist stalking support services available in their force area is easily available to police officers and staff, victims and the general public.	Chief Constables		
		14.4	Victims who would like to receive support are referred to an appropriate service in a timely manner.	Chief Constables		
		14.5	They monitor the number of stalking victims who are referred to specialist support services and take action when referral numbers are low.	Chief Constables		
16	By 27 March 2025, work together to review commissioning arrangements and make changes as soon as possible to ensure they embed collaborative working and information sharing between policing and services providing victim support to stalking victims.	16.1	By 27 March 2025, review whether the right specialist services have been commissioned to support stalking victims in their area, including provision of trained independent stalking advocate caseworkers (ISACs). PCCs and their mayor equivalents should provide the necessary services where they do not exist and should consider collaborating across force boundaries to provide services if it would be efficient and effective to do	CCs, PCCs and their mayor equivalents	The force and the PCC have developed a collaborative relationship with Paladin, who will provide the commissioned stalking support service for two years from April 1, 2025. Paladin will continue to support joint training for officers, and as part of the contract, the county will host an annual stalking awareness day to offer training to up to 60 professionals.	16.1 The force and the PCC have developed a collaborative relationship with Paladin, who will provide the commissioned stalking support service for two years from April 1, 2025. Victim Care Lancashire the constabulary service supporting victims of other crime types will receive training from Paladin to support victims of Stalking and make onward referrals to specialist support services. Paladin will continue to support joint training for officers, and as part of the contract, the county will host an annual stalking awareness day to offer training to up to 60 professionals. There are trained ISACs embedded in the wider Domestic Abuse specialist support sector, these are grant funded and expected to work collaboratively with Paladin in the interest of victims.
17	27 March 2025, make sure the new College of Policing investigations APP content on case allocation is reflected in the relevant policies relating to the allocation of stalking and breach of order cases for investigation.	17.1	Force policies should support the allocation of stalking cases to officers with the right skills and experience, taking into account the potential risk and complexity involved in stalking and breach of order cases.	Chief Constables	Action: The force will review the new College of Policing APP on case allocation, and consider amendments to the Crime Allocation Policy if appropriate.	17.1 The force's Crime Allocation Policy directs S4A Stalking investigations to PIP2 (Vulnerable Adult Teams), and S2 investigations to PIP1 (Response Investigation Teams). This allocation policy is proportionate to the complexity and seriousness of the cases, in line with College of Policing APP. There is opportunity within the CAP for investigations to be transferred between PIP1 and PIP2 ownership based on the specific circumstances. RIT officers are supported by Safeguarding Officers who have received advanced training in the investigation of stalking and safeguarding of stalking victims. The force is aware that APP specific to stalking is being developed by the College of Policing, and the allocation policy will be reviewed in line with APP when published.
18	By 27 March 2025, take steps to improve the quality of stalking investigations by taking a victim centred, suspect focussed and context led approach.	18.1	Their workforce has the capacity and capability to undertake effective stalking investigations and can apply new and innovative investigation techniques to pursue digital lines of enquiry.	Chief Constables	Lancashire delivers digital training to new recruits and investigators at all levels. The training programme is updated and maintained to keep pace with advancing technology. Action: The force will review continuous professional development opportunities specific to digital investigation.	18.1 Lancashire delivers digital training to new recruits and investigators at all levels. The training programme is updated and maintained to keep pace with advancing technology. The force has implemented a Continuous Professional Development programme specific to digital investigation of stalking, for officers and staff in specialist roles (Vulnerable Adult, Response Investigation Team and Safeguarding Teams). This will be delivered to all specialist officers by September 2025 and reviewed annually to ensure officers coming into specialist roles are provided with this training.
		18.2	All reasonable lines of enquiry are pursued, supported by good supervision.	Chief Constables	In addition to 11.2, the force has an established quality assurance process in place, structured to scrutinise the quality of supervisor reviews, and also to assess investigations based on the victim centred, suspect focused and context led approach.	18.2 - 18.4 In addition to the update at 11.2, the force has an established quality assurance process in place, structured to scrutinise the quality of supervisor reviews, and also to assess investigations based on the victim centred, suspect focused and context led approach. Finding from the quality assurance audits are disseminated to the BCUs through the Strategic Vulnerability Board.
		18.3	Arrest and search powers are used to gather evidence from and about suspects.	Chief Constables		
		18.4	The impact on victims is evidenced in witness statements, so it can be used to inform charging decisions and improve the likelihood of successful investigation outcomes.	Chief Constables		

20	By 27 March 2025, take steps to improve how their force effectively recognises and responds to online elements of stalking.	20.1	The scale and nature of online stalking behaviours informs their strategic understanding of, and the response to, stalking.	Chief Constables	See 11.1. online or cyber enabled stalking will be assessed within the problem profile.	20.1 See 11.1. Online or cyber enabled stalking is included within the problem profile which is in the latter stages of development. Expected completion date is 31st March 2025.
		20.2	Examples of online stalking are included in locally produced training and guidance material about stalking.	Chief Constables	Case studies which include incidents of online stalking are utilised when training new recruits. Specialist Safeguarding Officers, who review stalking investigations, have completed additional training in cyber investigation and safeguarding.	20.2 Case studies which include incidents of online stalking are utilised when training new recruits. Specialist Safeguarding Officers, who review stalking investigations, have completed additional training in cyber investigation and safeguarding.
		20.3	Clear online safety advice is available to officers and staff, drawing on the College of Policing APP on stalking or harassment when it is developed.	Chief Constables	All officers and staff can access digital investigation / cyber-crime advice through the force intranet. Action: The force will seek to consolidate stalking specific digital investigation / safeguarding advice into a single online location.	20.3 All officers and staff can access digital investigation / cyber-crime advice through the force intranet. The force has consolidated stalking specific digital investigation / safeguarding advice into a single online location.
		20.4	Appropriate tools, technologies and support services to digitally safeguard victims are procured and officers and staff use these resources when appropriate.	Chief Constables	Staff in the force Digital Investigation Unit are highly skilled and accessible to all officers for specialist support and advice. The force has invested in technology to remain at the forefront of digital investigation. Reports of online stalking offending are reviewed by staff from the DIU who proactively engage with officers and provide specialist support for both investigation and safeguarding. Action: The force will identify opportunities for specialist investigators in local areas to use new technology when responding to reports of stalking.	20.4 Staff in the force Digital Investigation Unit are highly skilled and accessible to all officers for specialist support and advice. The force has invested in technology to remain at the forefront of digital investigation. Reports of online stalking offending are reviewed by staff from the DIU who proactively engage with officers and provide specialist support for both investigation and safeguarding. The force will continue to identify opportunities for specialist investigators in local areas to use new technology when responding to reports of stalking.
22	By 27 September 2025, using the information collated by the NPCC lead under recommendation 21, to consider whether and how dedicated stalking officers and staff, or other subject matter experts, can be used to add value and support the force response to stalking.	22.1		Chief Constables	The force has local Safeguarding Teams who review stalking investigations and provide advice and support to the officer leading the investigation. The Safeguarding Officers have advanced training in stalking investigation, digital investigation / safeguarding and the use of SPOs. Action: The force will review the role of the Safeguarding Teams to ensure that each team offers a consistent and appropriate level of support. The force will also review the training / professional development of the Safeguarding Officers.	22.1 The force has local Safeguarding Teams who review stalking investigations and provide advice and support to the officer leading the investigation. The Safeguarding Officers have advanced training in stalking investigation, digital investigation / safeguarding and the use of SPOs. The force has reviewed the role of the Safeguarding Teams to ensure that each team offers a consistent and appropriate level of support. The force has also reviewed the training / professional development of the Safeguarding Officers and have developed a bespoke CPD schedule throughout 2025.
23	By 27 March 2025, implement a mechanism for early screening of crimes to improve the identification, recording and management of all stalking cases.	23.1	Forces should consider screening crimes similar to stalking or where stalking behaviours may be present as part of a course of conduct, like harassment, malicious communications and breaches of orders.	Chief Constables	All crimes recorded in the force undergo a QA and linking process to ensure the appropriate offence(s) have been identified by the officer responding. A similar process is followed at the conclusion of an investigation prior to the investigation being finalised. Crime Managers currently utilise a screening tool to support accurate decision making. Action: The force will review existing screening tools and compare to other products (including the Stalking Screening Tool) to identify the most accurate method of screening for crime recording accuracy.	23.1 All crimes recorded in the force undergo a QA and linking process to ensure the appropriate offence(s) have been identified by the officer responding. A similar process is followed at the conclusion of an investigation prior to the investigation being finalised. Crime Managers currently utilise a screening tool to support accurate decision making. In addition to considering the implementation of the stalking screening tool (as per 12.1), the force have developed and implemented a mandatory checklist which is completed by the attending officer at a report of a conduct crime. The force recognises that we are over-recording or mis-recording these crime types. The forms are available on officer's hand-held devices and are completed at scene. Compliance is monitored and training provided.
25	By 27 March 2025, explore opportunities to improve how their force works with partners to contribute to a multi-agency response to stalking. This should include considering:	25.1	How the force works in partnership with healthcare, the CPS, probation services and other criminal justice partners to manage stalking perpetrators and address their behaviour.	CCs, PCCs and their mayor equivalents	The force engages with CPS through the Joint Operational Improvement Meetings. High risk Domestic Abuse related stalking investigations are referred to the MARRAC (Multi-Agency Risk Reduction and Assessment Conference) which considers the victim, perpetrator and any children. Action: The force will ensure that stalking investigations feature in the CPS scrutiny panels. The force will also explore opportunities to introduce non-DA stalking cases into the MARRAC arena.	25.1 The force engages with CPS through the Joint Operational Improvement Meetings. High risk Domestic Abuse related stalking investigations are referred to the MARRAC (Multi-Agency Risk Reduction and Assessment Conference) which considers the victim, perpetrator and any children. The force is seeking to establish a stalking-specific multi-agency scrutiny panel and has sought to engage partner agencies in the development of this process.
		25.2	Whether and how they should collaborate with other forces to effectively and efficiently contribute to multi-agency partnerships on stalking.	CCs, PCCs and their mayor equivalents	The force collaborates with other forces in the region through the Stalking Working Group, with the regional lead representing local forces at the national group meeting.	25.2 The force collaborates with other forces in the region through the National Stalking and Harassment Operational Working Group, with the regional lead representing local forces at the national group meeting. This forum seeks to generate and develop effective regional collaboration between forces and partner agencies.
		25.3	How multi-agency public protection arrangements (MAPPA) are being used to effectively manage stalking offenders.	CCs, PCCs and their mayor equivalents	Stalking perpetrators are referred to MAPPA Thresholding Panel by agencies. The circumstances of the case are assessed, and MAPPA proceedings instigated at the appropriate level.	25.3 Stalking perpetrators are referred to MAPPA Thresholding Panel by agencies. The circumstances of the case are assessed, and MAPPA proceedings instigated at the appropriate level.
27	By 22 November 2024 (56 days from publication), write to HMICFRS, the IOPC and the College of Policing setting out their response to the recommendations made to them. Chief constables should direct their response to the NPCC which should provide a collective response on behalf of all police forces. PCCs and their mayor equivalents should direct their response to the APCC which should provide a collective response on their behalf.	27.1		All bodies subject to recommendations		
28	By 22 November 2025 (56 days from publication), publish on their force website an action plan which explains what their force will do in response to each of the recommendations made to them and send the NPCC a link to where this action plan can be found. By 27 March 2025 (six months from publication) provide an update to the NPCC describing the progress they have made against their action plans.	28.1		Chief Constables	Published	Published