



**POLICE & CRIME
COMMISSIONER
for Leicestershire**

Prevention | Partnership | Protection

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Date: 11 April 2018

Rt Hon Amber Rudd MP, Home Secretary

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Dear Home Secretary,

Re: PEEL Police Efficiency (inc Leadership) 2017 Report, published 9 November 2017

This report, published by Her Majesty's Inspector of Constabulary, Fire and Rescue, assesses the efficiency with which the Force keeps people safe and reduces crime. It stated that, at the time of the inspection, Leicestershire Police 'Requires Improvement'.

This assessment, which I find very disappointing, masks the many positive findings that are included in the report. The Inspectorate goes so far as to acknowledge the work in train to address the weaknesses identified.

HMI Zoe Billingham stated that "Leicestershire Police is working hard to improve its efficiency."

She also said: "I am encouraged that the force has recognised that its organisational structure is causing some inefficiencies. It's extensive change programme is designed to address this through a reorganisation of its workforce and considerable changes in how incidents and investigations are managed. I am encouraged that the force is also improving how it manages hidden demand.

"The force has a sound understanding of the operational skills of its officers and staff, although more could be done to further encourage talented people within its workforce through more formal development schemes.

"I am pleased that the force works in strong and close collaboration with neighbouring police forces across the region and works well with other local agencies, like local councils and other emergency services. The force has rolled out mobile devices to all frontline officers and staff. This initiative will help to improve the efficiency of the workforce, and support the provision of a better service to the public.



“The force’s finances are stable and it has consistently met savings targets. The force will need to plan carefully to achieve a sustainable financial position for the future, while meeting increasing demand. I am confident that the chief constable and his chief officer team will continue to move the force in the right direction over the coming year.”

I know that the force had already recognised that changes were required, particularly in the way calls for assistance made to the 101 non-emergency number are handled.

However, the inspection took place during an exceptional month for 101 call handling performance. Analysis of the performance in other months is much more in line with expectation, although I should stress that no-one is complacent.

Contact management, particularly in relation to 101 calls, is something that I have been closely scrutinising since my election and I’m pleased to inform you that the force has introduced new ways of working designed to improve the way demand is managed from the first point of contact.

I am pleased to report that since the inspection contact management have made significant improvements in their efficiency. These changes have seen a 40% improvement in timeliness of 101 call answering and a 20% reduction in call abandonment rates. This translates to 16341 101 calls answered within 30 seconds during the month of February 2018.

I would like to reassure you that, given the disappointing rating in this report, I have asked for very regular updates on the progress in meeting the recommendations identified within the report.

There is an extensive programme of re-organisational change within Leicestershire Police aimed at improving services to the public, under the banner Operation Darwin. These changes are already enhancing performance.

I have also been to see Operation Darwin in action for myself. Darwin is intended to improve the force’s ability to answer non-emergency 101 calls more swiftly; enable officers to spend more and more time on front-line duties through the use of mobile data projects; and localise its investigative approach by decentralising the management and investigation of crime, placing resources where they are most needed.

The report suggests that, although in its infancy, Darwin is already helping to reduce the number of non-emergency 101 telephone calls which are abandoned and helping the force to better understand the nature of all demand for service.

It also notes that “the Darwin programme is introducing changes to how the force manages incidents and investigations, not least by introducing neighbourhood investigation teams”. There are now 16 live Neighbourhood Investigation Units and a Missing Persons Team, which is expected to lessen the demand caused by ‘missing from home’ individuals, particularly those who repeatedly go missing, currently placed on the 24/7 response teams.



I was pleased to see that the report acknowledges the investment in new technology designed to see officers spending more time on front line duties and the development of new systems to enable the public to access services. This includes an innovative “*Digital Desk*” which allows the Force to manage demand and provide a discreet method for vulnerable victims to report crime.

The report also acknowledges the context within which the Force is currently operating, with demand growing and the nature of crime and calls for service becoming increasingly more complex.

The force estimates that some 60% of all calls for service do not relate to a crime, ably illustrating that so much demand is not created by crime, but by vulnerability, by lack of alternative service, by public safety issues and other non-crime calls for assistance.

The commitment to collaborative working with other forces in the East Midlands was highlighted alongside more local collaborative projects with partner agencies. These included the multi-agency hub which looks after some of the most vulnerable in society and the Braunstone Blues project.

I was pleased to see that the force was found to be: “sensitive to the needs of the community it serves and works to understand what matters to local people”; taking a “progressive” approach to tackling cyber-crime; and understanding of the less obvious and more complex demands such as human trafficking, online crime and Honour-based Violence.

Despite all this positivity, the report still concluded that the force ‘Requires Improvement’, which was disappointing, but then the inspection reflects a snapshot in time. The work to redress that situation is already underway.

Despite the reducing budget and officer numbers, HMICFRS concludes that “*senior leaders have a clear grasp of the financial position of the force*”, and acknowledge the work underway to bridge future budget gaps.

Last year Leicestershire was rated as ‘Good’ in the same report. Since then it has embarked upon a change programme designed to deliver quality (‘Good’) police services in the future. History consistently proves that change inevitably comes at a cost. In this case that cost is ‘Requires Improvement’.

Having spoken at length to the Chief Constable and with a robust programme of scrutiny from my own office I am confident that the grading will be more favourable this time next year.

Yours Au,
Willy Bach

Lord Willy Bach
Police and Crime Commissioner