



**POLICE & CRIME
COMMISSIONER**
for Leicester, Leicestershire & Rutland
Your Communities - Your Commissioner

Our ref: RM/OPCC

18 May 2022

Roy Wilsher OBE QFSM
Her Majesty's Inspector of Constabulary
Her Majesty's Inspector of Fire & Rescue Services
6th Floor Globe House
89 Eccleston Square
London
SW1V 1PN

Dear Mr Wilsher

Thank you for the recent report from HMICFRS covering the police effectiveness, efficiency and legitimacy inspections for Leicestershire Police. I write in response.

There is no doubt that the rigorous inspection process you have undertaken has identified some excellent performance areas as well as some areas which will need a degree of improvement. That said, I am incredibly impressed by the results achieved by the force. Three "outstanding" and four "good" gradings shines a very bright light upon the force in terms of the service provided to the communities of Leicester, Leicestershire and Rutland. Whilst the inspection process has not identified any area which requires improvement or is operating at the inadequate level, neither the Chief Constable nor I will become complacent.

As the Police and Crime Commissioner I will maintain close scrutiny of the Force and ensure the leadership maintains their mindset of continuous improvement so that service delivery is maintained at a high level.

I share your view that the force should be congratulated for their performance in keeping people safe and reducing crime. It has been a difficult and turbulent time for policing over recent years which makes the results of three "outstanding" grades and four "good" grades even more impressive. I pay tribute to the Temporary Chief Constable and his team, and the previous Chief Constable, for their leadership, coherence and approach which has enabled their teams to deliver such impressive results.

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I have noted with interest your assessment of the service the force provides to victims of crime from the point of initial report to the conclusion of the case. Whilst many aspects of your report into how the force treat victims is pleasing there is clearly more work to be undertaken to ensure the force does all it can to maximise investigative opportunities. I will ensure this remains a clear focus for improvement in the coming months.

In response to your report I will also ensure the Police and Crime Commissioner's governance and accountability arrangements have a particular emphasis upon how the force reduces victimisation, whether and how they recognise repeat victims, the quality of crime prevention advice and whether or not the force effectively records the victim vulnerability factors to the levels required.

There are many elements of your report which reflect well for the force none more so than the outstanding grade you have awarded for crime data integrity. This achievement is made more impressive by the level of improvement since your 2018 inspection. I have no doubt the investment, leadership and oversight has created this step change stimulating a culture change within the force and more importantly giving the public more confidence in the data we collect.

As I have already indicated your inspection presents a very positive picture for the Leicestershire Police. I have identified a number of interdependent key themes which clearly underpins the success of the force. I know the Chief Officer team has worked hard to create a safe, productive and positive workplace ("good" grade) which clearly underpins a culture of providing a high-quality service. Making best use of resources ("good" grade) is vital to ensuring the staff the force deploys are working effectively together, are aligned to the vision of the force and are coherently and efficiently focussing upon the right business areas.

Whilst as I have said there is more work to be undertaken in the areas of responding to the public ("adequate" grade) and investigating crime ("adequate" grade) the forces direction of travel and trajectory for continually improving the service is something they should be proud of.

The policing and societal landscape has been more complex and challenging than ever before and therefore your assessment of the force's ability to reduce demand, prevent crime ("outstanding" grade), protecting vulnerable people ("outstanding" grade) and managing offenders ("good" grade) is a testament to the officers and staff who have maintained their professionalism and dedication during the most trying of times.

I have no doubt in my mind that the inspection regime continues to evolve and is more forensic than ever before. The results of your inspection and your subsequent assessments will continue to remain in focus. I have complete confidence in the leadership of the force which has clearly presided over an internal culture change as well as improved service delivery. There are many elements of the PEEL inspection report which are excellent the most outstanding and compelling feedback you have provided is the "positive, evidences-based policing culture" which now exist at all levels.

It is refreshing to see such innovation and sophistication being nurtured in the organisation where academia, analysis and partnership form the bedrock for operational and organisational problem solving which in turn create long term sustainable solutions. To achieve such culture change is a significant shift in the policing culture and as you have identified "increases the forces ability to prevent and detect crime, and to protect communities".

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Finally, I would like to thank you and your team for the feedback the Leicestershire Police has been provided with. Whatever the assessment outcome, they are gratefully received and most importantly will continue to stimulate a sharp focus upon performance, the efficient and effective running of the force and most importantly an ever-improving service to the public.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Rupert Matthews', with a large circular flourish on the left and a long horizontal stroke extending to the right.

Rupert Matthews
Police and Crime Commissioner