



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Date: 24th August 2023

His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue Services
6th Floor Globe House
89 Eccleston Square London
SW1V 1PN

Dear Mr Wilsher,

I write to you in response to your report "Police Performance: Getting a Grip" following the PEEL inspections carried out in 2021/2022, published on the 11th July 2023.

The PEEL inspection for Leicestershire carried out in 2021/22 highlighted some of the excellent areas of policing in Leicester, Leicestershire and Rutland. The Force received four grades of 'Outstanding', 4 grades of 'Good' and 2 adequate findings which reflect the progressive work of a proactive, dedicated police force.

Many areas of this follow up publication were interesting to read. The Commissioner and I echo the recognition for Leicestershire as outstanding in numerous areas of policing and maintain that these processes are as strong and effective as at the time of inspection. I also believe the excellent work of our Ethics and Transparency Panel further highlights the excellent work of Leicestershire Police and the commitment to building trust with the public – we have a nationally leading panel who have recently been the first panel to review body worn video (BWV) footage for scrutiny. This is leading progress in the capabilities of scrutiny panels in terms of holding the force to account in Leicestershire. The result of this was scrutiny of whether the amount of force used was necessary, which it was explained that it was, and positive praise from the panel for a second incident where officers de-escalated a dangerous incident quickly and calmly. I am assured by the Force that this progress with the ethics panel reflects a positive position for Leicestershire that they are confident in their processes, and are willing to be subject to scrutiny to identify any areas for improvement.

With regards to answering non-emergency calls via the 101 number, Leicestershire remain stable in their trends for answering emergency calls within 10 seconds and non-emergency calls within 60 seconds. The percentage of both emergency and non-emergency calls answered within the expected times are generally lower than this time two years ago, which can be attributed to increased demand. Recruitment for the contact management department is currently underway to expand the resources and capabilities, and performance in this area will continue to be monitored in our governance with any concerning trends put to the force for consideration.

When looking at performance frameworks and governance, I am confident in the structure both internally for the force, and between the force and PCC. The police force has an effective process of reviewing performance internally via monthly 'Crime & Ops' internal meetings with senior officers who discuss all areas of performance in depth, with clear KPIs for each area.



These KPIs indicate how significant an issue is and when it needs to be a 'priority focus', which is then monitored more closely. The Force also carry out Strategic Performance Boards, and run Gold groups for significant areas which require close monitoring and specific action to drive progress as necessary. In terms of governance from the OPCC, we hold corporate governance boards every 8 weeks in which we have an effective system of requesting data from the force and allowing commentary from the force on performance and plans for improvement. This is an opportunity for the OPCC to review and scrutinise the evidence provided and offer challenge in the board meeting. Minutes are recorded formally in line with our statutory requirements and fed back formally to the police and crime panel.

Within the Corporate Governance Board, the OPCC receive an annual paper on recruitment and retention from the Force for scrutiny, allowing scrutiny for a number of measures such as attrition rates, recruitment campaigns and effectiveness, promotion rates and leaving/joining rates among other measures. The OPCC also have access to the Force's performance dashboards which contain information on recruitment and retention. A look at recent figures show that the attrition rate for the force is stable and below the national average for the 21/22 year by 0.6%. Leicestershire Police carry out a self-directed exit interviews online which all leavers are invited to participate in, however this is not mandatory. As a result of being optional, only 224 have been carried out between 2011 and 2022 (15.9% response rate of leavers) and only 62 of these individuals provided a reason from an optional drop down. I will query this process with the Force in our governance structure and also request data on how potential leavers are identified and what intervention processes are in place.

With regards to proactive wellbeing support for staff in high stress roles, Leicestershire Police have an excellent wealth of resources for officers and staff. The force has a wellbeing strategy which is managed through the Wellbeing Leadership Board, chaired by the Deputy Chief Constable. Leicestershire Police currently have over 100 'wellbeing champions' who passionately shape and deliver wellbeing across the force, by raising the profile of wellbeing to their team, signposting people to wellbeing resources, keeping up to date on new initiatives and feeding back insight to the wellbeing board for improvement. Leicestershire also have over 200 Mental Health First Aiders who are qualified to carry out mental health first aid. They have an enhanced understanding of mental health and are available for anybody who needs support. Leicestershire are also signed up to Oscar Kilo, a national resource for providing wellbeing within your force. Leicestershire are also members of police mutual which provides extensive free financial support and guidance for officers and staff.

In terms of direct support for those in high stress roles, Leicestershire Police have 'TRiM' in place – Traumatic Risk Incident Management. TRiM is a peer lead process, intended to assist in identifying those who may need additional support after exposure to a traumatic event. TRiM is not counselling or treatment, it is simply a more structured way of checking an individual is ok after an incident and ascertaining whether or not additional support is required, and getting this to the individual at an early stage. Leicestershire Police also have an effective Chaplaincy scheme – chaplains volunteer their time to the Force to provide spiritual support to officers and staff who request it.

I will continue our scrutiny process with the Chief Constable in our corporate governance framework and will ensure that the recommendations made in your publication will be addressed and scrutinised.



Yours sincerely,

A handwritten signature in black ink, appearing to read 'Rani Mahal', written in a cursive style.

Rani Mahal
Deputy Police and Crime Commissioner for Leicester, Leicestershire and Rutland