



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

Date: 28th January 2025

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 Andy Cooke QPM,

I write to you in response to the Leicestershire PEEL inspection findings published 5th December 2024.

As the Police and Crime Commissioner for Leicestershire (Local Policing Body), I am providing the following response to the Secretary of State for the Home Office, and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), in respect of the HMICFRS report 'Leicestershire Police PEEL 2023/24 – Police effectiveness, efficiency and legitimacy' that was published on the 5th December 2024. This action is pursuant to my obligations under Section 55(1) of the Police Act 1996.

I welcome the findings of this report. I have held the Chief Constable and his team to account on the findings of the HMICFRS PEEL response in line with our Corporate Governance Framework. I have been kept well informed with the anticipated findings, attended the de-brief provided by HMICFRS and have been receiving regular updates from the Chief Officer Team on their prompt response to the findings within the report. I will continue to work with them to ensure all recommendations are implemented and the Force continue to provide excellent service levels to the people of Leicester, Leicestershire and Rutland.

We are aware that Forces have seen a downward trend in respect of the grades awarded from previous inspection cycles. Nationally, there were only 5 Forces who were awarded more "outstanding" or "good grades" than Leicestershire, and I with the Force feel that as a benchmark, Leicestershire received an overall very positive PEEL inspection report.

Leicestershire Police Comments

Leicestershire did not receive any causes for concern, however did receive 10 areas for improvement. Significant progress has already been made in each of these areas. HMICFRS visited Force HQ on the 7th and 8th of January and the following progress and plans were presented to them:

AFI-1- The Force needs to attend calls for service in line with its published attendance times and make sure the caller is updated if there are delays.



Learning is being embedded from the summer demand management “Op [x¹]” model, which includes reviewing all trigger plans to reduce unattended demand. Changes have been made to Local Policing Department (LPD) training days to give better flexibility. Plans to strengthen the expansion of an alternative victim service through video are being progressed. This will all be coupled with learning to supervisors in respect of resource and demand management via the Team Leicester Academy Leadership Programme, as well as specific training with Call Management to those staff dealing with the public.

AFI 2- The Force needs to make sure it records the structured triage approach accurately.

The Recruitment Upskill Quality and CPD team has structured triage as a focus as part of their reviews, which includes one to one support and live time floor walking designed to quickly identify and remedy any deviation from the required standard. This area has formed part of a recently completed Force audit providing qualitative data to support the current compliance picture, and results from this are expected imminently. Training inputs and materials are due to be rolled out this month in further support of tackling the AFI.

AFI 3- The Force needs to provide appropriate evidence preservation advice to victims of crime.

In the 21/22 PEEL inspection this sat at 47%. There has been a steady upward trajectory reaching 86% in the latest 23/24 HMICFRS PEEL inspection. Further work is still ongoing to ensure the increase is sustained, with recent work completed by the Force audit team providing qualitative information to aid this assessment. Crime preservation advice is to be added as a PDR objective for all relevant staff, and the theme identified will be a specific focus in the training provision. A series of posters, aide memoirs and guides will be used in tandem to support this which are going live imminently.

AFI 4- Leicestershire Police needs to consistently achieve appropriate outcomes for victims.

A comprehensive victim service review (VSR) process has been introduced across the Force with all Police officers from Inspector rank and above reviewing a number of crimes per month, providing detailed qualitative data to support onward learning and development. At the time of writing over 1800 crimes have been reviewed leading to remedial work and feedback where necessary. An improved investigation template has been rolled out to support officers from point of reporting to resolution of crimes. The strategic commissioning group between the Force and the OPCC will continue to ensure close alignment with Police activity and commissioned services, and the Force will ensure it works closely with the CPS on the domestic abuse joint justice plan to reduce disengagement rates.

AFI 5- The Force needs to make sure it assesses the needs of all victims so they can be properly supported.

Following on from the above the same victim service review process will ensure compliance of this AFI, with tracking at strategic level oversight through appropriate board monitoring. There is

¹ Redacted



also an aspiration to develop an automated solution for monitoring the Victim Needs Assessment (VSA) which will give the Force a further enhanced understanding of where and why and failings occur, allowing action to be driven to remedy them. The training and learning already detailed within AFI's 2 and 3 will further support this.

AFI 6 - The Force needs to make sure it assigns outcomes appropriately, to comply with policies and lead to satisfactory results for victims.

The VSR process will aid our assessment of compliance and shortfalls in respect of outcomes, as it breaks down every key facet of an investigation including victims, suspects, the investigation itself and supervisory quality. This in turn will allow the Force to target specific areas and identify any wider themes. The crime and performance manager roles will be reviewed to ensure they are available and suitably trained to provide investigative support to our officers. All 22 outcomes codes will be rewritten to ensure they align to the victim service assessment. IT solutions are also being explored by the Force to ensure that the correct outcomes are assigned through a streamlined process map. This will all enable better service for victims.

AFI 7 - The Force needs to make sure processes are in place to proactively monitor protective orders and bail conditions.

A new bail management meeting is being introduced with representation across the Force to strengthen governance and scrutiny around the processes. A civil orders working group has also been created to improve our approach to protective orders. An artificial intelligence trial is due to commence in mid-2025 to see what opportunities and efficiencies can be identified. Existing bail management arrangements and the policy will also be reviewed to ensure it has the appropriate level of visibility and escalations built in.

AFI 8 - The Force must improve its review of risk assessments for standard risk domestic abuse incidents so these are accurate and involve timely referrals to support.

This AFI surrounded a change in process moving responsibility for owning standard Domestic Abuse risk assessments away from the adult safeguarding hub, towards local supervisory. The process change has been reviewed with local policing senior managers. A review of the training is to be undertaken and consideration of a refresher rollout will follow. However, a dip sampling governance process has already been implemented which shows in excess of 90% of cases being fully compliant. Work is ongoing to review and improve the process around repeat non-compliance.

AFI 9 - The Force should make sure it is effective at managing demand and can show it has the right resources, structures and processes in place to meet demand across the Force.

Extensive work is ongoing in respect of the budget build, productivity review and establishment review, all of which play key parts in understanding and managing our demand. Data is being finalised in respect to how we manage our Force level abstractions. This will break down abstractions per team and department, allowing for better resource management. A Power BI tool has been developed to track the Force vehicle fleet linking directly to the transport management system. The Force is also planning for the future with the creation of Blueprint 2030.



AFI 10 - The Force should reduce the number of acting or temporary managers it employs.

At the time of writing, the Force have 87 sergeants who are currently temporarily promoted, which accounts for 24.5% of all Sgts. However, there is an upcoming promotion process in February where up to 69 people are eligible to be promoted. Looking at the data this gives the Force a range of 5%-15% to allow for development opportunities, but at the same time acting as a clear trigger for the commencement of another process.

Leicestershire PCC Comments

I am pleased with the Force's position against each of the AFIs identified within HMICFRS report. I am satisfied that the Force understand wholly the issues highlighted by the inspection team and I am assured that plans are in place to address these and make the required improvements in a prompt and robust manner.

This is an incredibly difficult time for policing, particularly with the budgetary issues being experienced by our Force, among others nationally. I am proud of the work done by the Force and recognise that this report overall is a highly positive reflection on the work of Leicestershire Police, who rise to challenges daily to deliver exceptional service levels to members of Leicester, Leicestershire and Rutland.

My office and I will continue to oversee the delivery of these plans with the Chief Constable and their team, and offer support to the Force where feasible to do so in the interest of the public.

Yours sincerely,

Rupert Matthews

Police and Crime Commissioner for Leicester, Leicestershire and Rutland