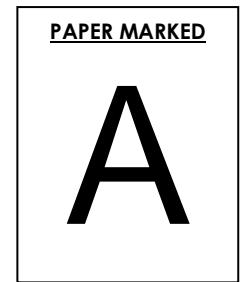


**POLICE AND CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND
COMPLAINTS COMMITTEE**



Report of	CHIEF CONSTABLE
Subject	DARWIN
Date	FRIDAY 23 JUNE 2017 – 2.00PM
Author	ANDY ELLIOTT

Purpose of Report

1. In August 2016 in response to concerns over a declining position of force performance specifically outcome rates and reducing satisfaction ACC Kay chaired a series of Gold meetings focussing on the victim experience from first contact through to incident/crime resolution. Several work streams were initiated to include a renewed focus on outstanding warrants and suspects, revised Managed Appointment Unit processes and the introduction of Operation Tiger Lightened which was a pilot to enhance the Resource and Deployment (RAD) desk within CMD aimed at improving service to victims, removing demand and making more effective use of resources.
2. In October 2016 it was broadly recognised that there were some areas of 'Edison' which were not operating at optimum levels and that there was a requirement to review the operating model. This resulted in the concept of Operation 'Darwin' which was broadly seen as the evolution of 'Edison' in order to effectively meet current demand in an evolving landscape. The Head of Change proposed a systems based approach commencing with CMD then working through the flow of demand from department to department – a waterfall approach. As part of this work it was proposed to review the original 'Edison' PSD against current practice to identify issues, failures and opportunities to increase our effectiveness. Darwin was formed not to meet the force funding gap but to address failings in performance albeit if opportunities were identified to make savings then these were to be progressed under the separate Blueprint 2025 programme.
3. In January 2017 a paper was presented to the Force Executive Board outlining a number of challenges within the existing police target operating model for crime investigation, as defined through 'Edison',

NOT PROTECTIVELY MARKED

identifying a need to improve the victim experience, reduce failure demand, improve performance and increase positive outcomes. In early February 2017 senior officers formed a Gold group specifically focused on the issues raised within that report. The observations raised were further reinforced when the HMIC Effectiveness inspection reported their findings in late February 2017.

Aim of Darwin

4. "Improve Leicestershire Police's response to volume crime and low harm victims, instil a culture of ownership, problem solving and accountability, whilst improving victim service and becoming more efficient and effective."

In Scope of initial Darwin proposals

- Contact Management Department (CMD)
- Managed Appointment Unit (MAU)
- Investigation Management Unit (IMU)
- Force Investigation Unit (FIU)
- Neighbourhood Policing (NHP)
- Review of policies, procedures and approach which drive attendance and investigation of certain low level preventable categories of crime, i.e. 'bilking'

Out of Scope of initial Darwin proposals

- Maintain Neighbourhood Policing at the heart
 - Prisoner process, in all but the most straightforward of cases, to be kept away from PRT
 - Telephone resolution to be retained in some form
 - Ensuring a force wide responsibility to the Night Time Economy
 - Our investment in Serious Crime to be retained
 - Our investment in Safeguarding to be retained
5. In addition to this initial scope it has been acknowledged that to carry out the changes required a process of evaluating and potentially redesigning all departments and areas will be required to some degree as all departments are interdependent in some form. To only focus on the Edison changes would not achieve the desired performance changes.

Background

6. The Darwin Project will assess and review the whole operational force teams and functions as part of the wider Blueprint 2025 change programme. The slide pack included as Appendix 1 was used at the May 2017 Change Board to show how Darwin will fit into the wider change programme and explain what activity was taking place across the wider change agenda in force.

NOT PROTECTIVELY MARKED

7. The review is being carried out by the Change Team working alongside operational police officers from the teams and functions under review. The purpose of this collaboration is to ensure that operational understanding and options for change are incorporated which should lead to an increase in buy in from the police officers implementing the changes.
8. The reviews will be carried out in tranches that include teams and functions that fit in the natural flow of work through the business – a waterfall approach that is applying end to end lean systems thinking to evaluate current operations and fully cognisant of the interlinked dependencies of the many teams and functions within the force. This has started in contact management, response and investigations and will progress to neighbourhood policing and into specialist teams throughout the process.
9. The first changes in contact management are planned to be implemented with an enhanced Triage function. A slide pack included as Appendix 2 shows how the triage function will work and also its intended benefits.
10. An Equality Impact Assessment is currently being undertaken which will cover the whole Darwin approach and also the specific agreed change proposals.
11. The Darwin Project is governed by a Board chaired by ACC Nixon and updates are reported to the Change Board at each meeting.
12. Unison and the Federation are members of the Darwin Board and are updated on the changes and plans in advance of any decisions being made. HR are also represented on the board to advise on any staff changes required to enable the changes to be implemented.
13. No specific budget has been allocated to Darwin but each change proposed is considered in its own rights regarding its proposed overall benefit to victims and the force. The changes proposed will be made with existing resources so will not include any overall growth in posts to align to the budget pressures and savings plans.
14. No specific timescales have been set for the overall Darwin review but the initial changes to contact, investigations and response are being progressed at pace to ensure service improvement is as fast as possible. A long term plan will be embedded within the wider emerging Blueprint 2025 programme. The initial changes planned for triage, investigations and response will be implemented from summer 2017 onwards with changes ongoing throughout 2017 and into 2018.
15. The Darwin change proposals are being carefully aligned to both the Police and Crime Plan and also the National Policing Vision 2025. This will ensure that both local and national objectives are achieved.

NOT PROTECTIVELY MARKED

Recommendation

16. To note the report and offer any observations and recommendations to its purpose and approach.

Implications

Financial :	There is no specified budget for Darwin. Each proposal must be based on business benefit and will need final sign off via the change board before any money is allocated for the proposed changes.
Legal :	Not applicable to this report.
Equality Impact Assessment :	EIA is underway and will cover the full scope of Darwin and then be specific regarding individual proposals. Risks and issues are managed via the Darwin Board and then the Change Board.
Risks and Impact :	Risks are recorded and managed at project level by project managers, at programme level by the BP2025 programme manager and corporately via the Head of Change linking in with Corporate risk management procedures and the Change Board for fully transparent management
Link to Police and Crime Plan :	The Darwin proposals are being aligned to both the local Police and Crime Plan and also the national Policing vision 2025.
Communications :	A communications plan has been drafted and comms are already taking place via the intranet BP2025 pages, newsletters, the ambassadors and some briefings with key staff groups.

List of Appendices

Appendix 1 Blueprint 2025
Appendix 2 Enhanced Triage Role

Person to Contact

Andy Elliott, Head of Change Team
Tel: 0116 248 6094
Email: andrew.elliott@leicestershire.pnn.police.uk

Roger Bannister, Deputy Chief Constable
Tel: 0116 248 2005
Email: roger.bannister@leicestershire.pnn.police.uk