

**POLICE & CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**POLICE AND CRIME PANEL**

PAPER MARKED

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| Report of | <b>POLICE &amp; CRIME COMMISSIONER (PCC)</b> |
| Subject   | <b>Force Change Programme Update</b>         |
| Date      | <b>Thursday 29 January 2015</b>              |
| Author :  | <b>CHIEF CONSTABLE</b>                       |

**Purpose of Report**

1. This purpose of this report is to provide the Police and Crime Panel (the Panel) with an explanation of the consultation and risk assessment methodology that Leicestershire Police has applied throughout the Force Change Programme, specifically in respect of the transformation of local policing.

**Recommendation**

2. The Panel is recommended to note the contents of this report.

**Summary**

3. Leicestershire Police embarked upon a programme of change in order to achieve efficiencies necessitated by a projected funding gap of £15.4 million by March 2017. As around 85% of all force expenditure is invested in people, a key focus of the programme has been upon the continued delivery of high quality policing services with a reduced workforce and the matching of resources to demand.
4. In order to achieve the savings required, it has been necessary to transform the model of policing for Leicester, Leicestershire and Rutland. The Force Change Programme has been underpinned by detailed research to maximise efficiency, which has been presented to the Panel previously.
5. Methodology - Each beat within the force area has been risk assessed against four criteria, namely:
  - The number and level of ASB incidents reported
  - Community data, including demographic information such as population, amenities and places of worship
  - Problem-solving requirements – offender management needs based upon the offenders known to live in the area and the number and type of

educational establishments within the area (divided into several categories including special and religious schools)

- Vulnerability data – the number of reports of vulnerable people who require police management, support or intervention.
6. All Local Policing Units were divided into postcode areas and mapped according to Census data relating to employment or education. Researchers also utilised partner databases and police systems to obtain accurate statistics and representation of each area.
  7. Using information from the period 2011-12 and 2012-13, a percentage of demand was calculated for each beat in the current structure. This demand was then mapped against the proposed new beat areas. In calculating the forecast for demand, analysts also considered population data for 2001, 2011 and predicted for 2021.
  8. The new force structure is based upon a detailed analysis of that data. Throughout this process, the preservation of Neighbourhood Policing and the principle of a uniformed officer on his or her beat – the foundation stone of the British Policing Model – has been an over-riding consideration.
  9. On February 9<sup>th</sup>, 2015, the existing two Basic Command Units (BCUs) for the City and Counties will become a single BCU. This will bring Response Policing – the deployment of officers to emergency or urgent incidents requiring police attendance – under a single command.
  10. It is a “borderless” model which will enable commanders to draw down resources from across the entire force area and deploy them more effectively to where they are needed. This will be known as the Patrol and Resolution Team (PRT).
  11. The PRT will start and finish duties at “hubs” across the force area. These geographic areas will not, however, be the automatic focus of their patrols. Instead, they will be flexible to patrol areas based upon predictive policing methodology and intelligence, utilising mobile data technology to maximise the amount of time they can spend on patrol rather than returning to a police station for administrative duties.
  12. Patrol plans and demand will be more effectively managed by a command team led by a Chief Inspector.
  13. Incident attendance times are currently assessed and graded by the Contact Management Department. They are:
    - Grade 1: Immediate Response – Attendance within 15 minutes
    - Grade 2: Priority Response: - Attendance within 60 minutes
    - Grade 3: Scheduled or diarised response.
    - Grade 4: Attendance not required
  14. The force aims to attend 80% of Grade 1 and 2 incidents within the target times. Over the last 12 months officers attended 82.4% of Grade 1 incidents and 75.5% of Grade 2 incidents within those targets. In the new model, the PRT will only be deployed to Grade 1 and Grade 2 incidents. It is anticipated that a more effective assessment of calls at the point of contact will see an improvement in attendance times.

15. Less urgent incidents, currently Graded 3, will be attended by officers from a new Managed Appointments Unit (MAU). The MAU will offer 132 same-day appointments daily.
16. For local policing, the current beat structure will remain in place, ensuring that local communities will continue to have a named police officer or PCSO for their beat. This relationship is essential to the new model for policing. In the new model, the existing Local Policing Units have been reconfigured to eight Neighbourhood Policing Areas (NPAs), each commanded by an Inspector:

**Eastern Counties** (incorporating Rutland, Melton and Market Harborough LPUs):  
Inspector Lou Cordiner

**Charnwood** (incorporating Loughborough and Charnwood LPUs): Inspector Tracey Willetts

**North West** (Coalville LPU) – Inspector Helena Bhakta

**Hinckley and Blaby** (incorporating Hinckley and Blaby LPUs): Inspector Dan Eveleigh

**South Leicester** (incorporating Welford Road and Wigston LPUs): Inspector Steve Bunn

**West Leicester** (incorporating Beaumont Leys and Hinckley Road LPUs): Inspector Nicola Preston

**East Leicester** (incorporating Spinney Hill and Keyham Lane LPUs): Inspector Ben Gillard

**Central Leicester** (City Centre LPU): Inspector Simon Preston

17. Each Neighbourhood Policing Area will have a team of police officers and PCSOs dedicated to local policing issues, working in partnership with the community to solve local problems and reduce crime and anti-social behaviour.
18. In the current model a significant proportion of neighbourhood officers' time is spent on non-core duties, such as crime investigation, backfill for response policing or processing detained persons in custody.
19. In the new model, dedicated neighbourhood officers will be protected from those distractions. **The amount of time they spend patrolling their beats, visible and accessible to the community, will increase.**
20. While the headcount number of police officers on dedicated neighbourhood teams will reduce, the overall number of PCSOs is increasing. This reduction in the police officer headcount will be offset by the freeing up of neighbourhood officers' time and the provision of additional services to communities.
21. Each NPA will have its own Neighbourhood Priority Team (NPT) consisting of a Sergeant and 7 Police Constables. The NPTs will work proactively, led by intelligence, to address issues identified as priorities in their Neighbourhood Policing Area.

22. All reported crime will now be managed by a single central team, the Investigation Management Unit, and investigated by specialist teams (e.g. Child Abuse Investigation Unit, Serious and Complex Crime) or by the Force Investigation Unit (FIU). These investigative teams will be responsible for processing all detained persons, which has hitherto been a significant abstraction for neighbourhood officers.
23. The FIU is a large team based across three sites aligned to the three force custody centres at Euston Street, Keyham Lane and Beaumont Leys. The FIU will consist of uniformed officers and detectives. In the new model, FIU officers will be present and visible in communities conducting crime enquiries for which neighbourhood officers were previously responsible.

### **Communications Strategy**

24. Parish councillors across the force area have been kept informed of the progress of the Force Change Programme and have been invited to meetings, the last of which was held on December 9<sup>th</sup>, 2014, and to participate in email correspondence and online consultation.
25. The Chief Constable has issued regular updates on the programme to partners across the force area. These updates have become more regular as the programme has progressed towards implementation.
26. A formalised engagement plan was implemented in August 2014 (with other engagement prior to this). Senior officers from the Change Programme, Chief Superintendent Sally Healy and Chief Superintendent Stu Prior, have reported on progress of programme at all public meetings that they have attended (including the Joint Action Groups and District Council meetings). The Chief Constable has also presented the changes to specifically arranged meetings of partners in the city and county.

### **Conclusion**

27. The calculated percentage of demand levels for all beats has been discussed with the management team for each area. Each beat has been given a ranking ranging from "Very Low" to "Very High" risks – the lower the percentage of overall demand the lower the category. Resourcing levels have been rebalanced to achieve maximum efficiency and public value for money.
28. Of the 64 beat areas, 21 have been identified as "Low" or "Very Low" and 20 as "High" or "Very High". Officer and PCSO numbers were decided according to this methodology.

This work also allowed for decisions regarding the estates strategy, specifically:

- Maximising income via sale or letting of surplus property
- Actively seeking cost reductions and savings
- The 'right' property being in the 'right' place according to public need
- Levels of use of front office facilities
- Amount of property required linked to reduction in officers and staff

29. Against a challenging financial background, Leicestershire Police has sought to strike a balance between the needs of communities and the requirement to make substantial savings. The force's approach has been commended by HM Inspector of Constabulary in its inspection of Police Effectiveness, Efficiency and Legitimacy (PEEL).
30. Leicestershire, like every other police force in England and Wales, has had to rise to the challenge of austerity not by simply doing more with less, which is unsustainable in the long-term, but by delivering services differently.
31. Through the Force Change Programme, Leicestershire Police, in the words of HMIC, "continues to develop its plans to address the future while protecting communities ... has flexibility and agility in moving resources to address new and emerging threats".

### **Comments by Police & Crime Commissioner**

32. The Police & Crime commented as follows:

"As the Panel can see from the above, a very great deal of thought, analysis and professional technical application lies behind the new Target Operating Model – and that statement goes just as much for city and urban areas as it does for rural locations. As far as the latter are concerned (given that the Panel's question was somewhat narrowly focussed towards rural communities), my office and I have – throughout the Edison planning process – sought (and received) assurance from the Chief Constable that **all** communities will be suitably served; I have repeatedly received such assurance and, given my trust in the Chief Constable (and his top change-planning team), I am of the view that this new model will not result in a lower standard of delivery to our communities however I will expect my team to be part of regular reviews of the change programme as processes and procedures become embedded. In fact, for all the reasons outlined above, I remain convinced that service users will benefit from this new operating model. I commend it unreservedly to the Panel."

### **Implications**

**Financial:** Savings forecast

**Legal:** No Risk has been identified.

**Equality Impact Assessment:** No Risk has been identified.

**Risk and impact:** Full risk assessments have been conducted and continual work has been done on public reassurance and public confidence remains high.

**Link to Police and Crime Plan:** None

### **List of Appendices**

None

### **Background Papers**

None.

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