

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

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| Report of | CHIEF CONSTABLE |
| Subject | PROJECT DARWIN UPDATE |
| Date | TUESDAY 3 OCTOBER 2017 – 10:00 a.m. |
| Author | ANDY ELLIOTT, HEAD OF CHANGE |

Purpose of Report

1. The purpose of this report is to inform the Police and Crime Panel of the proposed changes to our current policing model. Project Darwin will implement changes to how we police by 'Policing in Neighbourhoods' which will see more officers relocated away from HQ in local neighbourhood stations. The establishment changes are described in this report. The Project Darwin changes are the first changes being made as part of the Blueprint 2025 change programme which will see a force wide review of all departments and teams. Over the next two years further changes will take place to align the force to national proposals whilst maintaining locally delivered services according to local demand and priority as outlined in the Police and Crime Plan.

Recommendation

2. The Panel to note the proposed changes.

Introduction

3. According to the last census the population of Leicester, Leicestershire and Rutland was 1,071,000. Over the next five years the population is expected to rise by an estimated 40,000. Nationally the average ratio for officers to members of the public is 1:470. With an establishment of 1782 our ratio (based on the 2014 census figures) is 1:601. With a growing population and static or reducing officer numbers this ratio will only widen further. Because of these pressures the force needs to review and adapt its policing model to create a more flexible, adaptable policing model. Changing the policing model will assist the force to be more capable of meeting demand but will not resolve all the pressures faced. The new model will be more suitable to cope with changing demands.

4. The current policing model implemented in February 2015 is no longer fit for purpose for Leicestershire Police. Increases in demand, changes in the type and complexity of crime and the overall reductions in public sector services (as a result of budget cuts) have all increased pressures on policing resources. As a result of these changes the force is now implementing a new policing model based on re-deploying resources to local neighbourhood bases. The new model of policing in neighbourhoods will increase local presence and visibility in our communities. It will allow for a much more flexible model of policing that can be more tailored to reflect local demands and place police officers and staff in communities and more able to deal with local crime patterns and trends.
5. Recent demand analysis carried out by the change team as part of Project Darwin has highlighted a requirement for changing our resource model and our policing model in front line policing areas - response, volume crime and missing persons. This stage is only the first tranche of work which has looked mainly at the changes made under Project Edison. As part of the Blueprint 2025 change programme all areas of the force will be reviewed and our policing model will be aligned to national policies and proposals as indicated by the National Policing Vision 2025 and the anticipated Neighbourhood Policing guidelines produced by the College Of Policing (due in late 2017 or early 2018).
6. As the force has limited resources available it must look to re-allocate its resources to ensure they are best placed to deal with demand and force priorities. It is not possible to allocate resources to cover all demands in all areas so conscious decisions will need to be made as to what the key priorities are and then resources allocated accordingly. Our current estate also restricts what we can do. The changes will maximise the use of our neighbourhood stations, most of which will be full or almost full once these changes have been implemented.
7. The changes proposed in Project Darwin are based on deploying resources in neighbourhood locations to ensure that resources are based more in our communities, can be more capable of following local crime patterns and best understand policing requirements on a local level. The increase in locally based resources with a greater mix of uniformed officers and detectives being based in and deployed from neighbourhood stations will reduce travel, increase visibility and provide better value for money.
8. **Neighbourhood Investigation Unit** - The re-deployment of investigative resources out from a mainly central HQ base at Enderby will see 393 officers, detectives and staff re-located amongst eight neighbourhood bases (Coalville, Hinckley, Euston Street, Keyham Lane, Beaumont Leys, Melton Mowbray, Market Harborough and Loughborough), an increase in five from the current model. These officers and staff will be working in the local areas and will increase

visibility and should, in turn, increase public confidence. These new units are called Neighbourhood Investigation Units (NIU) and will be investigating local crime and dealing with local problems alongside the neighbourhood policing teams to provide a more cohesive policing model – by enhancing our capacity for policing in neighbourhoods. Overall 117 more investigative staff will be based in neighbourhood stations than within the current way of working.

9. **Response** - Demand analysis has also identified that an increase in our response capability is required. An additional 22 staff are being moved to response as well as utilising nearest and best specialist responders from Crime & Intelligence Directorate (CAID) and Neighbourhood teams including the new Neighbourhood Investigation Units (NIU's). The changes to our response policing model will see an increase in response hubs with hubs being based at Loughborough, Braunstone, Keyham Lane, Euston Street, Mansfield House, Beaumont Leys, Hinckley and Melton Mowbray. These changes will also see improved response cover and visibility in the North West, East and South of the county. In order to meet the requirement for additional officers in response we have sought to identify a small number of posts not aligned within the current operating model along with seeking to compress some of the force operational priority teams. Currently the force has the Tactical Support Team (TST) (forms part of East Midlands Operational Support Services (EMOpSS)) the Force Priority Team based in the city (covering city and county) and a small number of officers based in Neighbourhood Policing Area (NPA) which are referred to internally as Neighbourhood Priority Teams (NPT). These teams are in addition to the dedicated Neighbourhood Beat Team and do not feature as part of the website or community policing offer. Externally communities and partners associate the dedicated beat team with Neighbourhood policing not the NPT officers. These officers routinely get deployed across borders and are abstracted to meet changing demand. The total number of officers based within the TST, Force Priority Team and NPT is 106. Our proposal is to reduce this to 82 giving a clear spread of operational support at force and local level. This redistribution would strengthen response numbers and allow the introduction of a local response presence to increase response times and enhance local marked patrols as there will be less travel time. To mitigate the reduction of officers dedicated to priority tasking the Neighbourhood Policing Superintendent is carrying out a review of the current tasking arrangements of regional resources to ensure they are better aligned and utilised.
10. **Missing Persons Team (MPT)** – Demand in this area has increased by 81% compared to 2013/14 data and Child Sexual Exploitation (CSE) high risk demand has increased by 173% over the same time. To be able to cope with this significant increase the MPT will have an additional 6 officers added and will be split into 2 teams – an operational team to locate and a complex team to focus on the high risk cases working closely with partners. The increases to resources in MPT will be sourced in the same way as the response uplifts from NPT

and moving warranted officers to front line policing. Response will still have a primary role in searching for missing persons and the changes have been designed to reduce duplication and waste and allow greater capacity for response to deal with other demands whilst still maintaining a good quality missing person service.

11. **Crime Recording** – The force has recently been inspected by HMIC and this has highlighted issues with the recording of some crimes. To improve our processes and procedures for recording crime internal services have been re-designed. This includes the utilisation of a recently implemented triage function within Contact Management to record and allocate responses based on a wider utilisation of force assets. This change is expected to resolve the majority of missed recording opportunities. Further changes are also being made to the quality assurance processes with a re-alignment of resources into the teams working on crime data integrity. This will improve the quality of recording to ensure that crimes are recorded according to the national crime recording standards (NCRS). The re-alignment of resources within this area of business has no impact on front line policing numbers and makes better use of back office resources.
12. The changes being made to redeploy establishment for Project Darwin and to the new policing in neighbourhoods model has involved Unison and the Federation, as major stakeholders, throughout the design, planning and implementations undertaken to date. The need to reduce handovers, improve services to victims and instil a greater sense of personal responsibility and ownership will require a cultural change and a more multi-skilled workforce. The cultural change work required to embed these changes will form the major part of the ongoing cultural change work involved in the Blueprint 2025 change programme.
13. The slide pack distributed with this paper shows how the overall changes to frontline policing implemented through the Policing in Neighbourhoods model will impact the numbers of warranted officers in each local policing area. The numbers quoted in this report are based on posts and not actual officers as these are still to be confirmed. It is likely that the numbers will be higher than the posts as the force has a number of part time workers. The changes will be implemented from late October 2017 and will be completed by early 2018.
14. The Neighbourhood Policing team will see no changes to its available front line resources with beat officers and PCSO's not changing to accommodate the model changes. The 8 additional Neighbourhood Policing Officers promised in the Police Commissioners Police and Crime Plan will be deployed into the neighbourhood policing teams from late November 2017 with all 8 being in post by April 2018.
15. In summary the changes to resource deployment through the Policing in Neighbourhoods model will increase the number of officers based in local policing areas compared to the current way of working. More than 100 officers and detectives will be working from de-centralised

neighbourhood bases compared to now. This will have no negative impact on dedicated neighbourhood officers and the redeployment to local bases will have a positive impact on visibility and increase our effectiveness and make us more efficient by reducing travel time and giving our officers a more local focus.

Implications

Financial: Implementation costs for Project Darwin are not significant and the changes should see a reduction in the costs of fuel over time and a more efficient and effective means to deploy our resources.

Legal: NA to this report.

Equality Impact Assessment: An EIA is currently being completed in relation to the NIU changes and one is planned to be completed for PRT following the completion of the NIU EIA.

Risks and Impact: Risks are being recorded and managed aligned to corporate procedures and are discussed and managed via both the Darwin and Change Board meetings.

Link to Police and Crime Plan: The changes proposed by policing in neighbourhoods will increase visibility, improve services to victims and improve value for money with greater efficiency and effectiveness. As such the changes are well aligned to the Police and Crime Plan.

Communications: A full communication plan has been developed with the communications team for Darwin and this will extend into Blueprint 2025 on an ongoing basis. Partners have been informed of the changes prior to implementation.

List of Appendices

Appendix A - Project Darwin slide pack

Background Papers

NA to this report

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