



PEEL: Police effectiveness 2017

An inspection of Leicestershire Police



March 2018

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ISBN: 978-1-78655-546-5

www.justiceinspectors.gov.uk/hmicfrs

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Force in numbers



Calls for assistance

Incidents per 1,000
population 12 months to 30
June 2017

Leicestershire Police

England and Wales

249

282



Anti-social behaviour

Anti-social behaviour (ASB)
incidents per 1,000 population
12 months to 31 March 2017

Leicestershire Police

England and Wales

18

31

Change in ASB incidents
12 months to 31 March 2016
against 12 months to
31 March 2017

Leicestershire Police

England and Wales

+10%

-0.05%



Crime (excluding fraud)

Crimes recorded per 1,000
population 12 months to
30 June 2017

Leicestershire Police

England and Wales

68

77

Change in recorded crime
12 months to 30 June 2016
against 12 months to 30
June 2017

Leicestershire Police

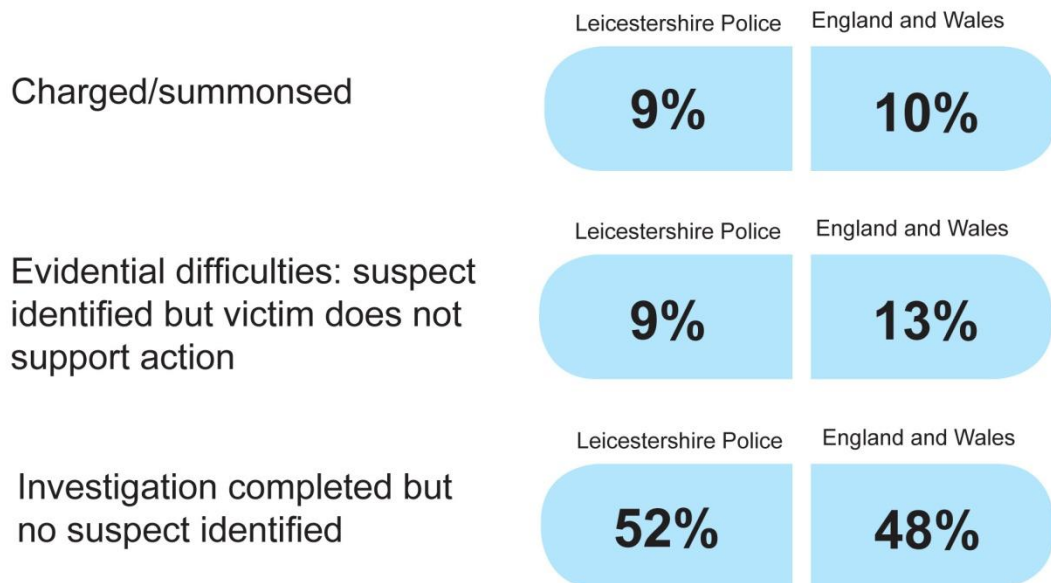
England and Wales

+18%

+14%



Crime outcomes*



Domestic abuse

Domestic abuse incidents per 1,000 population 12 months to 30 June 2017

Leicestershire Police England and Wales

14

15

Domestic abuse as a percentage of all recorded crime (excluding fraud) 12 months to 30 June 2017

Leicestershire Police England and Wales

13%

11%



Organised crime groups

Organised crime groups per 1 million population as at 1 July 2017

Leicestershire Police England and Wales

29

47

*Figures are shown as proportions of outcomes assigned to offences recorded in the 12 months to 30 June 2017. For further information about the data in this graphic please see annex A.

Risk-based inspection

HMICFRS adopted an interim risk-based approach to inspection in 2017 in order to focus more closely on areas of policing where risk to the public is most acute.¹

Under this approach, not all forces are assessed against every part of the PEEL effectiveness programme every year. Leicestershire Police was assessed against the following areas in 2017:

- Investigating crime and reducing re-offending;
- Protecting vulnerable people; and
- Specialist capabilities.

Judgments from 2016² remain in place for areas which were not re-inspected in 2017. HMICFRS will continue to monitor areas for improvement identified in previous inspections and will assess how well each force has responded in future reports.

¹ More details of the interim risk-based approach are on the HMICFRS website:

www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/2017-peel-assessment/#risk-based

² The 2016 effectiveness report for Leicestershire Police is on the HMICFRS website:

www.justiceinspectorates.gov.uk/hmicfrs/publications/peel-police-effectiveness-2016-leicestershire

Effectiveness overview

Judgments

Overall effectiveness 2017



Question	Grade	Last inspected
Preventing crime and tackling anti-social behaviour	<p>Good</p>	2016
Investigating crime and reducing re-offending	<p>Good</p>	2017
Protecting vulnerable people	<p>Good</p>	2017
Tackling serious and organised crime	<p>Good</p>	2016
Specialist capabilities	Ungraded	2017

Summary

Leicestershire Police is good at keeping people safe and reducing crime. The force has made good progress since HMICFRS' 2016 effectiveness inspection. The force has looked at, and changed, the areas that required improvement. It has made other significant changes to improve the overall quality of the service it provides for people who are affected by crime, particularly those who might be vulnerable.

Leicestershire Police has re-organised its workforce and has developed a more efficient method of allocating investigations, in order to speed them up and to stop cases being passed through several different teams. A training programme, 'Back to Basics', has addressed a lack of consistency in the way that officers supervise

investigations. It has strengthened accountability and improved the quality of victim contact. In addition, the force has improved its methods of tracing people who are wanted for arrest, and has sustained its comprehensive approach to rehabilitating offenders.

The force has created a new digital hub which deals with cyber-crimes. The hub offers technical support to investigators, and is a very effective way of tackling online child sexual exploitation. The force has also reduced the waiting time for the examination of evidence from computers and mobile devices.

The force is fully committed to identifying and helping vulnerable people. It now works even more effectively with partner organisations. This helps it to get a co-ordinated view of the number of vulnerable people in the local community and of the needs which these people have. Officers and staff recognise when people are at risk of harm, and the force provides a comprehensive range of services to deal with the effects of mental ill-health, particularly through the work of the proactive vulnerability engagement (PAVE) team. This team is made up of police officers and mental health nurses, and they work with people who have the most complex needs.

Victims of domestic abuse now receive a better service from the force. This is because the force works more closely with partner organisations, has more staff who have been trained to carry out safeguarding, and because there are more frequent multi-agency meetings to consider high-risk cases. Joint work between the force and other organisations has resulted in an exemplary sexual assault referral centre (SARC). The centre offers comprehensive professional support to victims of sexual assault.

Leicestershire Police has the necessary arrangements in place to fulfil its national responsibilities, and to respond to an attack requiring an armed response.

Investigating crime and reducing re-offending



Good

Initial investigation

Leicestershire Police is good at investigating crime and reducing re-offending. The initial stages of investigations are, on the whole, carried out well. Since HMICFRS' 2016 effectiveness inspection, the force has shown a strong commitment to improving the way that all crimes are investigated. There has been encouraging progress in improving the quality of investigations. The force is planning further improvements as part of Darwin, its wider change programme.

In our 2016 effectiveness inspection, we highlighted a lack of consistency in the way that the force assessed initial calls for service, at the point when its staff who receive these initial calls determine the risks presented to victims and other members of the public. This year we found that incidents are being dealt with promptly and appropriately. Staff who receive initial calls for service are trained to use THRIVE,³ a structured risk-assessment method, to determine the level of risk and decide on the appropriate police response. We found that staff have a good understanding of THRIVE, although the amount of information they added to incident records varied. The force is scrutinising incident records more closely, and is giving its staff more training. This has led to greater consistency.

The force has taken decisive steps to remove inconsistencies in the way that officers conduct the initial stage of investigations. The force has developed clear expectations about the tasks which officers and their supervisors should carry out. In addition, all officers and staff who manage investigators have received training which makes their role in supervising the initial investigation explicit. When victims and witnesses of crime first contact the force, they are told how to identify potential evidence, and how to secure it. Although call takers do not have a consistent approach, we saw them asking questions about potential witnesses and the possible availability of CCTV footage.

The changes linked to Darwin will mean that the number of separate teams will be reduced. This will mean that, in almost all investigations, there will not be so many handovers from one team to another. This will significantly reduce the delays we have seen in investigations in the past. An example is the creation of a single

³ The threat, harm, risk, investigation, vulnerability and engagement (THRIVE) model is used to assess the appropriate initial police response to a call for service. It allows a judgment to be made of the relative risk posed by the call and places the individual needs of the victim at the centre of that decision.

economic crime unit which will take immediate control of all fraud investigations including referrals from the National Fraud Intelligence Bureau (NFIB).⁴ The force is already good at evaluating and taking forward NFIB cases. The force expects its new specialist unit will improve consistency of all fraud investigations. All new cases of suspected fraud are assessed to determine which offer the best opportunities for investigation, and which involve vulnerable victims. These cases are prioritised. The force uses all information on fraud to develop profiles of the people who are most likely to become victims of fraud, so that the force can aim its crime-prevention campaigns at these people.

When it is deemed to be appropriate, Leicestershire Police investigates some cases over the telephone. For example, if someone reports theft or criminal damage, and there are no lines of enquiry, and no indication that the victim is vulnerable, the force routes these cases directly to a specialist team for investigation over the telephone.

The force has introduced a new method of crime allocation. All cases are now allocated to investigators based in local areas. The cases are assessed on the basis of the risk presented to victims, witnesses or other people, rather than on the type of crime. Supervisors ensure that the officer in the case contacts victims within 24 hours of the victim's first call to the police. HMICFRS found that the most complex and sensitive investigations are being carried out by suitably skilled specialist investigators.

Investigation quality

The overall quality of investigations carried out by Leicestershire Police is improving. The number of investigators, and the skills they have, is kept under close review. Latest figures from the force provided during fieldwork show that there are 23 vacancies for detectives, but 34 officers are training to become detectives. Once they have been trained, they will be posted to the most critical vacancies.

The force has demonstrated clear development around supervision, quality and progress of investigations and victim contact. Sensitive and complex investigations are handled to a good standard. The force recognises the need to improve the way it investigates the more frequent and less serious crimes which present a lower risk of harm to victims.

HMICFRS reviewed 60 crime investigations, including cases of rape and grievous bodily harm as well as more common crimes such as theft and harassment. Overall we found that these investigations were usually effective, but some cases had little supervisory oversight. All cases of rape and common assault showed evidence of a good quality investigation.

⁴ The National Fraud Intelligence Bureau is a police unit based at City of London Police responsible for gathering and analysing intelligence relating to fraud and financially-motivated cyber-crime.

The force has told all officers and staff that they must supervise investigations properly, and it has emphasised that proper supervision is important. Supervisors must now make an entry on the crime report to record their oversight in each case. Although there is still a degree of inconsistency in the way that supervisors make the entries, the force is training them to do their jobs more efficiently, and is also sampling records more frequently in order to support continued improvement. New performance measures which prioritise prompt activity and serving victims' best interests have been introduced. There are now clear expectations for investigators and their supervisors about agreeing with victims the best way to keep in contact, and improved facilities to record contact when it has happened.

Leicestershire Police continues to survey victims of crimes such as domestic abuse, burglary, vehicle crime, violent crime, hate crime and anti-social behaviour. The force's survey work exceeds the Home Office's minimum requirements. The surveys give the force detailed information which helps it to learn from feedback and improve its methods of reaching the most vulnerable victims.

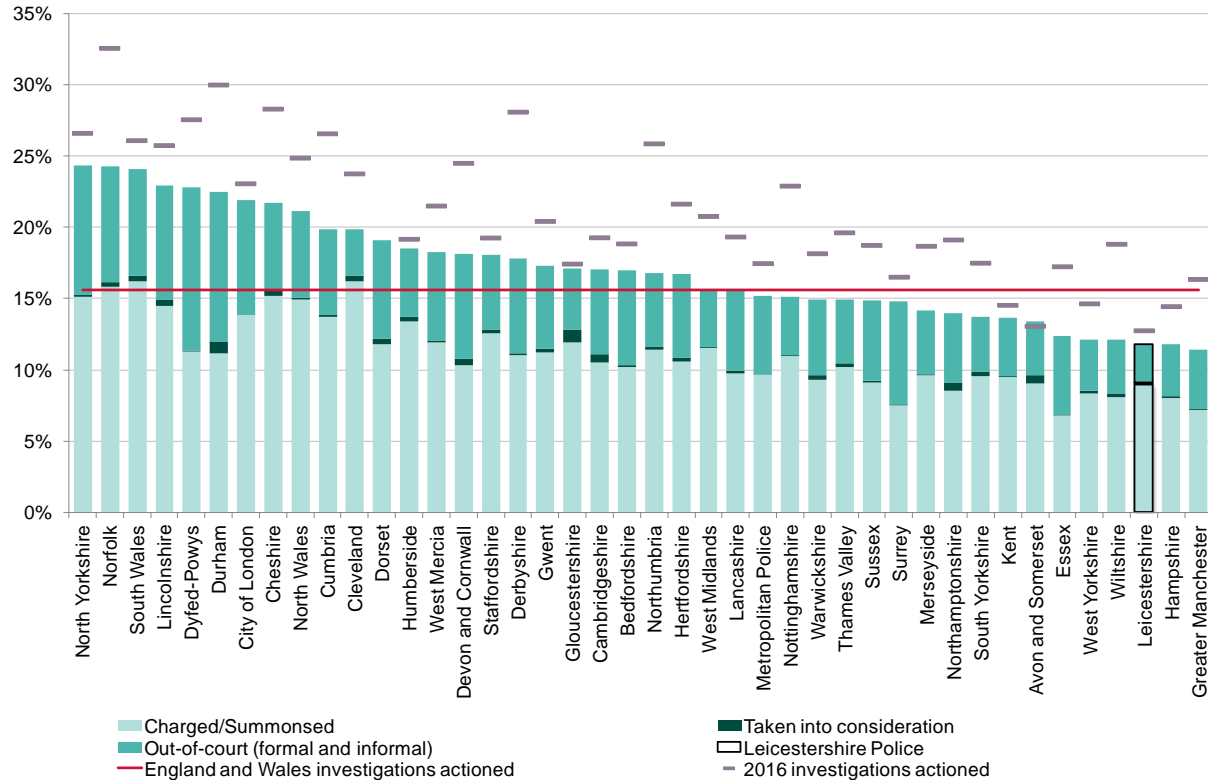
The force benefits from a strong and effective working relationship with the East Midlands specialist operations unit (EMSOU), which takes the lead in investigations of the most complex types of crime, such as murder and kidnap. The force makes good provision for investigators to be available to carry out investigations at all times. Experienced detectives are on duty around the clock, and other specialists, such as those who investigate sexual offences and child abuse, are on duty into the late evening, and are then on-call throughout the night.

Leicestershire Police has excellent facilities for the examination of digital devices, and expert advice is available from its recently formed digital hub team. This team is equipped with sophisticated and up-to-date technology. The team manages forensic examination of digital devices which officers have seized, and trains colleagues to use kiosks in police stations. The kiosks can access potential evidence held on mobile devices. There is no backlog in the examination of digital devices, which shows a concerted effort by the force to tackle the problems which criminals can cause when they use computers and smartphones. This success allows swift and effective processing of information about online child sexual exploitation and activity by sex offenders, and means that there are fewer delays in bringing perpetrators to justice. Experts from the team regularly supply tactical advice to investigators. These experts also take part in searches to help investigators to identify and seize digital devices in the right way, in order to maximise the chances of obtaining evidence from them.

The rate of evidential difficulties, where the suspect is identified and the victim does not support police action is lower in Leicestershire than across England and Wales. In the 12 months to 30 June 2017, 9.2 percent of investigations had an identified suspect, but there were evidential difficulties and the victim did not support further

action. This compares with the England and Wales rate of 12.9 percent. HMICFRS found that most officers and staff would still consider pursuing a prosecution without the victim's evidence, especially in cases of domestic abuse.

Figure 1: Proportion of investigations where action was taken, by force, for offences recorded in the 12 months to 30 June 2017^{5, 6}



Source: 2016 and 2017 Home Office Outcomes Data

For further information about this data, please see annex A

Reducing re-offending

Leicestershire Police continues to demonstrate a strong commitment to reducing re-offending and working with partner organisations (such as local authorities, or health and education services) to divert people from crime. The force has improved the way it records, tracks down and arrests suspects and other fugitives, which was an area for improvement in HMICFRS' 2016 inspection.

There is a positive culture among officers in all frontline roles to maintain the momentum of investigations when suspects have not been found and arrested. HMICFRS found that intelligence specialists support officers who are working to find

⁵ Investigations where action was taken includes the outcome categories of Charged/Summonsed, Taken into consideration and Out-of-court (formal and informal).

⁶ Suffolk Constabulary was unable to provide 2017 crime outcomes data. Dorset Police was unable to provide 2016 crime outcomes data. Therefore figures for England and Wales will differ from those published by the Home Office. For further information about this data, please see annex A.

and arrest suspects, particularly when suspects present a risk to the public. When the force is searching for domestic abuse suspects, there is an effective handover between teams at the end of their shifts, which ensures that work to find and arrest suspects continues without interruption. Leicestershire Police holds a daily management meeting to discuss significant events in the past 24 hours. Officers review the cases of any suspects who present a high risk to others, but who are not in custody. Officers then allocate action to find and arrest the suspects. Where appropriate, specialist support to assist in tracing the suspects is provided.

Leicestershire Police has reviewed its methods of keeping records about suspects who are wanted by the police. The force has improved its computer systems, and records are now cross-referenced in a much better way. If officers are out on patrol, or are investigating a case, and they come across someone who is already wanted by the police, they will be able to cross-check the records, and arrest the suspect. The force has also conducted a series of proactive operations specifically to find and arrest suspects who are listed as wanted on the Police National Computer (PNC). Research using digital techniques and social media has helped these operations to be particularly successful.

The force has a well-established process to check the conviction history of foreign nationals who have been arrested, and it works well with HM Immigration to confirm foreign nationals' entitlement to remain in the UK. The force has a dedicated team, with rich experience in intelligence development, which deals with offenders who are foreign nationals. The team prioritises work on offenders who present the greatest risk of harm to other people. There are strong working relationships with partner organisations, including foreign embassies and police officers from other European countries. All officers and staff receive training about the details which should be gathered from foreign nationals who come to their attention. This allows thorough, accurate checks to be made in the foreign nationals' home countries. Searches of force computer records have been automated to maximise the chances of identifying foreign nationals who have a criminal history.

Leicestershire Police has robust and effective projects in place to reduce re-offending. The force has expanded its integrated offender management (IOM) programme to broaden the range of offenders who receive enhanced, and in some cases intensive, support. Offenders in the IOM programme are now considered on the basis of the risk of harm they present towards others, and not on the type of crime they have committed. Leicestershire Police works closely with the local community rehabilitation company⁷ and the National Probation Service. One central team in the force manages all cases, and cases are now handled more consistently. The IOM team produces quarterly statistics which demonstrate a reduction in

⁷ A community rehabilitation company is a private-sector supplier of probation and prison-based rehabilitative services for offenders in England and Wales.

re-offending. The expanded approach to IOM means that some violent offenders who do not offend frequently are now included in the group, as well as very prolific offenders who do offend frequently, but who present a lower risk to the public.

The force continues to work with partners to prevent young people from being drawn into criminal gangs, and to prevent them from entering the criminal justice system for the first time. For example, the EngAge programme works with people aged 18 to 24 who have received a conditional caution. The programme gives them intensive support to help them to change their behaviour and to understand the consequences of committing crime.⁸ The force reports a 96 percent success rate in complying with the conditions (such as not committing further offences) which have been set as part of the cautions.

Leicestershire Police continues to work with convicted organised crime group (OCG) members as part of the IOM programme. This work also includes identifying people who are on the margins of organised crime, and who are susceptible to influence by existing OCG members. In co-operation with partner organisations Leicestershire Police carries out prevention and diversion work, to stop people becoming more deeply involved in OCG activities. To tackle a link between knife crime and young people who are members of urban street gangs (USGs)⁹, Leicestershire Police has launched a series of media campaigns using high-profile professional sportsmen and women to warn against the dangers of carrying and using knives. These campaigns, in many languages, are distributed via printed and social media. There is also material aimed at parents which tells them how to recognise signs that their child might be affected by USG activity.

⁸ A conditional caution is issued if the offender admits the offence and accepts the condition(s). If the conditions are complied with or completed within the timescales determined, the case is finalised and there is no prosecution. If, however, the conditions are not complied with, a prosecution may follow. A Conditional Caution differs from a simple caution as there are certain conditions that must be complied with in order to avoid prosecution for the offence committed.

⁹ Urban street gangs and many other gangs evolve into organised crime groups (OCGs). Gangs tend to be less organised than OCGs and more concerned with perpetuating a threat of violence or harm across a particular geographical area related to the gang's main activities (Serious and Organised Crime Act 2015).

Protecting vulnerable people and supporting victims



Good

Identifying vulnerability

Leicestershire Police is good at protecting vulnerable people (people who are vulnerable through their age, disability, or because they have been subjected to repeated offences, or are at high risk of abuse, for example) and supporting victims. It has worked hard to increase the workforce's understanding of vulnerability. The force has improved officers' decision-making skills, their ability to resolve incidents, and their ability to prioritise the actions they need to take. The force has a comprehensive approach to ensuring that sufficient resources are allocated to all its safeguarding work, and it puts vulnerable people at the centre of the way that it works with partner organisations.

The force has adopted the College of Policing definition of vulnerability.¹⁰ The force explains vulnerability to staff by using training materials and a comprehensive selection of online videos and presentations. These give effective guidance to all officers on how to get advice quickly, and how to refer vulnerable people to partner organisations for longer-term support. The force will run a series of awareness events which will concentrate on how to recognise vulnerable adults, and how to react to them appropriately. When a vulnerable person contacts Leicestershire Police and asks for help, that person's details are retained on force systems with a marker to ensure that, if he or she makes further calls for service, call takers can easily identify the person as being vulnerable as soon as their next call is received.

In HMICFRS' 2016 effectiveness inspection we found that the force relied too heavily on its own data when it formed its picture of the nature and scale of vulnerability within its local area. Since then the force has explored and exploited more opportunities to gather data from partner organisations and publicly available resources in order to develop a more detailed and comprehensive picture of how vulnerability affects the community. For example, it has used anonymised data from NHS hospital trusts and the ambulance service about people who have been admitted to accident and emergency units because they have been assaulted. It is also working with local authorities, mental health services and charities to identify and support homeless people. The force is now working on a joint research project with a local university to study effective prevention of hate crimes, and

¹⁰ The College of Policing defines vulnerability as: A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation.

perpetrator profiling. Every month information about the types of abuse which have been reported, and the vulnerability which the force has identified is discussed at the serious crime performance meeting, and also at a number of subject-specific multi-agency meetings. This exchange of information and data analysis means that Leicestershire Police understands the composition of vulnerability across the force area, and can plan services and allocate the right resources to respond to the needs of vulnerable people.

HMICFRS found that officers and staff can identify and understand what signifies vulnerability. This is reflected in the volume of referrals, around 1,200 each month, which officers and staff are making to internal and external specialists, about people whose health or welfare gives them cause for concern. This knowledge extends to hidden forms of harm, such as modern slavery, human trafficking and so-called honour-based violence. Neighbourhood teams have been specifically trained to recognise the signs which show that someone might be at risk of female genital mutilation (FGM). They have also been trained so that they know how to contact the specialist agencies which help to support victims. The teams work closely with intelligence specialists to identify and reach out to the people involved, such as people in the sex industry, in order to support their safety and wellbeing.

Call takers have received extensive support and training to help them to identify vulnerable people at the first point of contact. They now use specific prompts and reference material which helps them to use the THRIVE risk-assessment process correctly. A team of experienced officers sits in the force control room to triage calls when they are received, and the officers ensure that incidents which involve a vulnerable person are allocated directly to specialist staff when this is appropriate. HMICFRS saw how these officers were helping to prioritise some incidents, but they could be more proactive in challenging call takers who have not correctly recorded the reasons for their THRIVE assessments. The officers could also help to ensure that vulnerable people who have called the police to ask for help receive the best possible service as quickly as possible.

When calls for service require a police response, a record is created in the control room. The IT system automatically searches for all previous incidents linked to the locations and telephone number of the caller. Call takers are expected to carry out further research which helps to check if the caller has previously contacted the force, what support or referrals may have been made, and if the caller is vulnerable because of mental ill-health.

Initial response

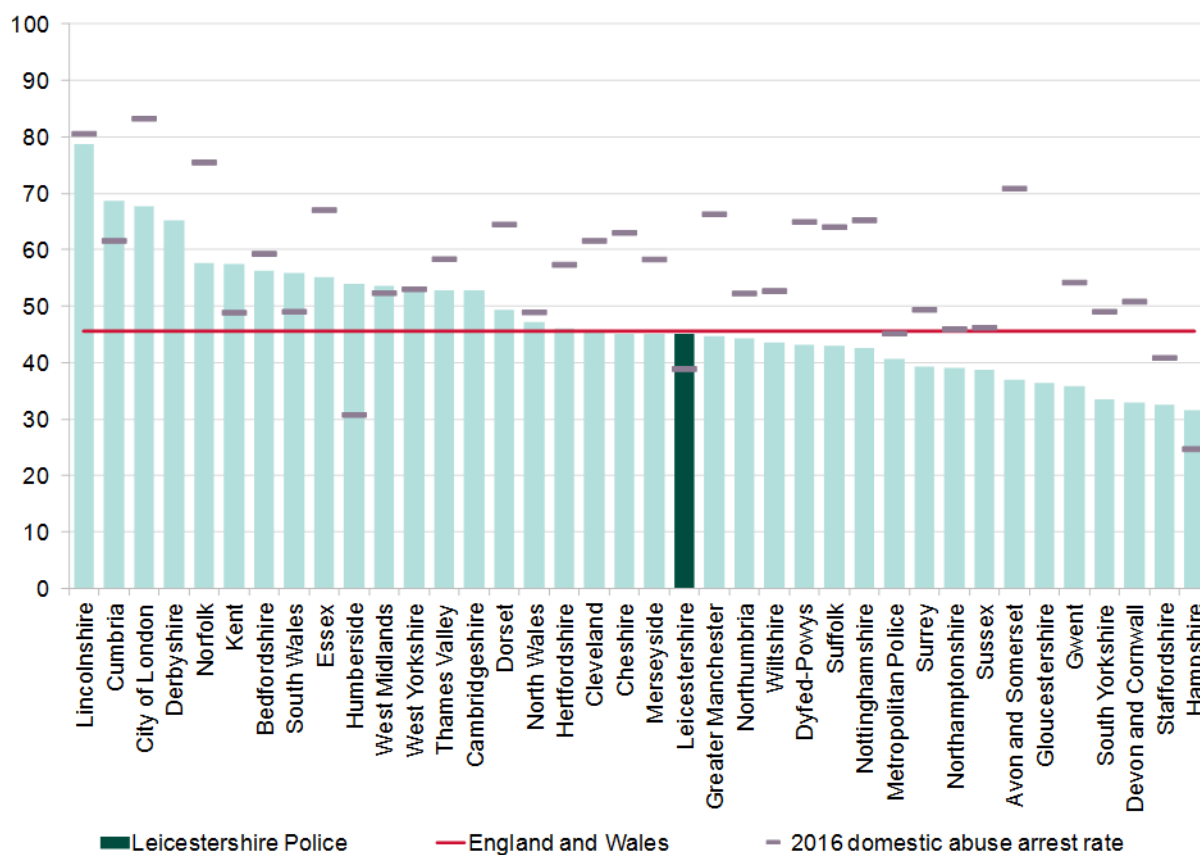
Leicestershire Police is improving the quality of the initial response it provides to vulnerable victims, especially those who are subject to domestic abuse.

HMICFRS spoke to frontline officers who attend incidents and, once they had been prompted to give examples other than the use of violence, they show that they have a reasonable understanding of the types of behaviour which can make a relationship abusive. Officers are aware of the force's mandatory requirement to switch on their body-worn video cameras when they attend incidents of domestic abuse.

The force has recently changed the way it records risk assessments at the scenes of domestic abuse incidents and uses a single electronic form, known as a public protection notice (PPN), for all types of vulnerability. During our inspection HMICFRS reviewed a selection of these forms. We found that although officers had recorded a category of risk, such as standard, medium, or high, some forms could have been improved if officers had given a more detailed explanation about why they had graded incidents in the way that they had. In the cases we reviewed, officers provided help adequately to the victims of domestic abuse. If officers increased the amount of detail in initial assessments, it might mean that the most appropriate form of support, based on a more rounded understanding of the situation, could be provided more quickly. The force does make follow-up contact with all victims of domestic abuse in order to explain the sources of further support which are available. It also tells victims about the practical, proportionate steps they can take in the long term to reduce their vulnerability.

The rate of arrest for domestic abuse offences can provide an indication of a force's approach to handling domestic abuse offenders. Although for the purpose of this calculation arrests are not linked directly to offences, a high arrest rate may suggest that a force prioritises arrests for domestic abuse offenders over other potential forms of action (for further information, please see annex A). HMICFRS has evaluated the arrest rate alongside other measures during our inspection process to understand how each force deals with domestic abuse overall.

Figure 2: Domestic abuse arrest rate (per 100 domestic abuse-related offences), by force, in the 12 months to 30 June 2017^{11,12}



Source: 2016 and 2017 HMICFRS data return, 2016 and 2017 Home Office domestic abuse crime data¹³

For further information about this data, please see annex A

The force has improved its arrest rate for domestic abuse investigations since 2016. In the 12 months to 30 June 2017, there were 45 arrests per 100 domestic abuse-related offences, which is in line with the England and Wales rate of 46 arrests per 100 domestic abuse-related offences. HMICFRS found that officers do not always fully record the range of possible safeguarding measures which they have considered when they attend domestic abuse incidents. When officers have taken immediate safeguarding steps, such as arrest, the officers have recorded these. The force might consider how it could confirm officers' understanding of what further safeguarding options are available to victims and witnesses at the time when

¹¹ Durham, Lancashire, Warwickshire and West Mercia forces were unable to provide 2017 domestic abuse arrest data. Cambridgeshire, Derbyshire, Durham and Gloucestershire forces were unable to provide 2016 domestic abuse arrest data.

¹² North Yorkshire Police was unable to provide comparable domestic abuse arrest data. Therefore, it has been removed from the graph. For further information, please see annex A.

¹³ The Home Office has provided HMICFRS with data on domestic abuse-related offences recorded in the 12 months to 30 June 2017. These data are more recent than those published by the Office for National Statistics.

officers first attend an incident. The force has enhanced its capability to take high-risk cases through the multi-agency risk assessment conference (MARAC)¹⁴ process. Cases involving repeat victims are referred to Project 360, a project paid for by the office of the police and crime commissioner (OPCC), where specialists take into account family circumstances and abuse history so that they can try to solve the complex problems which victims might be facing.

Leicestershire Police has introduced a new role of safeguarding police community support officer (PCSO). Twenty staff have received enhanced training which shows them how they can support vulnerable people. These staff only manage caseloads of people in need, and do not carry out standard PCSO duties. During our inspection we found that these PCSOs were all enthusiastic and committed to their safeguarding role. Leicestershire Police should ensure that it gives appropriate levels of support to these members of staff, and that the benefits achieved from this work are fully recorded.

Mental health

Leicestershire Police has comprehensive and effective processes in place to recognise and support people who have mental health problems. The force has improved the skills and knowledge of its staff when they deal with the effects of mental health crisis, and has trained them in ways of recognising the symptoms of mental ill-health in members of the public and in their colleagues. The force provides immediate and long-term multi-agency support to people in need, and analyses data from several sources to understand the scale and nature of patterns associated with the effects of mental ill-health.

HMICFRS found a unanimous view among partner organisations in Leicestershire that the quality of the police response, depth of knowledge across the workforce and the range of options available to support people have all improved considerably in recent years. When a person with symptoms of mental ill-health comes into contact with the force, whether as a victim, witness, suspect or person in need of help, their mental health condition is recognised and catered for. The force has well-organised policies and protocols in place to respond to mental health-related matters and a well-established and mature way of working with other organisations is evident.

The force has arrangements in place for mental health practitioners to be available at custody centres.

¹⁴ A multi-agency risk assessment conference (MARAC) is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, independent domestic violence advisors, probation and other specialists from the statutory and voluntary sectors.

A mobile triage service¹⁵ operates every day from 8am until 2am the following morning. The team, on average, advises on or attends over 450 incidents each month. Healthcare professionals work with officers to assess people in need, and their expertise helps to direct patients to the correct part of the health care system more quickly. A specialist proactive vulnerability engagement (PAVE) team is also available. The PAVE teams were created in 2016. Two officers, two mental health practitioners and two substance misuse workers make up a team. Together, these specialist staff are more able to meet the demand from some of the most vulnerable and frequent users of police and other public services, and are also able to reduce that demand. The team succeeds in identifying the people who can benefit from this help and can make sure that they receive the specific support they need. The team ensures that all service providers not only act in unison, but also tailor the most appropriate help and support available. This not only means that vulnerable people with complex mental health problems get the right support when they need it, but it also means that the demands they place on police and other services can be managed more efficiently. The team works with people for up to eight weeks to understand their needs fully, which are often complex, and supports them through rehabilitation programmes or places them in suitable accommodation. Since October 2016 the team has worked with around 130 people and it will continue to operate until at least the end of 2018.

We found that frontline officers and staff, including call takers, have a good understanding of mental health conditions. The force has a training programme, called 'mental health first aid', which is available for all officers and staff. Intensive two-day events are held every month for frontline supervisors and others whose roles bring them into frequent contact with people who are affected by mental ill-health. All new recruits receive a half-day version of the training. Officers and staff who specialise in this work, such as the mobile triage and PAVE teams, attend a week-long multi-agency training event.

The increasing level of skill and awareness among staff is supplemented by access to expert advice from both the mobile triage team and the mental health practitioners in custody centres. This means that officers and staff can make early and well-informed assessments about the risks faced by people affected by mental ill-health, and can also make decisions more easily about the best way to support them. Leicestershire Police reports a large drop of 81 percent in the use of Mental

¹⁵ Mobile triage is a partnership scheme between police and mental health professionals to provide advice and support for people experiencing mental health crisis. This advice can include an opinion on a person's condition, or appropriate information sharing about a person's health history. The aim is, where possible, to help police officers make appropriate decisions, based on a clear understanding of the background to these situations. This should lead to people receiving appropriate care more quickly, leading to better outcomes and a reduction in the use of section 136. It is not necessarily street-based but can be control room-based or via a help line.

Health Act¹⁶ powers to detain people for the purposes of assessment by medical professionals. Only one person detained under the Mental Health Act was brought into police custody in the 12 months to 30 June 2017. 95 percent of those detained then go on to be admitted for further care. Taken together this demonstrates a high degree of accuracy in the judgments made by officers to detain people only when it is necessary and in the best interests of that person.

Investigating crimes involving vulnerable people

Leicestershire Police investigates crime involving vulnerable people to a good standard. The force allocates investigations to the most appropriate teams, and there is good provision made for investigators, analysts and support staff within the force's public protection unit, known as the crime and intelligence directorate (CAID). Fully accredited detectives handle cases of domestic abuse, child abuse and sexual offences. More frequent and less serious offences are investigated by uniformed officers, including trainee detectives.

HMICFRS reviewed 22 completed investigations with a vulnerable victim and found that in all cases the investigation had been conducted by the correct specialist team. There had been a thorough and effective investigation, and victims had been taken care of properly in all but two cases. In the two cases where the investigation had not been thorough and effective, victims had not been taken care of properly. If supervisors had overseen these two cases more rigorously, it is unlikely that there would have been any problems. The force is providing enhanced training to supervisors in order to prevent the problems from recurring.

During our inspection we found that staff workloads were generally reasonable, although there were some inconsistencies in the way that officers recorded their inquiries, which led to confusion about the progress of cases. HMICFRS found that domestic abuse investigators had the highest workloads. Senior leaders acknowledge this, and they are moving more investigators into the team to help manage this demand.

We examined the extent to which the force uses the full range of powers available to deal with domestic abuse, and to protect victims. We found that Leicestershire Police makes good use of the domestic violence disclosure scheme, known as Clare's

¹⁶ Section 136 of the Mental Health Act 1983 enables a police officer to remove, from a place other than where they live, someone who they believe to be suffering from a mental disorder and in need of immediate care and control, and take them to a place of safety – for example, a health or social care facility, or the home of a relative or friend. In exceptional circumstances (for example if the person's behaviour would pose an unmanageably high risk to others), the place of safety may be police custody. Section 136 also states that the purpose of detention is to enable the person to be assessed by a doctor and an approved mental health professional (for example a specially trained social worker or nurse), and for the making of any necessary arrangements for treatment or care.

Law.¹⁷ In the 12 months to 30 June 2017, the force made 20 disclosures under the 'right to ask' following 61 applications and 32 disclosures under the 'right to know' following 85 applications. Disclosure rates for both the 'right to ask' and 'right to know' are similar to those across forces in England and Wales.

In addition, the force is making increasing use of other preventative legislation in the form of domestic violence protection notices (DVPNs) and orders (DVPOs).¹⁸ In the 12 months to 30 June 2017, 85 DVPNs were authorised, and the force applied for 77 DVPOs, with 75 being granted by the courts. The rate for use of these powers by the force is in line with the rate across England and Wales. The force's use of this legislation increased in both of our previous inspections, which is encouraging and means that more victims are being protected.

The outcomes of investigations carried out by Leicestershire Police linked to domestic abuse are broadly in line with those for other forces across England and Wales. In the 12 months to 30 June 2017, 16.1 investigations per 100 domestic abuse-related offences resulted in perpetrators being charged or summonsed to court. The force recorded fewer domestic abuse outcomes as evidential difficulties, where the suspect is identified and the victim support police action (5.2 per 100 domestic abuse-related offences) compared with the England and Wales rate of 23.7 per 100 domestic abuse-related offences. The force is broadly in line with England and Wales rate for domestic abuse-related offences assigned an outcome where there are evidential difficulties and the victim does not support police action.

The force is well organised in the way that it manages the risk posed by dangerous and sexual offenders. A single team made up of experienced, suitably skilled officers oversees arrangements for risk-assessing and visiting offenders. The team's workload is manageable, and the team uses a nationally recognised risk-assessment method. Officers visit offenders regularly. The frequency of their visits is based on the risk which the offenders pose, and on any information which the force has received about changes to the offenders' personal circumstances, or their suspicious behaviour. The force applies for ancillary orders to protect vulnerable people, and there is a good process for checking that offenders comply with the conditions. There is a strong working relationship with the National Probation Service. The force and the probation service work together to prepare the management of offenders who will soon be released from prison, and review existing management plans for offenders who live in the community. All frontline officers and staff can get up-to-date

¹⁷ Clare's Law, or the domestic violence disclosure scheme, has two functions: the 'right to ask' the police about a partner's previous history of domestic abuse or violent acts; and the 'right to know' – police can proactively disclose information in prescribed circumstances.

¹⁸ Domestic violence protection notices (DVPNs) may be issued by an authorised police officer to prevent a suspected perpetrator from returning to a victim's home and/or contacting the victim. Following the issue of the DVPN, the police must apply to magistrates for a domestic violence protection order (DVPO). The DVPO will be granted for a period of up to 28 days.

information about dangerous and sexual offenders in their area. This is supplemented by using safeguarding PCSOs for targeted work, such as giving safety advice to young people or carrying out high-visibility reassurance patrols.

Partnership working

Leicestershire Police has long-standing, well-established and effective working relationships with partner organisations including local councils, the NHS and many charities who work together to protect vulnerable people. In local neighbourhoods, joint action groups (JAGs) meet regularly to agree priorities by referring to local community concerns. The JAGs concentrate on reducing the harm which is inflicted on vulnerable people. Neighbourhood officers demonstrate a sound understanding of how to recognise vulnerable people. They told us about work to uncover potential hidden harm, and they support those people who are known to be at risk of harm. At the force level, there is regular communication with other community safety partners to discuss specific cases, analyse shared data and agree joint priorities.

The force works with commercial, public sector and voluntary partners to support the work of an exceptional sexual assault referral centre (SARC). The facility offers support to victims, whether self-referred or referred by the police. It provides a highly professional, comprehensive and sensitive service to victims. Leaders of the SARC have reached out to potential victims of sexual and domestic violence and have tailored their communications towards the groups of people who are at the highest risk of harm. A powerful short film, "All is not lost" has been developed by the SARC and is the centrepiece of a high-profile media campaign which encourages more people to report instances of sexual violence and domestic abuse.

The force used Kayleigh's Love Story, a film based on the case of the murder of 15-year-old Kayleigh Haywood, after she had been groomed on the internet. The force has screened the film to groups of schoolchildren aged 11 and above. Suitably skilled officers and staff attend screenings so that they can answer questions and explain how children and teenagers can report abusive and exploitative online behaviour to the police. The force's figures, up to the time of our inspection, show that the film has now been seen by almost 52,000 young people in Leicester, Leicestershire and Rutland and, as a direct result, children and teenagers have made more than 50 separate disclosures about abuse and exploitation. Translations of the film have been produced in eight languages, in addition to English, plus sign-language and audio described versions leading to more than 36 million viewings worldwide online.

The majority of multi-agency joint working to support vulnerable people takes place within the adult referral and child referral teams. The force continues to work with partner organisations to develop the facility into a full multi-agency safeguarding hub (MASH).¹⁹ The partners include Leicester City Council, Leicestershire County Council, Rutland Council, and the local NHS Trusts.

During HMICFRS' 2016 effectiveness inspection, we encouraged the force to review how referrals of domestic abuse cases were being made to the MARAC, specifically looking at why some initial risk assessments were being downgraded. The force reacted decisively and as a result, it has removed the authority for any officers or staff to downgrade cases, other than in exceptional circumstances. If officers or staff wish to downgrade cases, they must give a detailed explanation of why they wish to do this, and they must have the express support of a senior officer. MARAC meetings for each of the three council areas are now held weekly, where they were previously held fortnightly. More frequent meetings mean that a greater number of cases can be considered more quickly, which allows co-operative work to begin more rapidly.

The force works well with other organisations to manage the risk presented by dangerous and sexual offenders. Specialist officers and staff work alongside colleagues within the IOM team. They monitor offenders constantly, and carry out visits to ensure that offenders are complying with the conditions which have been set as part of their parole, or other orders set by the court as part of a sentence.

¹⁹ A multi-agency safeguarding hub (MASH) is a location in which staff from the police, local authority and other safeguarding agencies share data, research and decision making about local children and adults who are vulnerable; the purpose is to ensure a timely and joined-up response for children and vulnerable adults who require protection.

Specialist capabilities

Ungraded

National policing responsibilities

*The Strategic Policing Requirement (SPR)*²⁰ specifies six national threats: terrorism, cyber-crime, public order, civil emergencies, child sexual abuse and serious and organised crime²¹.

Leicestershire Police has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities. The force has assessed its capability to respond to the six national threats included in the SPR. The assessment takes place both within the force and as part of joint assessments with other forces in the region.

A chief officer has been appointed to lead a programme to build the force's capacity to respond to national threats. In addition, a senior manager has been assigned responsibility for monitoring each of the threats and they report frequently to the chief officer.

The force is an active member of the local resilience forum²², a statutory body which brings together emergency services and other organisations, such as local councils, that are responsible for crisis management and disaster recovery.

Leicestershire Police has established a comprehensive programme to test its response to national threats. The force involves other emergency services, external organisations and the army in training exercises. These exercises are overseen and evaluated by experienced officers and structured de-briefing ensures that learning points and areas for development form part of organisational improvement. Recent training exercises have been completed to test the force's response to a marauding terrorist attack.

²⁰ The SPR is issued annually by the Home Secretary. It sets out the latest national threats and appropriate national policing capabilities required to counter them. National threats require a co-ordinated or aggregated response from police forces, national agencies or other partners. *The Strategic Policing Requirement*, Home Office, March 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

²¹ Serious and organised crime is when serious crime is planned, co-ordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain.

²² Local resilience forums (LRFs) are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and others. For more information see: www.gov.uk/guidance/local-resilience-forums-contact-details#overview

Firearms capability

HMICFRS inspected how well forces were prepared to manage firearms attacks in our 2016 effectiveness inspections. Subsequent terrorist attacks in the UK and Europe have meant that the police service maintains a firm focus on armed capability in England and Wales.

It is not just terrorist attacks that place operational demands on armed officers. The threat can include the activity of organised crime groups or armed street gangs and all other crime involving guns. The *Code of Practice on the Police Use of Firearms and Less Lethal Weapons*²³ makes forces responsible for implementing national standards of armed policing. The code stipulates that a chief officer be designated to oversee these standards. This requires the chief officer to set out the firearms threat in an armed policing strategic threat and risk assessment (APSTRA). The chief officer must also set out clear rationales for the number of armed officers (armed capacity) and the level to which they are trained (armed capability).

Leicestershire Police operates joint arrangements with Northamptonshire Police, Lincolnshire Police and Nottinghamshire Police to provide armed policing. Armed policing is one of a number of services provided jointly by the forces as part of a collaborative unit known as East Midlands Operational Support Services (EMOpSS).

The force has a good understanding of the potential harm facing the public; its APSTRA conforms to the requirements of the code of practice and the guidance issued by the College of Policing.²⁴ The force last reviewed its APSTRA in March 2017.

We found that the designated chief officer scrutinises the APSTRA closely. She formally approves its content, which includes the levels of armed capability and capacity that the threats require. Her decisions and the rationale on which they are based are clearly auditable.

In common with all forces that contribute to EMOpSS, Leicestershire Police receives additional Home Office funding as part of a national programme to boost armed capacity in England and Wales. We established that the force has fulfilled its commitment to the programme by increasing the availability of armed response vehicles by the target date set for April 2017.

²³ *Code of Practice on Police use of Firearms and Less Lethal Weapons*, Home Office, 2003.

²⁴ College of Policing authorised professional practice on armed policing available at: www.app.college.police.uk/app-content/armed-policing/?s

Annex A – About the data

The information presented in this report comes from a range of sources, including data published by the Home Office, the Office for National Statistics, inspection fieldwork and data collected directly from all 43 geographic police forces in England and Wales.

Where HMICFRS collected data directly from police forces, we took reasonable steps to agree the design of the data collection with forces and with other interested parties such as the Home Office. We gave forces several opportunities to quality assure and validate the data they provided us, to ensure the accuracy of the evidence presented. For instance:

- Data that forces submitted were checked and queried with those forces where data were notably different from other forces or were internally inconsistent; and
- All forces were asked to check the final data used in the report and correct any errors identified.

The source of the data is presented with each figure in the report, and is set out in more detail within this annex. The source of Force in numbers data is also set out below.

Methodology

Data in the report

British Transport Police was outside the scope of inspection. Any aggregated totals for England and Wales exclude British Transport Police data, so will differ from those published by the Home Office.

Where other forces have been unable to supply data, this is mentioned under the relevant sections below.

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use Office for National Statistics (ONS) mid-2016 population estimates. These were the most recent data available at the time of the inspection.

For the specific case of City of London Police, we include both resident and transient population within our calculations. This is to account for the unique nature and demographics of this force's responsibility.

Survey of police staff

HMICFRS surveyed the police workforce across forces in England and Wales, to understand their views on workloads, redeployment and the suitability of assigned tasks. This survey was a non-statistical, voluntary sample which means that results may not be representative of the workforce population. The number of responses varied between 16 and 1,678 across forces. Therefore, we treated results with caution and used them for identifying themes that could be explored further during fieldwork rather than to assess individual force performance.

Ipsos MORI survey of public attitudes towards policing

HMICFRS commissioned Ipsos MORI to survey attitudes towards policing between 21 July and 15 August 2017. Respondents were drawn from an online panel and results were weighted by age, gender and work status to match the population profile of the force area. The sampling method used is not a statistical random sample and the sample size was small, varying between 300 and 321 individuals in each force area. Therefore, any results provided are only an indication of satisfaction rather than an absolute.

The findings of this survey are available on our website:

www.justiceinspectorates.gov.uk/hmicfrs/data/peel-assessments

Review of crime files

HMICFRS reviewed 2,700²⁵ police case files across crime types for:

- theft from person;
- rape (including attempts);
- stalking;
- harassment;
- common assault;
- grievous bodily harm (wounding); and
- actual bodily harm.

Our file review was designed to provide a broad overview of the identification of vulnerability, the effectiveness of investigations and to understand how victims are treated through police processes. We randomly selected files from crimes recorded between 1 January 2017 and 31 March 2017 and assessed them against several

²⁵ 60 case files were reviewed in each force, with the exception of the Metropolitan Police Service, West Midlands Police and West Yorkshire Police where 90 case files were reviewed.

criteria. Due to the small sample size of cases selected per force, we did not use results from the file review as the sole basis for assessing individual force performance, but alongside other evidence gathered.

Force in numbers

A dash in this graphic indicates that a force was not able to supply HMICFRS with data or the data supplied by the forces were not comparable.

Calls for assistance (including those for domestic abuse)

These data were collected directly from all 43 geographic police forces in England and Wales. In 2017, the data requested from forces contained a different breakdown of occurrences where the police were called to an incident.

Recorded crime and crime outcomes

These data are obtained from Home Office police recorded crime and outcomes data tables for the 12 months to 30 June 2017 and are taken from the October 2017 Home Office data release, which is available from:

www.gov.uk/government/statistics/police-recorded-crime-open-data-tables

Total police-recorded crime includes all crime, except fraud offences, recorded by all police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime and outcomes include British Transport Police, which is outside the scope of this HMICFRS inspection. Therefore, England and Wales rates in this report will differ from those published by the Home Office.

Data referring to police-recorded crime should be treated with care, as recent increases may be attributed to the renewed focus on the quality and compliance of crime recording since HMICFRS' national inspection of crime data in 2014.

Suffolk Constabulary was unable to submit 2017 outcomes data to the Home Office due to data quality issues, relating to the changing of its crime recording system to Athena. Therefore Suffolk Constabulary has been excluded from the England and Wales figure.

Other notable points to consider when interpreting outcomes data are listed below.

- Crime outcome proportions show the percentage of crimes recorded in the 12 months to 30 June 2017 that have been assigned each outcome. This means that each crime is tracked or linked to its outcome. Therefore these data are subject to change, as more crimes are assigned outcomes over time.

- Under the new framework, 37 police forces in England and Wales provide outcomes data through the Home Office data hub (HODH) on a monthly basis. All other forces provide these data via a manual return also occurring on a monthly basis.
- Leicestershire, Staffordshire and West Yorkshire forces participated in the Ministry of Justice's out of court disposals pilot. This means they no longer issued simple cautions or cannabis/khat warnings and they restrict their use of penalty notices for disorder as disposal options for adult offenders, as part of the pilot. These three pilot forces continued to operate in accordance with the pilot conditions since the pilot ended in November 2015. Other forces subsequently also limited their use of some out of court disposals. Therefore, the outcomes data should be viewed with this in mind.
- Direct comparisons should not be made between general crime outcomes and domestic abuse-related outcomes. Domestic abuse-related outcomes are based on the number of outcomes for domestic-abuse related offences recorded in the 12 months to 30 June 2017, irrespective of when the crime was recorded. Therefore, the domestic abuse-related crimes and outcomes recorded in the reporting year are not tracked, whereas the general outcomes are tracked.
- For a full commentary and explanation of outcome types please see Crime Outcomes in England and Wales: year ending March 2017, Home Office, July 2017. Available from:
www.gov.uk/government/uploads/system/uploads/attachment_data/file/633048/crime-outcomes-hosb0917.pdf

Anti-social behaviour

These data are obtained from Office for National Statistics data tables (year ending 31 March 2017), available from:

www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/policeforceareadatatables

All police forces record incidents of anti-social behaviour (ASB) reported to them in accordance with the provisions of the National Standard for Incident Recording (NSIR). Forces record incidents under NSIR in accordance with the same victim-focused approach that applies for recorded crime, although these data are not subject to the same quality assurance as the main recorded crime collection. Incident counts should be interpreted as incidents recorded by the police, rather than reflecting the true level of victimisation. Other agencies also deal with ASB incidents (for example, local authorities and social landlords), but incidents reported to these agencies will not generally be included in police data.

When viewing this data the reader should be aware that Warwickshire Police had a problem with its incident recording. For a small percentage of all incidents reported during 2015-16 the force could not identify whether these were ASB or other types of incident. These incidents have been distributed pro rata for Warwickshire, so that two percent of ASB incidents in the reporting year for 2015-16 is estimated.

Domestic abuse

Data relating to domestic abuse-flagged offences is obtained through the Home Office for the 12 months to 30 June 2017. These are more recent data than those previously published by Office for National Statistics. The Home Office collects these data regularly and requires all forces to record accurately and flag domestic abuse crimes. Domestic abuse flags should be applied in accordance with the Home Office Counting Rules²⁶ to ensure consistency across forces, and within published data sets.

Data relating to domestic abuse arrests and outcomes were collected directly from all 43 geographic police forces in England and Wales.

Further information about the domestic abuse statistics and recent releases is available from:

www.ons.gov.uk/releases/domesticabuseinenglandandwalesyearendingmarch2017

When viewing this data the reader should be aware that North Yorkshire Police was unable to give the Home Office comparable data on domestic abuse-flagged crimes. The force extracted data for HMICFRS on the powers and outcomes used to deal with these offences by using an enhanced search. This search examined additional factors (such as the victim / suspect relationship) and included a keyword search to identify additional domestic abuse crimes which may not have been flagged. The force used a simpler search, which identified domestic abuse crimes by flagging alone, to extract data it supplied to the Home Office. As North Yorkshire Police's data on domestic abuse are not comparable with other forces, we have excluded the data.

²⁶ Home Office Counting Rules are rules in accordance with which crime data – required to be submitted to the Home Secretary under sections 44 and 45 of the Police Act 1996 – must be collected. They set down how the police service in England and Wales must record crime, how crimes must be classified according to crime type and categories, whether and when to record crime, how many crimes to record in respect of a single incident and the regime for the re-classification of crimes as no-crimes.

Organised crime groups (OCGs)

These data were collected directly from all 43 geographic police forces in England and Wales. City of London Police is excluded from the England and Wales rate as its OCG data are not comparable with other forces due to size and its wider national remit.

As at 1 July 2017 City of London Police had recorded 46 OCGs. However during the inspection we found that only six OCGs were within the force's geographical area and the remaining 40 were part of the National Fraud Intelligence Bureau's remit.

Figures in the report

Not all forces' reports will contain all the figures we mention in the sections below. This is because some forces' data was incomplete or not comparable with England and Wales data, and in 2017 HMICFRS undertook risk-based inspections.

More details about our risk-based approach can be found here:

www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/2017-peel-assessment/#risk-based

Rate of anti-social behaviour (ASB) powers per 1 million population, by force, in the 12 months to 30 June 2017

These data were collected directly from all 43 geographic police forces in England and Wales. HMICFRS collected data on anti-social behaviour powers, including:

- criminal behaviour orders;
- community protection notices;
- civil injunctions; and
- dispersal orders.

Together these powers form the anti-social behaviour (ASB) powers considered in this report.

The Crime and Policing Act 2014 introduced ASB powers which can be applied by both local authorities and the police. The ASB powers data provided in this report covers police data. Therefore, results should be treated with caution as they may not include instances where local authorities exercised these powers.

When viewing this data the reader should be aware of the following:

- Bedfordshire Police, Greater Manchester Police and the Metropolitan Police Service were unable to provide data on anti-social behaviour powers as the data are not held centrally within each force;

- Greater Manchester Police was unable to provide any 2016 ASB use of powers data. Greater Manchester Police intends for its new integrated operational policing system to incorporate recording of ASB powers;
- Suffolk Constabulary was only able to provide data for the southern area of the force in 2017. Therefore its data are excluded;
- The forces highlighted above are not included in the figure or in the calculation of the England and Wales rate;
- Gloucestershire, Hertfordshire, Humberside and Merseyside forces were only able to provide partial 2017 ASB use of powers data;
- Gloucestershire Constabulary and Hertfordshire Constabulary were unable to obtain data regarding the number of civil injunctions as their local authorities lead the application of these;
- Humberside Police was unable to provide data on community protection notices and civil injunction notices as its local authorities lead the application of these. The force does not collect data on criminal behaviour orders and dispersal orders; and
- Merseyside Police was unable to provide data on dispersal orders as these orders are attached to individual crime files.

Proportion of investigations where action was taken, by force, for offences recorded in the 12 months to 30 June 2017

Please see 'Recorded Crime and Crime Outcomes' above.

Suffolk Constabulary was unable to provide 2017 crime outcomes data. Dorset Police was unable to provide 2016 crime outcomes data. Therefore, these forces' data are not included in the figure.

Dorset Police was unable to provide 2016 crimes outcome data, because it had difficulty with the recording of crime outcomes for the 12 months to 30 June 2016. This was due to the force introducing the Niche records management system in spring 2015. Problems with the implementation of Niche meant that crime outcomes were not reliably recorded.

Domestic abuse arrest rate (per 100 domestic abuse-related offences), by force, in the 12 months to 30 June 2017

Please see 'Domestic abuse' above.

- The arrest rate is calculated using a common time period for arrests and offences. It is important to note that each arrest is not necessarily directly linked to its specific domestic abuse offence recorded in the 12 months to 30 June 2017 in this calculation. It is also possible to have more than one arrest

per offence. In addition, the reader should note the increase in police-recorded crime which affected the majority of forces over the last year. This may mean arrest rates are higher than the figures suggest. Despite this, the calculation still indicates whether the force prioritises arrests for domestic abuse offenders over other potential forms of action. HMICFRS evaluated the arrest rate alongside other measures (such as use of voluntary attendance or body-worn video cameras) during our inspection process to understand how each force deals with domestic abuse overall.

When viewing this data the reader should be aware of the following:

- Durham, Lancashire, Warwickshire and West Mercia forces were unable to provide domestic abuse arrest data. North Yorkshire Police was unable to provide comparable domestic abuse crime and arrest data, so a rate could not be calculated. Therefore, these forces are not included in the figure.
- Cambridgeshire, Derbyshire, Durham and Gloucestershire forces were unable to provide 2016 domestic abuse arrest data. Therefore, these forces do not have 2016 data included in the figure.

When viewing domestic abuse arrest data for 2016, the reader should be aware of the following:

- Cambridgeshire Constabulary was unable to provide 2016 domestic abuse arrest data due to a recording problem that meant it could only obtain accurate data from a manual audit of its custody records.
- Lancashire Constabulary had difficulty in identifying all domestic abuse-flagged arrests. This affected 23 days in the 12 months to 30 June 2016. The force investigated this and confirmed that the impact on the 2016 data provided to HMICFRS would be marginal and that these are the most reliable data it can provide.

Rate of organised crime groups (OCGs) per 1 million population, by force, as at 1 July 2017

Please see 'Organised crime groups' above.

Organised crime group data from City of London Police are not comparable with other forces. Therefore, its data are not included in the figure.

For data relating to 2016 the number of OCGs in Warwickshire Police and West Mercia Police force areas is a combined total of OCGs for the two force areas. The OCGs per 1 million population rate is based upon their areas' combined population. For the 2017 data Warwickshire Police and West Mercia Police force split their OCGs into two separate force areas.

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