



Leicestershire
Police

Protecting our communities

Police & Crime Panel - Darwin Benefits Review & Blueprint 2025

September 2018

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Agenda Item 6

The Context...

- Increasing demand and complexity. Since 2015/16 recorded crime increased by 30%, grade 1 emergencies increased by 28% and domestic incidents increased by more than 100%.
- Risk profile changing locally, regionally and nationally.
- Resources are limited and are insufficient to deal with the totality of demand facing policing today and in the future.
- The Police have had significant reductions in funding since 2010 and have reduced resources available as a result.
- Project Darwin was introduced to 'evolve' the policing model in Leicestershire to cope with these challenges and the changes were implemented in late 2017 and early 2018.

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Darwin was about evolving...

E **EFFECTIVE** RISK ASSESSMENT IS **CONSISTENTLY** APPLIED THROUGHOUT OUR WORK.

V **VULNERABILITY** IS IDENTIFIED AND **MANAGED** APPROPRIATELY.

O **OPPORTUNITIES** FOR INVESTIGATION AND GATHERING OF **BEST EVIDENCE** ARE CONSISTENTLY CARRIED OUT.

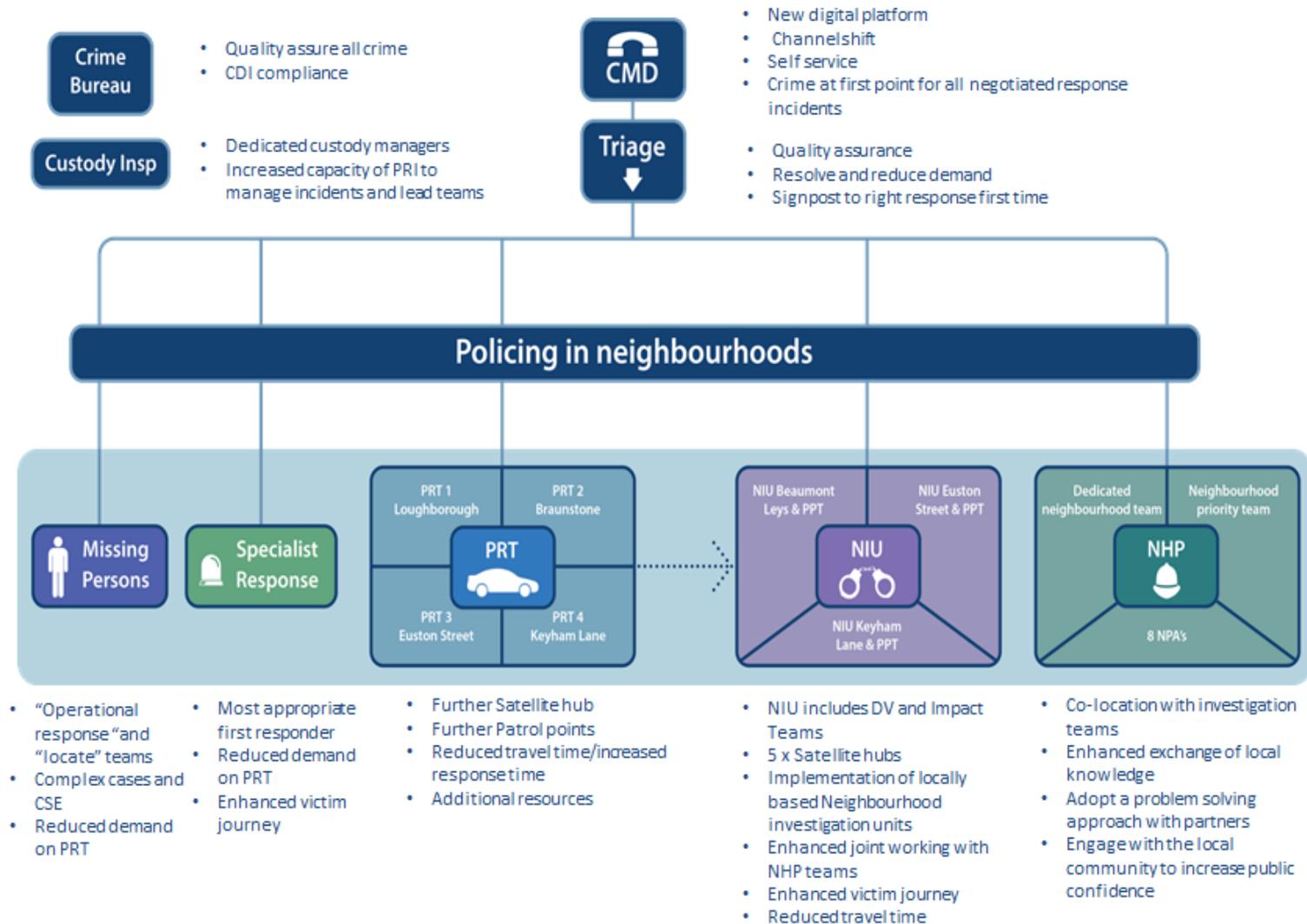
L **LEADING** OUR PEOPLE THROUGH GOOD MANAGEMENT WE **EFFECTIVELY SUPERVISE** AND EMBED OWNERSHIP AND **QUALITY OF WORK**.

V **VICTIMS** ARE GIVEN THE **BEST QUALITY SERVICE** WE CAN PROVIDE BY MAINTAINING CONSISTENT APPLICATION OF OUR PROCESSES AND PROCEDURES TO **REDUCE INEFFICIENT HANDOVERS** AND DELIVER QUICKER RESOLUTION.

E **EVERYONE** WORKS AS AND FOR **TEAM LEICESTERSHIRE**

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Darwin operating model



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Triage & Contact Management

- The triage desk have been reviewing and assessing over 100 incidents every day and making sure the right decision has been made and the incident is allocated to the right team or agency. This reduces hand offs, gives an improved service to the victim and ensures incidents are managed effectively according to demand and resource levels. Anecdotal evidence suggests that this enhances public confidence and satisfaction.
- In June 2018 – 699 Incidents diverted away from PRT. This equals a whole days' worth of incidents or just over 2 days of PRT demand.
- The skills and experience the Sergeants bring to the Triage desk is helping to make good decisions consistently and support the wider upskilling of CMD staff in effective decision making.
- Feedback from HMIC is that the Triage function is seen as “best practice”.

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Priority Response Team

- PRT cover levels have increased leading to a reduction in the need to utilise other non PRT officers to respond. Overall uplift 22+ increased number of new student officers.
- Improved response to grade 1 & 2 incidents due to uplift in resources.
- PRT are more pro-active due to increased available resources.
- Not just PRT responding if an alternative resource is more appropriate to use such as beat officer or specialist detective.
- Four more 'response hubs' improving response times and reducing distance travelled.
- Co-location benefits as part of the principle of 'policing in neighbourhoods'.
- Improved team working in local bases with combined briefings leading to better sharing of intelligence and improved results.
- The positive impact of these changes has been diluted by the continued increases in demand. The response service will be subject to further changes within the Blueprint 2025 change programme.

Neighbourhood Investigation Unit & Crime Bureau

- Improved service to victim – Officer In Charge allocated in 24 hours plus contact in 24 hours has improved significantly.
- Co-location of NIU's with Neighbourhood Policing Areas has been viewed very positively. The joint working leads to improved crime investigation, intelligence sharing and problem solving.
- Improved performance taking live calls which has achieved 90 per day on average compared to a negligible number prior to Darwin.
- Improved work flow across the teams with improved ownership and responsibility leading to a better victim service.
- Locally based hubs mean less time and money is spent travelling to meet with victims/witnesses.
- Improved local knowledge has led to increased sharing of information and intelligence regarding crime trends and prolific offenders.
- Increased visibility with more officers policing in neighbourhoods.
- Darwin did not capture/include predictive demand and future proof so further work is required with BP2025 to further evolve the model to cope with rising demand.

Missing Persons Team

- Better management of missing people and improved performance in locating missing vulnerable people.
- Pre Darwin the average missing person duration was 24hrs and 11 minutes this has now reduced to 18hrs and 5 minutes.
- Reduced the impact on PRT by taking work from PRT. Pre Darwin the average number of PRT hours spent investigating missing people was 422 hrs daily, this has now reduced to 205 hrs.
- Improved partnership working arrangements focusing on repeat missing persons.
- Supervisory demand has been removed from PRT including over 3500 reviews (20 per day).
- MPT oversee 59% of the time involved with missing people.
- The proportion of demand arising from repeat cases has reduced by 3%.
- Demand has however increased by 15% since Darwin went live in early 2018.

Priority Response Inspectors & Custody

- Custody now has dedicated Inspectors improving capacity in custody and freeing up others to deal with operational PRI role.
- PRI's have increased capacity to cover outside custody – more effective.
- More intrusive and detailed review process as well as ability to deal with authorities in a timely fashion to support investigations.
- More supportive and dedicated line management of teams.
- Reduced complaints from within custody.
- Improved use of resources by having a manager within suites to align these to demand.
- New Chief Inspector on call cadre gives better cover and enhances decision making.
- There are 10 identified Chief Inspectors who now support a 10 week shift pattern. This shift pattern offers the organisation greater command resilience between 8am and 10pm seven days a week.

Crime Data Integrity

- Internal audit shows crime recording compliance overall has increased from 75.8% to over 80% compliance (via a self assessment process).
- Ongoing CDI training delivered across the force – approximately 600 staff have received input to date.
- Crime Bureau established to record crimes from Grade 3 and 4 incidents - improved consistency in crime recording.
- Crimes recorded within 24 hours has increased from 70% to currently over 92%.

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From Darwin to Blueprint 2025...

- Darwin generated projects designed to fix some of the issues that came about after implementing the Edison model and to deal with increasing demand. The Darwin work is now done and ongoing projects and adaptations will be part of Blueprint 2025.
- Darwin made changes that may not be sustainable with the increasing demand we face so further evolutions of the model will be required. →
- Change will be ever present but needs to be designed to be as sustainable as possible.
- We are policing in a changing world locally, regionally, nationally and internationally. Policing therefore must change to respond to this.



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Blueprint 2025

A High Level Overview of the New Target Operating Model

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Blueprint 2025 – the big picture...

- To deliver sustainable change the force must effectively evolve and draw together a number of activities, processes, projects and programmes.
- We must understand our demand, our capacity and our capability to evolve and change in a sustainable way.
- We must understand what resources we have and what they cost to evaluate VFM from what we have and what we do.
- We need to understand our performance to assess if we are delivering.
- Linking resources, demand and performance together will allow us to assess how changes in one area could impact on another.
- We now have the tools to visually show this – Organogram Charts, Visual Charts, Process Evolution Modelling Software.
- The Design Authority will steer, the Change Board will govern, the Programme Boards will manage, projects will enable change and collectively the Force will deliver change.

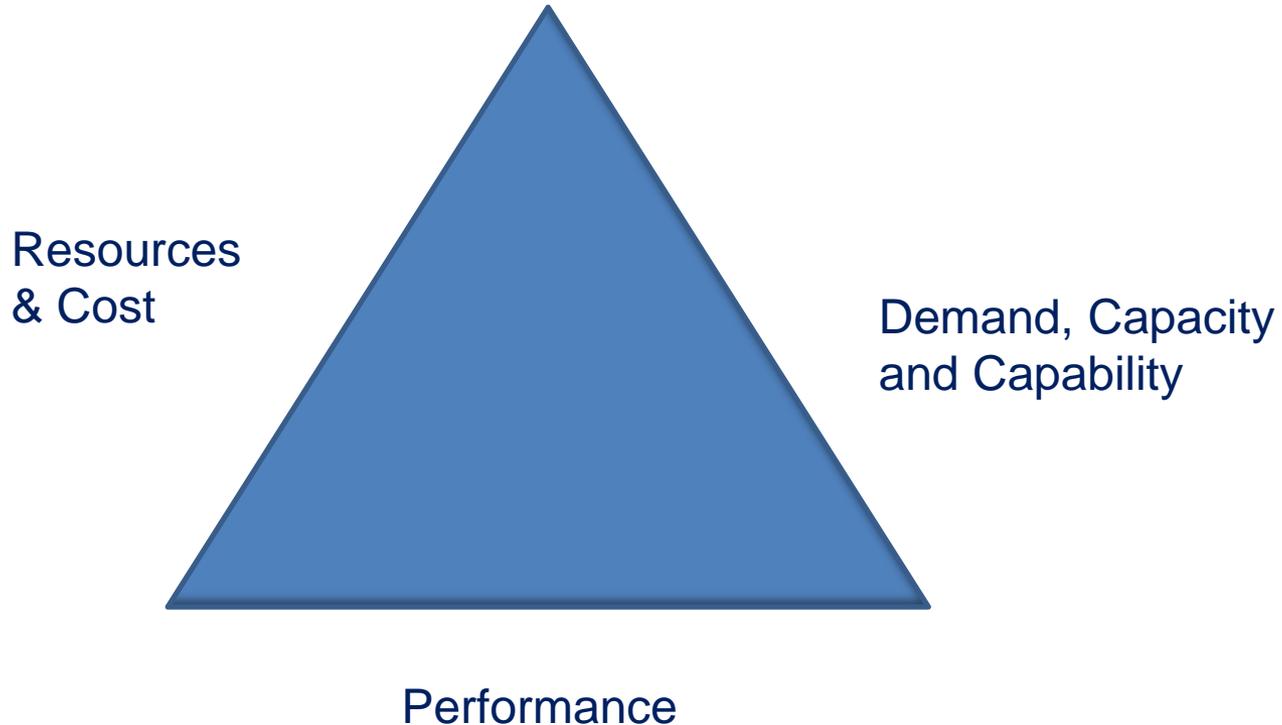
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Policing Vision, National Enabling Programmes and reviewing performance and risk...

- There is a National Policing Vision for 2025 that has been agreed by the NPCC.
- National Enabling Work Streams are underway to provide all forces with the ability to transform using technological capability and enhance standardisation.
- Our BP2025 programme has been designed to align to the National Policing Vision for 2025, the local Police and Crime Plan and utilise the new enabling technology and enabling capability.
- The Force are early adopters for the national projects like Single Online Home and Microsoft 365.
- A number of reviews are currently being lead by the DCC to change how we measure performance and risk across the force.

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Linking it all together...change dynamics



Understanding all the above helps make better decisions and understanding the dynamics of the interplay allows change to be understood in terms of benefit and impact.

Demand and Resources – two wicked problems



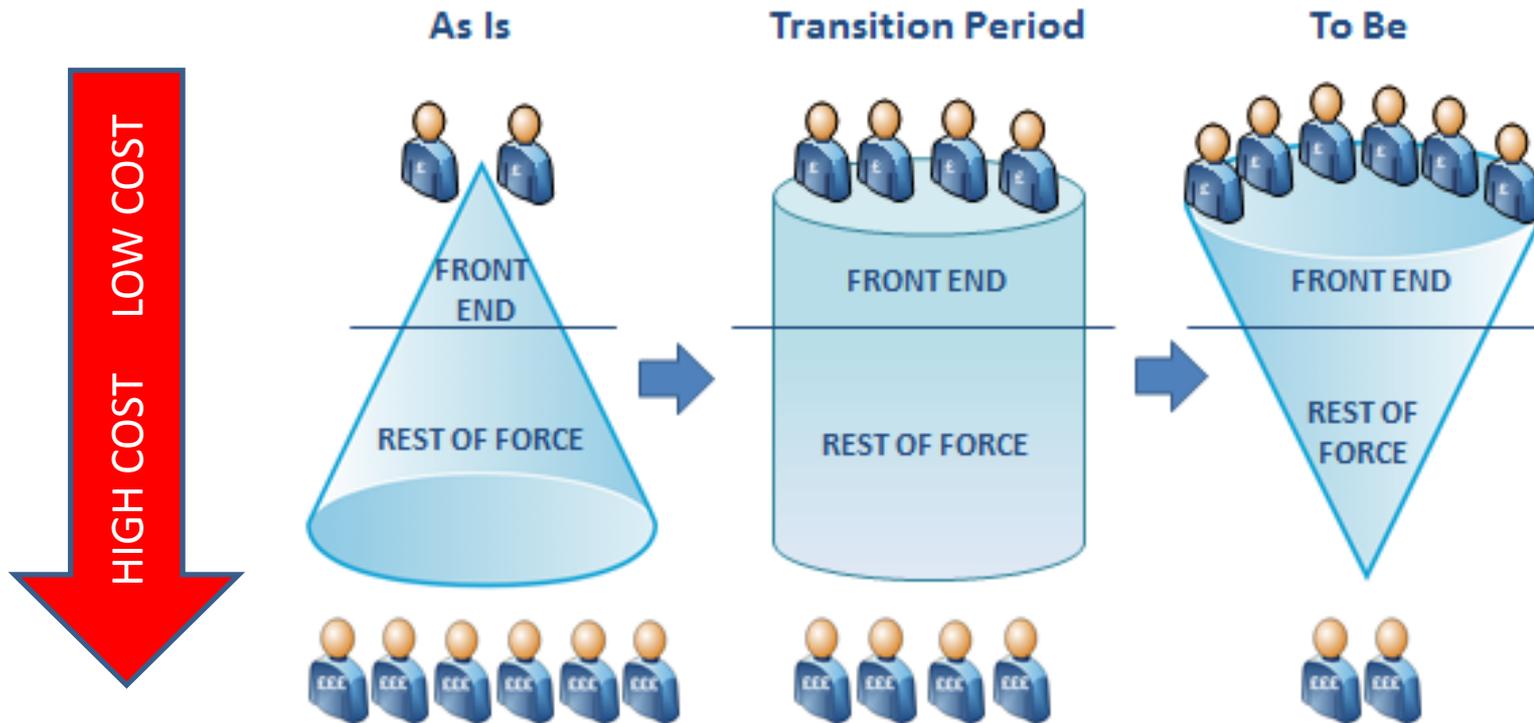
There are two problems that we must address to improve or maintain performance. **Demand and resources**. If we do not address either of these then whatever we do will only have minimal impact on performance. With increasing demand and limited resources we must do things differently. This will be a core part of BP2025 in designing the most sustainable model for the future.

Accepting some uncomfortable 'truths'...

- We do not have the money to buy the resources we need to meet the demand we have.
- Reducing demand and being preventative takes a long time and requires capacity that is very limited because of the daily demand we face.
- Our partners service offers will reduce as will their capacity therefore we cannot take on any more. We will have to re-define our service offer with BP2025.
- We must re-prioritise what we do and don't do and change how we do things.....we cannot do everything.
- If we transfer resources to a priority area then we must accept that performance in another area is highly likely to reduce.
- Re-designing processes and procedures will make us more efficient....but only a little bit.
- If we need to make significant savings.....it will be by reducing our establishment.
- We cannot increase resources in all areas nor can we increase performance in all areas – we need to balance.

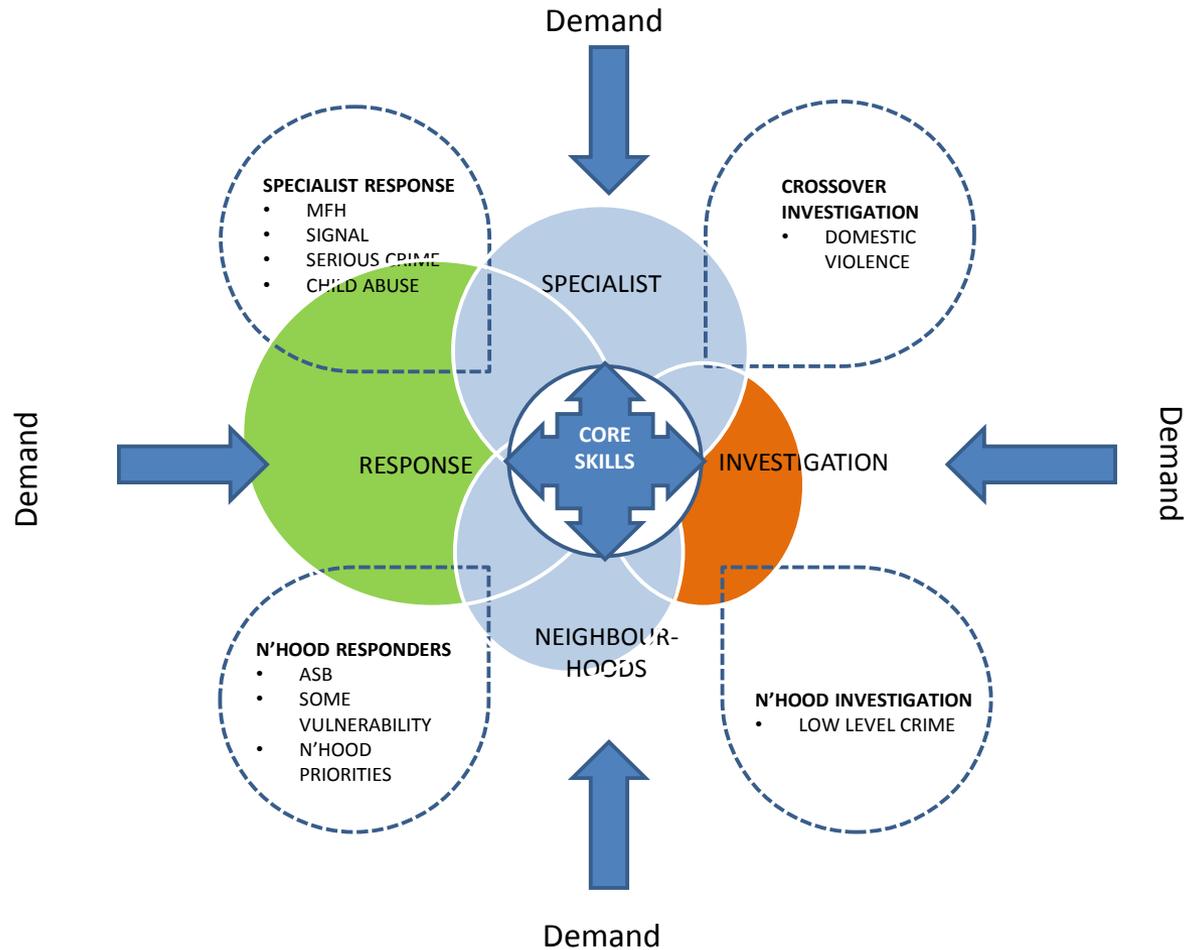
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Front loading – getting it right first time



The learning is that if we get more right at the ‘front end’ (CMD, Response, Neighbourhoods, Investigation) we deliver a more effective service, give a better service to victims and improve outcomes.

BP2025 Future TOM



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Enhancing officers core skills will allow resources to be moved into priority areas more easily and increase the flexibility and fluidity of our resources.

Policing in Neighbourhoods



We are in the process of starting to make decisions about how we will be structured in order to meet demand in the future. We have seen benefits from Darwin by re-locating resources into local bases and also from increasing the core skills of our officers to enable them to do more and be more flexible and adaptable to changing demands. This is likely to become a key part of the future design work.

Holistic design...

- Through Darwin we redesigned parts of the Force that we have since continued to evolve.
- Currently we are making further changes in the Crime Bureau and PRT, planning changes in Safeguarding and developing a new model for Neighbourhood Policing.
- To support this design work we need to undertake further evidence based reviews (using our modelling tools) and develop a holistic overview of the force based on the breakdown used in our Demand Dashboard. This will inform decision making on where we place our resources linked to priorities, risk and harm.
- We need to redesign the operational functions first and then redesign the support services to meet the needs of the operational TOM.
- Some service areas will need to grow and some will shrink.
- We need to theoretically deploy our resources and define the size shape and priorities for the business areas. This will provide a strategic force resource blueprint.

Waterfall principle – following the work flow

- The most effective way to design through an organisation is to follow the work flow.
- If you design via the work flow you always correct any issues in the next stage before you move on - making it much more effective.
- Contact is changing with the new telephony, SoH and channel shift so it makes sense to start here followed by those that are next in the work flows – Crime Bureau, PRT, NIU etc.
- Design work in other areas like the Safeguarding Hub and Neighbourhoods is already underway so this can be factored in.
- Specialist teams will be worked on later in the process as they are further down the flow.
- Activity is already underway to review regional functions which can also be incorporated into the design work.
- We will develop an outline Blueprint TOM for the whole force to make sure that this will work effectively.

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