

**POLICE AND CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND
COMPLAINTS COMMITTEE**

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Report of: **CHIEF CONSTABLE**

Subject: **OP EDISON UPDATE**

Date: **FRIDAY 23 SEPTEMBER 2016 – 2:00 p.m.**

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Purpose of Report

1. The purpose of this report is to inform the Committee of developments made to the current policing model, known as Edison in relation to new and emerging threats. The Edison evaluation paper presented to the Committee on 24 June 2016 gave a detailed overview of Edison one year on. This paper is intended to highlight the planned changes that are helping to enhance the Edison model further and also deal with changing demands and ongoing financial and operational challenges.

Recommendation

2. The Committee to note the contents of the report.

Background

3. The new policing model called Edison went live in February 2015. The new policing model was designed to meet the challenges faced by austerity cuts and has resulted in saving the Force £10.2 million to date.
4. Six and twelve month reviews of the model have been carried out and have evidenced that overall the model has been successful in delivering savings and maintaining service levels. Some areas have required changes to be made and these have been overseen by the force Change Board to ensure transparency and consistency. The force has also been audited by external auditors and this has also highlighted the successful implementation of Edison and ongoing delivery of policing in Leicester, Leicestershire and Rutland.
5. Over the past year user satisfaction levels have fallen slightly, this follows a national trend in satisfaction levels re policing, though satisfaction remained high at 80.1% (January 2016). Though user satisfaction levels have shown a slight decrease it should be noted that satisfaction levels this high are very rarely seen in commercial business customer satisfaction surveys and also in other public sector bodies.

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6. Levels of reported crime have remained relatively static with some seasonal variations. Increases in high risk, high harm crimes have seen an overall increase which has been responded to by increasing resources in safeguarding through an increase in budget via precept growth.
7. The trend for incidents reported has shown an increase in the last year and the profile of these incidents shows a marginal trend increase in emergency calls and a relatively static trend for non-emergency calls.
8. A Gold Performance Group has been set up and chaired by ACC Phil Kay to monitor call handling, incident reporting and handling. This group has senior representatives from each business area and is actively assessing, evaluating and monitoring the performance of the force to ensure effective management and allocation of resources.
9. Since the new policing model was implemented and embedded we have seen changes to demand with increases in child sexual exploitation, increases in violent sexual crimes and more criminal activity taking place online. This has presented many challenges in dealing with increases in demand whilst maintaining service levels, keeping the public safe and doing so with fewer officers and staff than in previous years.
10. To help deal with changes in demand the force has prioritised investing additional precept funds in areas of high risk and high harm throughout safeguarding. New PCSO's will be deployed to focus on safeguarding and harm reduction.
11. Ongoing, the allocation of resources to areas of high risk and high harm will need to be monitored and further decisions made to evaluate deployment of resources based on threat, risk and harm (using NDM and THRIVE).
12. The new policing model has increased visibility for NPA's and PRT. Further work is now taking place to deploy new improved IT equipment to allow both neighbourhood and response officers to be able to have better access to systems and data when not in a police station further increasing effectiveness, efficiency and visibility.
13. Further work is also taking place to increase the number of police vehicles, especially outside the city. Utilising Section 106 funding there will be an increase in vehicles numbers at key sites to help police areas outside the city. New vehicles will be available for use later in 2016 once procurement and commissioning is complete. This will help increase visibility in rural areas.
14. Financially, the force is in a good position for the current year (2016/17). This good position is based on well managed finances and the success of the change programme in identifying savings. Looking forward towards 2020 there are savings to be found based on the current financial settlement. The budget gap is estimated to be as follows. 2017/18 £1.4 million, 2018/19 £3.6 million, 2019/20 £4.2 million.
15. The budget gap will require savings and efficiencies to be found and these will need to come from local savings and potential savings from the Tri Force Collaboration. Local savings to bridge the short term gap and Tri Force savings to meet the gaps in 2018, 2019 and 2020. It will be important to

ensure that changes made to the policing model are sustainable and affordable in the long term.

16. A great deal of work has been carried out to help understand and manage demand better across the force. Utilising the Cambridge Harm Index the force has been able to evaluate demand based on high harm factors and this has helped make strategic decisions on increased resource allocation to areas like safeguarding and growth in investigative teams focusing on high harm areas.
17. The way in which the Force deals with demand for its services may also require some new and different approaches. In certain circumstances the force charges for additional services in order to police football matches and music festivals. It may be that in the future the service levels for similar activities and events may require payments for enhanced services above a minimum service level cover. This is a potential option for how we deliver some of our services in the future should demand remain high and funding remains static or reduces.
18. Changes in demand for police services will continue and this will need to be carefully balanced with how we deliver services and prioritise our resources based on threat, risk and harm. Balancing the costs of resources with changing demands and types of crime will mean that the force will need to continue to change how it delivers services and what levels of service it delivers for different types of crime and service.
19. A range of savings opportunities are currently being explored ahead of the financial planning process for 2017/18. This is being carefully constructed to avoid duplication of opportunities within the Tri Force Collaboration work and will look at costs and opportunities for savings associated with staff costs and non-staff costs. It is worth noting that non-staff costs have been significantly cut since 2010 and limited opportunities remain, most of these also falling within the current remit of the Tri Force Collaboration work. Utilising reserves to bridge some of the budget gap is a possibility however they would not bridge all the budget gaps and to use up reserves could restrict opportunities for investment without borrowing in order to finance required investment especially in areas like IT.

Implications

Financial :	Edison has delivered £10.2 million in savings to date and further savings will need to be made to bridge budget gaps up to 2020.
Legal :	None associated with this report.
Equality Impact Assessment :	None associated with this report.
Risks and Impact :	Risk management is a core activity of change within Leicestershire Police and all risks are reviewed by the Change Board and via corporate governance process and procedure.
Link to Police and Crime Plan :	The new change proposals will be linked and matched to the desired outcomes of the new Police and Crime Plan when

Communications : completed in early 2017.
Communications plans are in place for current change programmes and regular information is posted on our intranet, website and shared with partners.

List of Appendices

None

Background Papers

Evaluation of Edison One Year on and Lessons Learnt. – EICC Paper June 2016.

National Decision Model – College of Policing website

<https://www.app.college.police.uk/app-content/national-decision-model/the-national-decision-model/>

Person to Contact

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