



Rt Hon Amber Rudd MP
House of Commons
London
SW1A 0AA

Cc: HMICFRS

Our Ref: JC/jpi

12 January 2018

Dear Home Secretary,

HMICFRS PEEL Inspection Reports: *PEEL: Police Efficiency (including leadership) 2017*

I am writing to you in response to the HMICFRS PEEL Efficiency inspection report for West Mercia released in November 2017.

Once again the overall judgement of the efficiency inspection is that West Mercia Police is 'good' in the efficiency with which it keeps people safe and reduces crime. The report contains many positive comments which is a pleasing reflection of what I see on a day to day basis, although clear improvements can still be made and the report does highlight two specific areas for improvement.

One area for improvement is that the force should conduct a leadership skills audit that will allow it to understand leadership capacity and capability. To date action has been taken to cascade details of the leadership programme to all staff, talent management grids have been piloted and will be rolled out across the force; and senior officers have held a successful webchat to engage staff in the development of a leadership behavioural framework. Although these actions have begun to address the identified area for improvement, there is still work to be done if the recommended skills audit is to be implemented and I will continue to monitor progress in this area.

The report recognises that the force has a good understanding of the demand for its services but does need to refine its investigative model to ensure the transfer of crimes is consistent and that they are allocated to officers with the necessary skills to conduct the investigation. This area of demand is being reviewed as part of the work to implement a new policing model in 2018 and is being supported by professionals, expert in demand analysis. Work is also underway to review the crime investigation review and policy. This work will be advanced by the additional flexibility you have given PCC's to raise money locally, which I will use in part to invest in community problem solving.

The report comments upon demand caused by inefficient call handling processes, especially of 101 calls. Significant investment and work is underway to redesign the control centre which will improve call handling processes. I closely monitor call centre performance and it has been the focus of my regular holding to account sessions with the Chief Constable. I know from this that work undertaken in the course of 2017 to understand and respond to demand in a more proactive way is providing an improved service for West Mercia's communities. The most recent performance figures show signs of performance improvement.

The investments I have made to reform West Mercia Police supported by technology, will continue to make West Mercia Police more efficient, improving the service to the public and ensuring our communities get the help they need at the right time. We have good foundations to build on, and I am reassured that the police are committed to making further improvements and this is evident in the comments found within the inspection report.

Best Wishes,

A handwritten signature in blue ink that reads "John Campion". The signature is fluid and cursive, with a long horizontal stroke at the end.

John Campion
Police & Crime Commissioner
West Mercia