

Leicester
City Council

**MEETING OF THE LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE
AND CRIME PANEL**

DATE: MONDAY, 15 JUNE 2020

TIME: 1:00 pm

PLACE: Virtual meeting using MS Teams Live Event

Members of the Committee

Cllr Joe Orson (Chair)

Cllr Michael Rickman (Vice-Chair)

Councillors Kaur Saini, Loydall, Mullaney, Ould, Pantling, Phillimore, Rae
Bhatia, Rahman, Taylor, Walters and Woodman

Independent Members

Mr Keith Culverwell

Ms Mehrunnisa Lalani

Members of the Committee are invited to attend the above meeting to consider
the items of business listed overleaf.

For Monitoring Officer

Officer contacts:

Anita James (Democratic Support Officer),

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Further information

If you have any queries about any of the above or the business to be discussed, please contact:

Anita James, Senior Democratic Support Officer on 0116 4546358. Alternatively, email anita.james2@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

NOTE: THIS MEETING WILL BE A VIRTUAL MEETING USING MS TEAMS LIVE EVENT

The public link to view this meeting is:-

https://teams.microsoft.com/l/meetup-join/19%3ameeting_NDMYOWNjZWItY2EzNi00N2JkLTk4ZjYtNTIwZDFiMzkxNmFj%40thread.v2/0a790-466d-a7f5-4b535edef94f%22%2c%22Oid%22%3a%22af7e6eb0-9241-43ec-ba30-d1af234a91a5%22%2c%22IsBroadcastMeeting%22%3atru%7d

1. APOLOGIES FOR ABSENCE

2. MINUTES OF THE PREVIOUS MEETING HELD 20 FEBRUARY 2020 Appendix A (pg1)

The minutes of the meeting held on 20th February 2020 are attached and Members will be asked to confirm they are an accurate record.

3. DECLARATIONS OF INTEREST

Members will be asked to declare any interests they have in the business on the agenda.

4. PUBLIC QUESTION TIME

None received.

5. LEICESTERSHIRE POLICE AND OPCC RESPONSE TO COVID19 Appendix B (pg7)

Members to receive a report providing information on Leicestershire Police operational and organisational response and also the Office of the Police and Crime Commissioner's organisational response to the Covid19 pandemic.

6. RECRUITMENT, RETENTION AND DISMISSALS UPDATE Appendix C (pg13)

Members to receive a report updating on the current recruitment processes, campaigns and outcomes for the recruitment of police officers and the activity being undertaken on the current Police Officer Degree Apprenticeships application process together with an update on retention and dismissals.

7. OPCC PERFORMANCE REPORT QTR 4 2019-2020 [Appendix D \(pg29\)](#)

Members to receive a report providing an update of the performance of the Office of the Police and Crime Commissioner for Quarter 4 19/20 (1 January 2020 to 31 March 2020).

8. THE POLICE AND CRIME PLAN ADDENDUM [Appendix E \(pg43\)](#)

Members to receive a report presenting the draft addendum to the Police and Crime Plan, which also serves as the business plan for the OPCC for approval by the Police and Crime Panel.

9. KNIFE CRIME PREVENTION FUND PROJECTS REPORT [Appendix F \(pg61\)](#)

Members to receive a report updating on the 10 knife crime initiatives funded through the specialist knife crime round of the PCC's Prevention Fund.

10. OVERVIEW OF THE CHILD CRIMINAL EXPLOITATION (CCE) STRATEGIC MANAGER ROLE [Appendix G \(pg71\)](#)

Members to receive a report providing information about the work of the Child Criminal Exploitation (CCE) Strategic Manager.

11. ANY OTHER URGENT BUSINESS

12. DATE OF NEXT MEETING

To note the date of the next meeting on Tuesday 28th July 2020 at 1pm.

Appendix A

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Thursday, 20 February 2020.

PRESENT

Cllr. Joe Orson (in the Chair)

Cllr. Hemant Rae Bhatia
Mr Keith Culverwell
Cllr. Kevin Loydall
Cllr. Michael Mullaney
Mr. I. D. Ould OBE CC
Cllr. Les Phillimore

Cllr. Sharmen Rahmen
Cllr. Michael Rickman
Cllr. Manjit Kaur Saini
Cllr. Deborah Taylor
Cllr. Andrew Woodman

In attendance

Lord Willy Bach – Police and Crime Commissioner

Kirk Master, Deputy Police and Crime Commissioner

Paul Hindson – Chief Executive, Office of the Police and Crime Commissioner

Angela Perry – Executive Director, Office of the Police and Crime Commissioner

Elizabeth Starr, Performance Manager, Office of the Police and Crime Commissioner

Simon Down – Head of Strategy and Commissioning, Office of the Police and Crime Commissioner

Rob Nixon – Deputy Chief Constable, Leicestershire Police

49. Minutes of the previous meeting.

The minutes of the meeting held on 5 February 2020 were taken as read, confirmed and signed.

50. Public Question Time.

There were no questions submitted.

51. Urgent items.

There were no urgent items for consideration.

52. Declarations of interest in respect of items on the agenda.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

Mr. K. Culverwell declared a personal interest in respect of all substantive items as he had two close relatives that worked for Leicestershire Police.

53. Force Performance Report - Quarter 3.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on the performance of Leicestershire Police for the period of 1

October 2019 to 31 December 2019. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) Each crime type had a different standard deviation tailored for it though the same formula was used to calculate each. The range was indicated by the grey lines on the graph in the appendix to the report. Members stated that the visual dashboard was useful but asked for the standard deviation to be identified in future reports, and to help those who were not trained in statistics it was also requested that context was given to the data in plain English. In particular it was requested that written explanation be given for spikes in crime for example the impact the 2018 football world cup had on the data.
- (ii) The spike in recorded drug offences around the spring of 2019 was due to Operation Lionheart which was being carried out at the time.
- (iii) Comparison data with similar forces to Leicestershire Police was not available at the moment though it was hoped that it could be available in future and this work was in progress. There were concerns that the family group that Leicestershire Police had been placed in was out of date and some of the forces in the group were no longer similar to Leicestershire Police therefore any comparison data would not be meaningful.
- (iv) There had been an increase in the amount of Actual Bodily Harm offences recorded and this was likely due to changes in the way the force recorded the crime. Previously some of these offences were recorded as Common Assaults.
- (v) The number of Missing Person Incidents increased over the summer months and this was believed to be partly due to young people making a lifestyle choice to be outside in the warmer weather. It was assumed that in the winter more Missing Person Incidents were attributable to depression, mental health issues and suicide.
- (vi) Section 3.11 of the dashboard purely referred to Child Sexual Exploitation offences and in future reports the data could be broken down into Child Criminal Exploitation and Modern Slavery as well.
- (vii) With regard to the Stop and Search data it was expected that the control limits would narrow and come closer to the mean. Members stated that it would be helpful to receive further information regarding the effect the increase on stop and search had elsewhere on crime figures, and in response it was explained that the performance report was still in development and consideration would be given to whether this information could be provided in future.

RESOLVED:

That:

- (a) The contents of the report be noted;
- (b) The methodology and structure of the new performance report be approved subject to the comments now made.

54. HMICFRS Thematic Inspection - 'Both Sides of the Coin'.

The Police and Crime Panel considered a report of the Police and Crime Commissioner regarding the HMICFRS Thematic Inspection entitled 'Both sides of the Coin' which assessed police forces ability to identify, respond to and disrupt county lines related criminality and abuse. A copy of the report, marked 'Agenda item 6', is filed with these minutes.

Arising from discussions the following points were noted;

- (i) Leicestershire Police had restructured internally and set up the Serious Organised Crime Board to ensure that strategies were in place for tackling issues such as County Lines. There was a dedicated Serious Organised Crime Pursue team to deal with operational matters.
EMSOU also carried out work to tackle Serious Organised Crime in Leicestershire.
- (ii) Operation Lionheart resulted in shotguns, bladed weapons and long barrelled air weapons being recovered.
- (iii) A member raised concerns that offenders that were successfully prosecuted under Operation Lionheart were now being released from custody and their return to communities could have a negative impact. In response reassurance was given that these offenders were being monitored after release and discussions were taking place regarding offender management.
- (iv) With regards to the section of the HMICFRS report which stated that joint working was effective but did not always happen, a member stressed the need for better communication between organisations particularly with regards to children in the care of other local authorities being placed in Leicestershire and Leicestershire Police not being informed. In response assurance was given that this matter had been raised nationally by PCCs and a pilot was taking place with West Midlands police to see how communication regarding children in care could be improved. There was no system currently in place for schools to inform police when pupils had been excluded from the school but the West Midlands pilot would also be looking at this. It was suggested that the Panel could write to the Department of Education raising this issue in support of PCCs.
- (v) The HMICFRS report highlighted that there were different definitions of Child Criminal Exploitation which led to different approaches from agencies. This was an issue in Leicester, Leicestershire and Rutland (LLR) with District Councils and Community Safety Partnerships having different definitions to each other. It was hoped to resolve this by having the same risk matrix across LLR and this work would be part of the remit of the Child Criminal Exploitation team.
- (vi) Concerns were raised by a member that Leicestershire Police were having to manually enter data into the county lines intelligence collection matrix spreadsheet so this information could be sent to the regional organised crime unit rather than having computer systems which interfaced with each other. The PCC acknowledged these concerns and emphasised that Leicestershire Police had already entered a five Force collaboration regarding the NICHE database, and there was an ongoing programme of work involving EMSOU regarding collecting data regarding organised crime and anti-corruption.

- (vii) A member asked for a report at a Committee meeting regarding the Strategic Lead for Child Criminal Exploitation role which the PCC had funded. The PCC explained that it was too early for any meaningful information to be provided to Panel members yet regarding this role but a report could be provided in a couple of meetings time. The PCC suggested that in the meantime members would benefit from visiting the Child Sexual Exploitation Hub at Wigston Police Station

RESOLVED

- (a) That the contents of the report be noted;
- (b) That the Panel write to the Department of Education raising concerns regarding failures to notify Leicestershire County Council and Leicestershire Police when a child in the care of another Local Authority is placed in Leicestershire;
- (c) That a visit be arranged for Police and Crime Panel members to attend the Child Sexual Exploitation Hub at Wigston Police Station;
- (d) That the Police and Crime Commissioner be requested to provide a report on the work of the Strategic Lead for Child Criminal Exploitation for a future meeting of the Committee.

55. PCC Funding Initiatives.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on initiatives currently funded by the PCC towards the delivery of his Police and Crime Plan and how the impact of those initiatives was measured. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) The £4,297,050 figure provided in the Appendix for the total funding allocated to providers did not include the funds for the work the OPCC carried out in assessing the funding bids and monitoring performance. This work was accounted for under 'office costs' in the budget report which had been brought to the previous Panel meeting.
- (ii) Catch 22 were funded by the PCC to provide the Victim Support service. Of the victim cohort that had drug and alcohol issues 43% had no drug, alcohol needs by the time they ceased receiving support from Victim Support. Those that still had drug or alcohol needs at that point were referred to another specialised service.
- (iii) The Panel and the PCC hoped that the PCC's successor would continue the small grants scheme.
- (iv) Members stated that it would be useful for information regarding the work of Community Safety Partnerships and the results of their work to be more widely available. It was thought that whilst the dashboard was available a more concise summary would be helpful. The PCC agreed to give consideration to how this information could be provided in future.

RESOLVED:

That the contents of the report be noted.

56. Deputy PCC Update.

The Police and Crime Panel received an oral update from the Deputy Police and Crime Commissioner regarding his work. The Deputy PCC stated that the main areas of his work were as follows:

- Promoting the role of the Office of the Police and Crime Commissioner and the Police and Crime Plan;
- Attending Association of Police and Crime Commissioners meetings;
- Budget and Precept consultation;
- Serious Organised Crime Board;
- Chairing the Youth Out of Court Disposals Panel;
- Serious violence, knife crime, and the Violence Reduction Network;
- Planning for future retirement of Police Officers.

RESOLVED:

That the contents of the update be noted.

57. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Panel would be held on 26 March 2020 at 2:00pm at City Hall, Leicester.

2.00 - 3.45 pm
20 February 2020

CHAIRMAN

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	LEICESTERSHIRE POLICE & OPCC RESPONSE TO COVID19
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Author	ACC JULIA DEBENHAM and PAUL HINDSON, CHIEF EXECUTIVE

Purpose of Report

1. The purpose of this report is to provide information on Leicestershire Police's operational and organisational response and also the Office of the Police and Crime Commissioners organisational response to the COVID19 pandemic.

Recommendation

2. It is recommended that the Panel notes the content of the report.
3. It is recommended that the Panel recognises the significant efforts that have been made throughout these extraordinary times to adapt to the requirements of the pandemic and to maintain policing services within our communities of Leicester, Leicestershire and Rutland.

Background

4. Leicestershire Police has led the response to the COVID crisis and the primary role of the OPCC has been to support that work, particularly through the provision of urgent funding and flexibility around normal arrangements. The OPCC has undertaken specific roles. For instance it has reviewed all the services that it commissions and reconfigured service requirements wherever necessary e.g. to support remote working. Similarly the OPCC has created emergency grants to support the response to COVID-19 and has funded a number of local initiatives with more flexible criteria and much faster response times. It has also reviewed arrangements for domestic abuse services and provided around £100k to provide additional support for victims during this period. Finally, the OPCC is leading on a piece of work via the Tactical Recovery Group to re-establish the night time economy, currently scheduled for early July.
5. However, the work has mainly been led by the police and the remainder of this report focusses on the police contribution.
6. The COVID19 pandemic is a worldwide health emergency.
7. In February 2020 it was recognised nationally and locally that the spread of the disease could have a major impact on local communities, and on our ability to provide policing services.
8. At a national level, governance arrangements were implemented through National Police Chiefs' Council under Operation Talla. This was to promote a coordinated and consistent policing response wherever possible.

9. It is worthy of note that the pandemic has presented unprecedented challenges for our communities and our officers and staff. We have been required to react, at often very little notice, to significant developments. These have included the closure of schools, licensed premises and shops and the introduction of significant new legislation, whilst many of our staff have moved to working remotely from home. The challenges have been significant and varied. The ability and willingness of our staff to respond and adapt to these challenges has been most impressive.
10. It is also worthy of note that the requirement to respond to the pandemic coincided almost exactly with the launch of a new Target Operating Model that went “live” on 11 March 2020. This model in effect had returned many resources to a local neighbourhood-based footprint. We would always expect a period of potential instability when implementing a new operating model and so this provided an additional element to consider throughout our response to COVID19.

Partnership Response – Local Resilience Forum (LRF)

11. Under the Civil Contingencies Act 2004 Leicestershire Police are a Category 1 core responder. The Chief Constable Chairs the Local Resilience Forum (LRF). The LRF’s aim is to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities.
12. Within the local partnership arena, a Leicester, Leicestershire and Rutland Strategic Coordination Group was established, initially chaired by the Director of Public Health for Leicestershire and Rutland. It met for the first time on 13 February 2020.
13. As the pandemic developed, its impact locally was declared a major event due to the anticipated impact across a number of sectors. As is often the case under such conditions, the Police (DCC Nixon) assumed the Chair of the Strategic Coordination Group. C/Supt Ball assumed Chair of the Tactical Coordination Group that is responsible for implementation of the tactical plans.

Internal Response

14. The internal Police response to the pandemic has been governed through a Gold Group that was first established on 3 March 2020, led by T/ACC Smith.
15. A weekly police regional group was also established to provide a forum for regional Gold Commanders to discuss and agree wherever possible a consistent approach, and to escalate issues as necessary to the national Operation Talla.
16. Leicestershire Gold adopted a strategy with key strategic objectives. These are:

Strategic Aim

To preserve life and protect the public by working in partnership with Public Health and other agencies to provide a coordinated response to contain cases of infection; delay the onset of cases; mitigate the impact of cases on the communities; and plan for recovery. In order to do this, we will deliver on the following 10 objectives:

Objectives

1. *Preserve life, protect the public by assisting Public Health to contain, delay, and mitigate the spread of the virus.*

2. *Protect the health, safety and Wellbeing of Police Officers and Police Staff, including the provision of and guidance on using personal protective equipment.*
 3. *Take steps to delay the onset of infection within the organisation.*
 4. *Ensure Business Continuity plans prioritise the functions of the Police to ensure that critical services continue now and in the future during times of significant staff absences.*
 5. *Reassure and inform the public by supporting Public Health guidance and Public Health messages through joint communications*
 6. *Ensure that community tension and intelligence/information are managed through application of the national intelligence model.*
 7. *Support Local Resilience partner agencies and local communities to mitigate the impacts of the virus.*
 8. *To maintain the rule of law and preserve order and to support national and regional policing operations where required.*
 9. *Plan for recovery from the outbreak and return the organisation and communities to a new normality as soon as practicable*
 10. *To maintain public trust and confidence.*
13. The Gold group has been meeting regularly and has closely monitored the impact of the pandemic. A Silver group, led by Supt Potter, has been responsible for implementing the plan to achieve the Gold objectives.
14. The OPCC has been represented on both Gold and Silver groups throughout.

Key Issues and Challenges

15. The challenges presented by responding to the COVID19 pandemic are numerous and ongoing. Some key issues of note include:
- Managing Absence - At an early stage, we recognised that the pandemic may have a significant impact on availability of resource and therefore our ability to provide a policing service. We swiftly developed a resourcing cell to provide detailed oversight of resourcing levels across all parts of the force throughout the day. This has enabled us to recognise and respond to areas of vulnerability. We developed sophisticated service resilience plans to maintain prioritised service dependent on resourcing numbers. Where resource numbers fell, we took measures to enact contingency plans. An example is that we have temporarily closed one of our three custody suites (Beaumont Leys). The volume of detained people has been reduced over the period and, as a result, we have been capable of managing by staffing just two of our custody suites. In all areas of business, our operational resilience has been maintained throughout.
 - Remote Working - Clearly, many frontline policing services require people to be physically attending the workplace. Others are capable of being delivered by people working remotely and there has been a clear direction from the Government to work from home wherever possible. Within Leicestershire, we were in a strong position to enable this due to the investment that we have previously made in our IT infrastructure. We rented additional laptops and have introduced digital methods of working wherever possible to enable this. This has included taking digital witness statements from victims and witnesses so that in appropriate cases they can be taken over the telephone. Business meetings via Skype have become the norm and have proven to be an effective and efficient solution in response to current restrictions.
 - Maintaining Core Business - Our strategic objectives include the requirement to maintain critical areas of business, as well as to maintain law and order. A weekly performance meeting was introduced to manage performance in three key areas:
 - i. Dealing with incoming demand (calls / emails)
 - ii. Responding to priority incidents

iii. Investigating criminal matters

The type of demand has varied throughout the period. Traditional crime demand has fallen with significant decreases in serious violent crime (reduced by around 50% compared with the same four week period in 2019) and as well as burglary (reduced by 48%). Domestic abuse incidents have increased slightly. We have been able to respond to these changes, and to maintain our effective operational response. Our response to 999 calls and to emergency incidents has remained excellent throughout and response times have consistently been better than pre the new Target Operating Model.

It is worthy of note that throughout the period we have been faced with serious and major crime investigations, including murder. We have maintained our collective ability to mobilise regional resources through East Midlands Specialist Operations Unit and we have retained our very high standard of service delivery in these cases.

Throughout the period, as would be expected, there has been a marked drop in demand associated with the Night Time Economy, thereby releasing significant resource for alternative policing activity. This is subject to ongoing evaluation so that we might see what opportunities this presents for the future.

One of the main challenges of maintaining services has been associated with the wider Criminal Justice system. These are national issues that involve the accumulation of a backlog of cases as courts have been closed. We continue to work closely with our Criminal Justice colleagues to resolve these matters. Some proposed solutions have significant resourcing implications for policing (such as the use of Virtual Courts by default) and as such discussions remain ongoing.

- New Business and Public Expectation - It has been necessary to respond to new business associated with the implementation of COVID-related legislation. This has generated significant additional demand as the public contact us to report breaches of regulations. Peaks in reporting have been particularly pronounced where the weather has been fine. Nationally, the Single Online Home website was amended to provide specific COVID-related reporting. This is likely to have taken some burden from the non-emergency 101 telephone number. Overall we are dealing with on average over 1000 COVID-related incidents per week. This is additional demand that more than balances out the reduction in traditional crime and traffic incident demand.

In order to inform our understanding of public expectation, we undertook a survey of over 1000 existing contacts on Neighbourhood Link. We asked them whether they felt that we should deal with COVID reports as a priority over other matters. The result was a fairly even split – a third saying definitely not, just less than a third saying that we should and the rest not sure. Over 80% felt that we were doing a good or excellent job in responding. The varied public support for police action in these matters demonstrates the fine balance to be achieved in policing this new and changing legislation.

We have been very mindful of the wider community impact and community confidence associated with the new legislation and have followed the “4 E” approach – to engage, explain and educate. Enforcement has been undertaken as a last resort. The emergency legislation allows for us to issue Fixed Penalty Notices as a means to enforce where people are not complying with restrictions. To date we have issued over 400 Fixed Penalty Notices. In comparison with other forces nationally, this is around average numbers. Around two thirds of these have been issued to people in breach of the prohibition of movement. We are monitoring the allocation of Fixed Penalty Notices across the Force area to assure ourselves that we are applying the legislation in the intended way. Since the easing of some restrictions around movement that was announced on 10 May and implemented on 13 May, we have seen a significant reduction in the number of Fixed Penalty Notices issued.

In the early stages of the partnership response to COVID19, our existing provision for mental health was amended in order to support the wider health response to the crisis. Mental health nurses were withdrawn from custody suites, and our operational hours for our Triage car and the partnership PAVE team were extended. We experienced a very significant increase in contact from service users whose normal access to services had been disrupted. In April, the Leicestershire Partnership Trust implemented the Central Access Point (CAP) - this provides a 24/7 point of contact for people in crisis and forms the basis for the future service modelling. Whilst mental health-related demand remains higher than average, it has started to reduce as we see more people accessing CAP.

- Personal Protective Equipment (PPE), Testing and Staff Confidence - As the pandemic has developed, our response to the requirement for Personal Protective Equipment (PPE) has been consistent with that recommended by the national Op Talla team, in line with Public Health England guidance. It has been important to provide officers and staff confidence that we are acting on the national advice as it develops. Unison and the Police Federation have been fully engaged with these discussions throughout. Through proactive procurement, we have ensured that we have maintained a level of PPE throughout.

Testing for key workers (or members of their households) who are displaying COVID19 symptoms became available in April. In response to this, over 100 police officers / staff have been tested, along with over 50 household members. There have been 21 positive tests. Very few individuals have required hospital treatment.

As medical knowledge around the virus is developing, issues have been raised associated with additional risk factors for individuals. These include risk factors associated with being from Black, Asian and Minority Ethnic communities, as well as other factors such as gender (male), obesity, hypertension and other underlying health conditions. Whilst none of these factors have to date been included in Public Health England guidance, we are developing a risk assessment tool to assist in assessing future deployments. We will continue to respond to emerging evidence and recommendations.

- Financial impact

At the time of writing, the force has incurred unbudgeted costs totalling **£829k**. This includes:

- a) Direct costs – for example the purchase of PPE (£287k) and IT costs (149k)
- b) Income reduction costs - including reduction in income for events and for airport policing totalling £281k.

We continue to collate these costs and to return submissions to the Home Office who have indicated that unbudgeted costs will be reimbursed to Forces, however this is still to be confirmed.

Opportunities

16. We recognise that the pandemic has driven changes in working practices that may present opportunities going forward. As we move towards Recovery, we will be seeking to maximise on those opportunities. We are keen to extend our ability to work remotely, making best use of digital technology where possible. We also want to understand how we might work with partners to maintain the reduction in demand in some areas – such as the Night Time Economy, and to ensure that a “return to normality” does not simply accept a return to the previous status quo.
17. A Recovery Cell, led by T/ACC Smith, has been established to collate all such issues and to identify opportunities for incorporating best practice learnt into ongoing business delivery.

Implications

Financial: as above

Legal: no implications

Equality Impact Assessment: none

Risks and Impact: none connected to the report. Separate Risk Register for Gold

Link to Police and Crime Plan:

Person to Contact:

ACC Julia Debenham

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	OFFICE OF THE CHIEF CONSTABLE
Subject	RECRUITMENT AND RETENTION
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Author	CAROLINE NEAL AND LYNNE WOODWARD

Purpose of Report

1. The purpose of this report is to update the Police and Crime Panel on the current recruitment processes, campaigns and outcomes for the recruitment of police officers and the activity being undertaken on the current Police Officer Degree Apprenticeships application process. In addition there is an update on retention and dismissals.

Recommendation

2. The Panel is asked to note the contents of this report and the continued positive action approach adopted by Leicestershire Police.

Background

3. The Police & Crime Commissioner sits on the recruitment, retention and progression Gold group chaired by the Chief Constable.
4. In 2017 police officer recruitment was opened for the first time in several years. Between May 2017 and June 2018, Leicestershire Police held three police officer recruitment campaigns. Currently there are five recruitment campaigns at various stages:
 - LE19 – campaign ran from 1st April – 10th June 2019.
 - LE19a – campaign ran from 19th September – 29th November 2019.
 - Police Constable Degree Apprentice – 1st October 2019 – 29th November 2019.
 - Degree Holder Entry Programme (DHEP) – 30th January 2020 – 14th May 2020
 - DHEP – 18th May 2020

The Degree Holder Entry Programme (DHEP) opened up for the first time on 30th January 2020 and closed on 14th May 2020 as the process is currently ongoing there is limited data available.

The second DHEP campaign opened up on 18th May 2020 and at this stage there is no data available.

Current position

5. The current diversity breakdown of the Force as of May 2020 is as follows:
 - Female representation - police officers – 32%, police staff – 65%, PCSO's – 44%, Specials – 33% and Volunteers – 49%
 - BAME representation - police officers – 8%, police staff – 12%, PCSO's – 14%, Specials – 14% and Volunteers – 12%.
 - Disabled representation - police officers – 4%, police staff – 6%, PCSO's – 7% and Specials – 4% and Volunteers – 2%.
 - LGBT representation - police officers – 4%, police staff – 2%, PCSO's – 3%, Specials – 7% and Volunteers – 2%
6. The community breakdown of Leicester, Leicestershire and Rutland is 50.5% female and at the latest estimate 25% BME (which is made up of Rutland BME representation at 3%, Leicestershire 11% and Leicester 55%). It is estimated that 10% of the population identifies as LGBT, but this is difficult to verify due to the lack of reliable data. Likewise it is estimated that over 20% of the population live with a disability.
7. The Force data therefore shows that there is under-representation of female, BAME and disabled staff in all categories of staff except for female police staff.

Current Police Officer recruitment campaign

LE19 PC Recruitment Campaign

8. There were a total of 802 applications initially submitted for LE19 PC campaign, of those, 256 applications were withdrawn. This resulted in 546 applicants going through the recruitment process. The table on the next page outlines the monitoring data for the pass and fail rates at each stage.
 - 169 people have passed the assessment stages of the recruitment process (Application, telephone interview, face to face interview and National Assessment Centre).
 - 3 candidates are still awaiting to attend the National Assessment Centre.
 - Once all the above stages are completed, candidates begin their pre-employment checks:- Fitness Test, Medical Checks, Biometric Checks, Vetting and References. When a candidate successfully passes all of those checks, they will be offered a place with Leicestershire Police.

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	546	106	Blank	183	Blank	64	Blank	24	Blank
			36		17		48		20
% of total		19.41%	6.6%	33.52%	3.11%	11.72%	8.79%	4.4%	3.67%
Pre-sift unsuccessful	137	30	Blank	33	Blank	13	Blank	8	Blank
			7		4		7		5
% of total		21.90%	5.11%	24.09%	2.92%	9.49%	5.11%	5.84%	3.65%
Telephone interview	409	76	Blank	150	Blank	51	Blank	16	Blank
			29		13		39		15
% of total		18.7%	7.09%	36.67%	3.18%	12.47%	9.54%	3.91%	3.67%
Tel. interview unsuccessful	125	26	Blank	37	Blank	13	Blank	7	Blank
			10		5		10		7
% of total		20.8%	8%	29.6%	4%	10.4%	8%	5.6%	5.6%
Face to face interview	284	50	Blank	113	Blank	38	Blank	9	Blank
			19		8		29		8
% of total		17.61%	6.69%	39.79%	2.82%	13.4%	10.21%	3.17%	2.82%
Face to face interview unsuccessful	107	20	Blank	39	Blank	14	Blank	3	Blank
			7		3		11		5
% of total		18.69%	6.54%	31.2%	2.80%	11.2%	8.80%	2.80%	4.67%
Assessment Centre	177	30	Blank	74	Blank	24	Blank	6	Blank
			12		5		18		3
% of total		16.95%	6.78%	41.81%	2.82%	13.56%	10.17%	3.38%	1.70%
Assessment Centre Successful	169	27	Blank	72	Blank	23	Blank	5	Blank
			12		5		17		3
% of total		15.98%	7.10%	42.60%	2.96%	13.61%	10.06%	2.96%	1.78%
Assessment Centre Booked	3	1	Blank	1	Blank	0	Blank	0	Blank
			0		0		1		0
% of total		33.33%	0	33.33%	0	0	33.33%	0	0
Assessment Centre Rejected	5	2	Blank	1	Blank	1	Blank	1	Blank
			0		0		0		0
% of total		40%	0	20%	0	20%	0	20%	0

The breakdown of the monitoring data for the pre-employment checks stage is as below:

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
AC successful/ pre-employment checks	92	16	Blank 8	37	Blank 3	16	Blank 9	3	Blank 3
% of total		17.39%	8.70%	40.22%	3.26%	17.39%	9.79%	3.26%	3.26%
Pre-employment checks unsuccessful	5	1	Blank 0	2	Blank 0	1	Blank 1	0	Blank 0
% of total		20%	0	40%	0	20%	20%	0	0
Offer	72	10	Blank 4	33	Blank 2	6	Blank 7	2	Blank 0
% of total		13.89%	5.56%	45.83%	2.78%	8.33%	9.72%	2.77%	0

9. There are currently:
- 92 candidates who are still going through the pre-employment checks.
 - 5 candidates who have failed their pre-employment checks (4 x vetting, 1 x medical).
 - 72 candidates who have been offered a place with Leicestershire Police and a number of those have already begun their Police Officer Training.
10. The above two charts show that up to assessment centre stage, candidates who are female and identify as LGBT have a higher success rate than those from a BAME background and who have identified with a disability. At the final offer stage only females and LGBT candidates show a higher success rate amongst those that are identified from under-represented groups. See the attrition tables below for each stage of the process.

Attrition rates by diversity breakdown

11. BAME

Application	19.41%
Telephone interview	18.70%
Face to face interview	17.61%
SEARCH assessment centre	16.95%
Pre-employment	15.98%

There is a **-3.43%** percentage change.

Female

Application	33.52%
Telephone interview	36.67%
Face to face interview	39.79%
SEARCH assessment centre	41.81%
Pre-employment	42.68%

There is a **+9.16%** percentage change.

LGBT+

Application	11.72%
Telephone interview	12.47%
Face to face interview	13.40%
SEARCH assessment centre	13.56%
Pre-employment	13.41%

There is a +1.69% percentage change.

Disability

Application	4.40%
Telephone interview	3.91%
Face to face interview	3.17%
SEARCH assessment centre	3.38%
Pre-employment	3.05%

There is a -1.35% percentage change.

LE19a campaign

12. The LE19a campaign has not yet concluded. Candidates are still going through parts of the process. The two charts overleaf show that up to assessment centre stage, candidates who are disabled, female and LGBT+ have a higher success rate than those from a BAME background. This trend is similar to the previous campaign LE19. The final offer stage has not yet been reached but the attrition rates below show that female, LGBT+ and disabled candidates are more successful up to the assessment centre stage.

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	517	79	Blank	152	Blank	43	Blank	18	Blank
			37		16		30		17
% of total		15.28%	7.16%	29.40%	3%	8.32%	5.80%	3.48%	3.29%
Pre-sift unsuccessful	112	22	Blank	15	Blank	9	Blank	4	Blank
			9		4		8		5
% of total		19.64%	8.04%	13.39%	3.57%	8.04%	7.14%	3.57%	4.46%
Telephone interview	405	57	Blank	137	Blank	34	Blank	14	Blank
			28		12		22		12
% of total		14.07%	6.91%	33.83%	2.96%	8.40%	5.43%	3.46%	2.96%
Tel. interview unsuccessful	119	12	Blank	35	Blank	8	Blank	3	Blank
			7		3		8		4
% of total		10.08%	5.88%	29.41%	2.52%	6.72%	6.72%	2.52%	3.36%
Face to face interview	286	45	Blank	105	Blank	26	Blank	11	Blank
			21		9		14		8
% of total		15.73%	7.34%	36.71%	3.15%	9.09%	4.90%	3.85%	2.80%
Face to face interview unsuccessful	75	13	Blank	26	Blank	5	Blank	2	Blank
			6		3		5		2
% of total		17.33%	2.10%	34.67%	4%	6.67%	6.67%	2.67%	2.67%
Interview booked	2	1	Blank	1	Blank	0	Blank	1	Blank
			0		0		0		0
% of total		50%	0	50%	0	0	0	50%	0
Assessment Centre	209	31	Blank	75	Blank	21	Blank	8	Blank
			15		6		9		6
% of total		14.83%	7.17%	35.89%	2.87%	10.05%	4.31%	3.83%	2.87%
Assessment Centre Booked	50	8	Blank	20	Blank	3	Blank	4	Blank
			4		1		1		2
% of total		16%	8%	40%	2%	6%	2%	8%	4%
Assessment Centre Successful	127	14	Blank	43	Blank	15	Blank	3	Blank
			9		4		6		3
% of total		11.02%	7.09%	33.86%	3.15%	11.81%	4.72%	2.36%	2.36%
Assessment Centre Rejected	32	7	Blank	12	Blank	3	Blank	1	Blank
			4		1		2		1
% of total		21.88%	12.5%	37.5%	3.13%	9.38%	6.25%	3.13%	3.13%

Attrition rates by diversity breakdown

13. BAME

Application	15.28%
Telephone interview	14.07%
Face to face interview	15.73%
SEARCH assessment centre	14.83%
Pre-employment	Data not yet available

There is a **-0.45%** percentage change so far.

Female

Application	29.40%
Telephone interview	33.83%
Face to face interview	36.71%
SEARCH assessment centre	35.89%
Pre-employment	Data not yet available

There is a **+6.49%** percentage change so far.

LGBT+

Application	8.32%
Telephone interview	8.40%
Face to face interview	9.09%
SEARCH assessment centre	10.05%
Pre-employment	Data not yet available

There is a **+1.73%** percentage change so far.

Disability

Application	3.48%
Telephone interview	3.46%
Face to face interview	3.85%
SEARCH assessment centre	3.83%
Pre-employment	Data not yet available

There is a **+0.35%** percentage change so far.

Degree Holder Entry Programme 2020

14. The Degree Holder Entry Programme (DHEP) recruitment campaign opened on 30th January and closed on 14th May. The data below represents the current position as of the end of May 2020. We received 581 applications the breakdown of those applications submitted is as follows as the campaign is ongoing there is no other data available:

	Total	BAME		Female		LGBT+		Disability	
Applications submitted	581	140	Blank 22	259	Blank 14	55	Blank 21	32	Blank 18
% of total		22.10%	3.79%	44.58%	2.41%	9.47%	3.61%	5.51%	3.10%

15. The DHEP is showing a higher BAME application rate at 22.1% and a higher female application rate at 44.58% than the previous two recruitment campaigns. Further analysis will be conducted when the recruitment campaign is concluded.

Police Constable Degree Apprenticeship 2019 (PCDA)

16. The PCDA campaign has had 239 applications submitted. Of those, 69 applicants have withdrawn.

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	170	34	Blank	66	Blank	17	Blank	8	Blank
			12		6		15		4
% of total		20%	7.06%	38.82%	3.53%	10%	8.82%	4.70%	2.35%
Pre-sift unsuccessful	20	6	Blank	5	Blank	2	Blank	3	Blank
			0		0		0		0
% of total		30%	0	25%	0	10%	0	15%	0
Telephone interview	150	28	Blank	61	Blank	15	Blank	5	Blank
			12		6		15		4
% of total		18.67%	8%	40.67%	4%	10%	10%	3.33%	2.67%
Tel. interview unsuccessful	57	7	Blank	20	Blank	7	Blank	1	Blank
			6		5		8		3
% of total		12.28%	10.52%	35.08%	8.77%	12.28%	14.04%	1.75%	5.26%
Face to face interview	93	21	Blank	41	Blank	8	Blank	4	Blank
			6		1		7		1
% of total		22.58%	6.52%	44.56%	1.08%	8.68%	7.53%	4.30%	1.08%
F2F interview successful	56	11	Blank	25	Blank	5	Blank	2	Blank
			4		1		5		1
% of total		19.64%	7.14%	44.64%	1.78%	8.92%	8.92%	3.57%	1.79%
F2F interview unsuccessful	31	9	Blank	14	Blank	3	Blank	2	Blank
			2		0		1		0
% of total		29.03%	6.45%	45.16%	0	9.67%	3.23%	6.45%	0
F2F interview booked	6	1	Blank	2	Blank	0	Blank	0	Blank
			0		0		1		0
% of total		16.67%	0	33.33%	0	0	16.67%	0	0
Assessment Centre Booked/ Invited (to date)	53	11	Blank	25	Blank	5	Blank	2	Blank
			4		1		5		1
% of total									
Assessment Centre Successful/ Pre-employment (to date)	3	0	Blank	0	Blank	0	Blank	0	Blank
			0		0		0		0
% of total									

There were 170 applicants who went through or are currently in the recruitment process. The monitoring data for those candidates is broken down below. The 'Blank' tab includes both blank and prefer not to say options.

BAME

Application	18.66%
Telephone interview	22.82%
Face to face interview	19.64%
SEARCH assessment centre	20.51%
Pre-employment	Not available%

There is a **+1.85%** percentage point change so far.

FEMALE

Application	40.66%
Telephone interview	44.56%
Face to face interview	44.64%
SEARCH assessment centre	41.0%
Pre-employment	Not available %

There is a **+0.34%** percentage point change.

LGBT+

Application	10.66%
Telephone interview	8.68%
Face to face interview	8.92%
SEARCH assessment centre	12.82%
Pre-employment	Not available %

There is a **+2.16%** percentage point change.

DISABILITY

Application	3.33%
Telephone interview	4.34%
Face to face interview	3.57%
SEARCH assessment centre	Not available %
Pre-employment	Not available %

There is a **+0.24%** percentage point change.

Recruitment activity

17. The following outlines the recruitment activity undertaken during the latest recruitment campaigns. These are:

- Recruitment Seminars
- Social Media and Online Marketing
- PC recruitment mentoring
- Support workshops

Recruitment seminars

18. Recruitment seminars are delivered out in the community and are organised by neighbourhood officers or networks. The dedicated neighbourhood officers or networks identify venues, communities and locations. The seminars are then delivered by serving officers varying in rank and role. Before the delivery of the seminar, all officers are trained and briefed around the current processes, the structure of the workshops and what the expectations are.
19. With current restrictions the recruitment team have continued working with colleges and universities, agreeing a plan of work for September 2020. We are continuing to attend virtual graduate fayres and are arranging virtual seminars. The below gives a flavour of activity.
 - Between March 2019 - October 2019, PC recruitment seminars were delivered at numerous locations, which have included local colleges/schools e.g. Brockington, Beauchamp, religious places of worship e.g. Hindu temples, Gurdwaras, Churches and Mosques. Also leisure centres, hotels, council offices and local police stations are just some of the places visited. A total of 425 attendees have visited these locations.
 - Recruitment seminars, jobs and careers fairs – 37 attended
These have included a number of large scale events including careers fairs at University Of Leicester, DMU and Loughborough University. Also events arranged by external agencies including at the Curve Theatre, Tigers Rugby stadium and King Power.
 - Engagement events – These are predominantly large scale events like Diwali, Caribbean Carnival etc. The footfall is huge and interest in recruitment can vary. These may be impacted by COVID, for instance the carnival is cancelled.
 - Education careers fairs – College and University career talks/seminars and school future career events, 36 have been attended. Careers fairs at schools are normally held yearly. These are targeted at Year 10 and 11 students in relation to future career choices. These have been held at a number of city schools, including Crown Hills, Moat, Soar Valley, Rushey Mead, Madani, Babington and Beaumont Leys Community colleges. There has also been attendance at a number of County schools including Leicester Grammar, Hinckley Academy, De Lyle and Roundhill Academy. All 6th form Colleges in the County have been contacted and there is an offer of PCDA inputs to all.

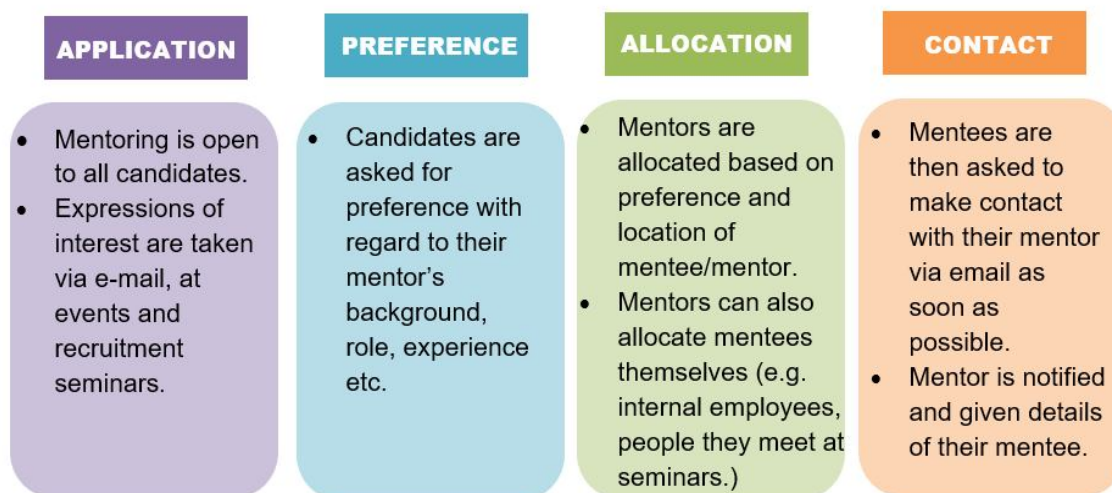
Social media and online marketing

20. For both campaigns throughout 2019, online marketing and social media were utilised to deliver recruitment messages and promote the diversity commitment of Leicestershire Police. These included:
 - #MakeADifference Videos
 - Sponsored/ Targeted social media advertising
 - Live Facebook Chats/Video
 - Chief's Vlog
 - Chief's Vlog + Positive Action Presence
 - Local radio interviews, sharing information with local radio stations including:
 - Radio Seerah
 - Community Giants

- Pukaar News
- Kohinoor Radio
- BBC Black and Asian Network
- BBC Leicester
- Capital FM
- Weekly updated website photos showing the diversity of officers
- #WeAreYou online publications
- Regular Instagram Q&A's

PC recruitment mentoring

21. Leicestershire Police has now formalised the PC recruitment mentoring offer and formal processes are now in place to deliver this. Mentoring is a voluntary role and is open to officers and staff. All mentors are required to attend a one-day training which covers the PC recruitment process, mentoring skills and the Competency and Values Framework (CVF). This training has now been signed off as mandatory by the Chief Officer Team and Learning and Development. The training is delivered by Positive Action Officers and HR Leadership team to cover all necessary aspects.
22. Mentors support candidates aspiring to become PCs (and other) through the process of recruitment. Mentors are also provided with a handbook and a number of other documents and guidance to support them in their role. The following outlines the mentor offer.



23. During the LE19 campaign there were 35 mentors who supported 75 candidates through the process. Following the training and mentor recruitment, the number of mentors increased to 56 who have then supported 90 candidates for the campaigns LE19A and PCDA 2019.

Support Workshops

24. Employability skills workshops are run every week by the Positive Action Officers. A total of 32 have been delivered. These are broken down for each of the 5 stages of the recruitment process and provide an overview of that stage. Additional practice sessions are delivered for underrepresented groups and are an opportunity to practice and prepare for that stage, for example presentations, mock interviews and role plays. The fitness Test Practice sessions are organised jointly with Positive Action Officers, Recruitment Officers and Skills Training.

25. Familiarisation days have been run for those going through vetting and awaiting a start date. The purpose is to maintain an interest in Policing, provide information about the role they will be undertaking and to make them feel the organisation is interested in welcoming and supporting them.
26. At the Universities a new programme is being developed to target specific activity during a 3 year degree programme. This will include presentations, seminars, workshops, student ambassador scheme, Specials and volunteers. Initially the target has been for the 3 Leicestershire based Universities and in the future the aim is to extend this to the Open University and other Midlands based Universities.
27. From January 2020 the recruitment team will provide an overview of stages 1 – 5 at the start of the process. This will be available to all candidates. The Positive Action Officers will then provide practice sessions to underrepresented groups only. This will include:-
 - Keep Warm Activity. In addition to the above the Positive Action Officer invited previous applicants who had been unsuccessful to a 'Keep Warm' workshop in May and September 2019 to encourage and support those who wished to reapply again and start a new process. The session included developing action plans to get them back on track for each individual. 15 people attended these sessions in total.
 - A 're-sit' session was held for those candidates from campaign LE19 who were given the opportunity to attend the assessment centre again immediately after 3 months, 10 candidates attended this session.
 - A Christian Police Association and Black Police Association Easter Celebration prior to COVID was being planned. The Positive Action Officer was supporting the Christian Police Association and the Black Police Association in managing the event which was to be held at Police HQ the event aims to engage with those communities from African and Caribbean heritage. Churches with diverse congregations were invited to take part and deliver aspects of the event programme. Information stalls would have provided information on various aspects of policing including armed response, tactical response, neighbourhood policing, volunteering and recruitment. Additionally stands on policing issues including hate crime and knife crime. It was anticipated approximately 80 people will attend. Whilst this event was cancelled continued working relationships with the churches are continuing.

COVID-19

28. Recruitment has continued during the pandemic the following adjustments have been made:-
 - Recruitment seminars have been managed virtually via Circuit Video – 20 events have been added for the new campaign
 - Positive action events for candidates have been managed virtually via Circuit Video – a total of 16 seminars completed this is now ongoing
 - Familiarisation events have been managed virtually via Circuit Video – cohorts up until November have been emailed and invited to their specific event
 - Facebook lives have been increased
 - Fitness – virtual events have been added to candidates going through the recruitment process with the Fitness & Health Living Advisor

- Face to Face interviews – have been managed via Circuit Video initially with a team of 10 staff within HR – over 10 weeks 423 interviews would have been completed. With effect from 8 June interviews will be rolled out to interview trained staff working within the organisation
- Fitness testing is currently being undertaken on day 1 of joining (for those who had not taken this as part of their recruitment process)
- Medical – we are following national guidance in terms of GP confirmation and requirement to hold face to face medical screening
- Biometrics – continue prior to appointment with safety measures put in place for both staff and candidate

Retention

Leavers & Joiners

29. The following charts show the numbers of leavers and joiners over the past 10 years by ethnicity. This includes the numbers and also the percentages. The next chart shows the leavers and joiners in the last year. This information shows the trend.

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2010 - 2020	77	29	1109	955
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer Leavers 2010 – 2020 (%)	6.34%	2.39%	91.28%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2019 - 2020	6	4	112	122
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer Leavers 2019 – 2020 (%)	4.92%	3.28%	91.80%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2020	75	50	759	884
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2020	8.48%	5.66%	85.86%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2019 - 2020	23	24	194	241
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer joiners 2019 - 2020	9.54%	9.96%	80.50%	100%

30. The charts above show that the proportion of BAME leavers (6.34%) is lower than the proportion of BAME joiners (8.48%). The retention rate improves further when you look at the 2019 – 2020 data in isolation. This shows the proportion of BAME leavers (4.92%) is close to half the rate of BAME joiners (9.54%). This reflects the beginnings of the recruit campaigns impacting on the figures. As the recruiting is increasing, there is a higher

proportion of BAME officers joining the organisation. The 10 year data is reflective of low recruiting rates over the past 10 years caused by austerity. These figures nevertheless show a higher proportion of BAME candidates are joining than leaving the organisation.

31. The following charts show the numbers of leavers and joiners over the past 10 years by gender. This includes the numbers and also the percentages. The next chart shows the leavers and joiners in the last year. This information shows the trend.

Gender	Female	Not Stated	Male	Total
Police Officer Leavers 2010 - 2020	285	0	930	1215
Gender (%)	Female	Not Stated	Male	Total
Police Officer Leavers 2010 – 2020 (%)	23.46%	0	76.54%	100%

Gender	Female	Not Stated	Male	Total
Police Officer Leavers 2019 - 2020	28	0	94	122
Gender (%)	Female	Not Stated	Male	Total
Police Officer Leavers 2019 – 2020 (%)	22.95%	0	77.05%	100%

Gender	Female	Not Stated	Male	Total
Police Officer joiners 2010 - 2020	337	0	552	889
Gender (%)	Female	Not Stated	Male	Total
Police Officer joiners 2010 - 2020	37.91%	0	62.09%	100%

Gender	Female	Not Stated	Male	Total
Police Officer joiners 2019 - 2020	100	0	141	241
Gender (%)	Female	Not Stated	Male	Total
Police Officer joiners 2019 - 2020	41.49%	0	58.51%	100%

32. The charts above show that the proportion of female leavers (23.46%) is lower than the proportion of female joiners (37.91%). The retention rate improves further when you look at the 2019 – 2020 data in isolation. This shows the proportion of female leavers (22.95%) is close to half the rate of female joiners (41.49%). This reflects the beginnings of the recruit campaigns impacting on the figures. As the recruiting is increasing, there is a higher proportion of female officers joining the organisation. The 10 year data is reflective of low recruiting rates over the past 10 years due to austerity. These figures nevertheless show a higher proportion of female candidates are joining than leaving the police.

Dismissals

33. In the last year there have been no Police Officer dismissals from the Force.

Conclusion

34. The Force has a comprehensive approach and strategy to increasing the diversity of applicants both in the existing police recruitment process and the new PCDA process.
35. The impact and effectiveness of the above activity continue to be monitored and reviewed at key stages throughout the recruitment process. With outcomes reported to an Attraction & Retention Gold Group and internal Boards such as the Workforce Development Board chaired by ACO HR and the Performance Delivery Group chaired by the DCC. The Chief Constable chairs both the Gold Group and the Strategic Equality & Fairness Board. The OPCC attends meetings to hold the Force to account.

Implications

Financial:	Programme is being delivered within the budget.
Legal:	Use of S.158 and S.159 of the Equality Act 2010.
Equality	
Impact Assessment:	Continually reviewed
Risks and Impact:	The race employment tribunals are unlikely to be heard until 2020. The adverse publicity following the submission from the President of the National Black Police Association at the Home Affairs Select Committee in February 2019
Link to Police and Crime Plan:	Developing a diverse workforce

List of Appendices

None

Background Papers

None

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	OPCC PERFORMANCE REPORT – QUARTER 4 (1 JANUARY 2020 – 31 MARCH 2020)
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Author	JEMIMA MASON, PERFORMANCE ANALYST & ELIZABETH STARR, PERFORMANCE MANAGER, OFFICE OF POLICE AND CRIME COMMISSIONER

Purpose of Report

1. To provide the Police and Crime Panel with an update of the performance of the Office of the Police and Crime Commissioner for Quarter 4 19/20 (1 January 2020 to 31 March 2020).

Recommendation

2. The Panel is recommended to discuss and note the contents of the report.

Background

3. The report is a work in progress and will be developed further by the Performance Manager with more indicators being added each month. Comments and feedback from members would be welcomed to aid the future development and format of the report.
4. The performance report itself is attached at Appendix item A, the glossary that accompanies the report is attached at Appendix item B.

Highlights

5. Throughout quarter 4 19/20 there have been significant changes to the way in which the office is working in which the whole office is working remotely due to COVID-19. This does not appear to have effected the office performance measures reported in Appendix A. There has however been some significant changes to some of the metrics which have been highlighted as exceptions below:
 - a. The number of emails received into the Commissioners inbox has only slightly reduced when compared to the previous quarter (-15%), however the number of correspondence received has significantly reduced (-69%). As a result, we have seen the number of correspondence responded to on time increase by 6 percentage points to 89%.
 - b. The number of meetings attended by the Commissioner has increased by 18% when compared to the previous quarter. This can be explained by a significant rise in the number of Force meetings attended by the Commissioner and an increase in the number of OPCC team meetings being held. Both of these increases can be attributed to the COVID-19 restrictions.

- c. The number of ICV visits and volunteered hours has remained consistent to the volumes recorded in quarter 3 19/20, there has been a slight reduction in both of these metrics this is due to a large majority of the volunteers falling into the high risk category. There have been significant developments in the way in which the custody records are reviewed with the OPCC volunteer manager now reviewing approximately 12 records a week and highlighting any issues with the custody inspector. A random sample of records are sent to the Volunteer manager, the weekly volumes currently being reviewed has been deemed significant due to the reduced footfall through the custody suites at this time.
 - d. The flexi time balance of the OPCC staff has significantly increased throughout the last quarter of the financial year and is now close to the recommended carry over limit. This has been raised at the OPCC management meeting and further work is being done to understand the reasons for this. It is believed that there has been an increased demand on the office since January and staff in the survey raised this (see point 6 below for further information).
6. Due to the significant changes in the working practises of the office, a staff survey was conducted to gain an understanding of how this had affected staff and gather feedback on how staff were coping. Overall the feedback from the survey was positive, some of the main points from the survey can be found below. It is the intention to repeat this survey at regular intervals throughout the year to maintain an understanding of staff wellbeing in the office and ensure any changes are received positively.
- a. 78% of staff felt either very satisfied or satisfied with their current working from home arrangements
 - b. 100% of staff felt very or fairly confident that they had the right support network at work to support them through this period.
 - c. Staff were asked if the current circumstances had affected their work in a positive or negative way. Some of the main comments raised for a positive impact are; increased communication between teams, better flexibility and improved work life balance. Conversely, the negative impacts raised were; increased workload, balancing home life is more challenging and social isolation.
 - d. 13% of staff stated that it was difficult for them to work effectively in the current circumstances.
 - e. The top three biggest challenges faced whilst working at home raised by staff were as follows:
 - i. Social Isolation
 - ii. Physical workspace
 - iii. Communication with co-workers is harder/ General anxiety of the effect of coronavirus on my life

Implications

Financial:	None
Legal:	None
Equality - Impact Assessment:	None
Risks and –Impact:	None
Link to Police and Crime Plan:	None

List of Appendices

- Appendix A - OPCC Performance report
- Appendix B - Glossary to accompanies the report

Background Papers

None

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**POLICE & CRIME
COMMISSIONER
for Leicestershire**

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OPCC PERFORMANCE REPORT Quarter 3

(1st October 2019 – 31st December 2019)




Appendix A

Office of the Police and Crime Commissioner Performance Report

1. Executive Support

KPI	Measure	Performance Q4 2019/20	Commentary
34 1.1	Number of Emails Received	1096	The Police Commissioner inbox has received 1096 emails throughout the fourth quarter of 2019/20.
	Number of Correspondence Received	141	The number of correspondence received for the fourth quarter was 141 and the number responded to on time was 126.
	% Correspondence Responded to On-time	 89%	The Commissioner has accepted approximately 24% (16) of the invitations he has received over the quarter.
	Number of Invitations Received	68	However, a number of invitations in February and March were cancelled due to Covid-19.
1.2	Number of FOI received	4	The OPCC has received four freedom of information requests in quarter four of 2019/20, 3 out of 4 of these have been responded to on time. The FOI that wasn't responded to on time was late due to delayed advice received from the national advisory unit used by the FOI department. A holding email was sent to the requester and it was resolved three days after the deadline.

1.3	Number of LWB Meetings	313	<p>In quarter four of the 19/20 financial year, the Commissioner attended 313 meetings. This can be compared to the same period of the previous year where the Commissioner attended 292 meetings.</p> <p>In quarter four, 136 of the meetings attended by the Commissioner were internal meetings (43%), such as correspondence, team meetings or 1-1s. The next largest category of meetings was Force meetings. Over the period, the Commissioner attended 94 Force meetings (30%). Other categories are: Media interviews, funding or commissioning meetings, events and regional meetings.</p>
1.4	Number of ICV Volunteers	21	<p>The number of ICVs has slightly decreased over the fourth quarter. 3 ICVs did leave the scheme during this period due to other commitments and having volunteered with the scheme for a long period of time.</p> <p>The number of volunteered hours and visits has decreased compared to the third quarter of 2019/20. In the average month, at least two volunteers visit each custody suite once a week. The travel time to and from the custody suites is included in the total volunteered hours.</p>
	Number of ICV Volunteered hours	44	<p>In quarter four of 2019/20, the average travel time for all volunteers to all suites was approximately 33 minutes and the average length of visit across all suites was 37 minutes, making the average visit length 1hr and 10 minutes. This quarter the ICV's achieved an 87% visit rate. This is due to one custody suite being closed for two weeks due to work needed on the power systems, and also Covid-19 struck towards the end of March and most ICV's fell into the high risk category so were unable to attend custody.</p>

	Number of ICV Visits	 34	Some of the issues recorded over the 34 visits are as follows: many detainees awaiting solicitors/legal representatives, detainees not being informed of toilet pixilation, cups stacking up in cells and some messy cells.
1.5	Number of A/L days taken by OPCC staff	 74 Days	<p>The number of annual leave days taken by OPCC staff in quarter four currently stands at 74 days taken. This is above target.</p> <p>Staff accrue approximately two annual leave days per month; this has then been multiplied by the number of staff numbers to give the target level. Senior members of staff have a larger annual leave allowance and hence are not included in the figures quoted.</p>
	Flexi time balance held by OPCC Staff	 224 hours	<p>The flexi time balance held by OPCC Staff currently stands at 224 hours owed across 15 staff members. This is just under the policy target which is 225 hours for 15 employees. The maximum carried by one staff member being 45 hours.</p> <p>Not all members of staff are on the flexi time scheme, senior managers being the exception. Policy guidance states that an employee should not be carrying more than 15 hours at one time. The target has been calculated as the max hours being carried multiplied by the number of employees on the scheme.</p>
1.6	Office Sickness	12 days	In quarter four of 19/20, 12 calendar days were lost to sickness. We are now confident that the figures reported are correct, however does not include a number of agency staff currently in post in the office.


			This represents that 0.9% of all calendar days available were lost in quarter three due to sickness. This has decreased from the previous quarter as a member of staff who was off on long-term sick is no longer included in the figures.
1.7	OPCC Headcount	17	<p>The Office of the Police and Crime Commissioner currently has 17 permanent employees. In addition, there are also 2 contractors and 2 members of agency within the office, but they are not included in the headcount.</p> <p>The proportion of females in the OPCC is 71% and the proportion of males is 29%.</p> <p>The BAME representation of the OPCC at the end of quarter four was 29%.</p> <p>The Violence Reduction Network will be hosted by the OPCC. The headcount will be reported on but not included in the OPCC numbers above. The VRN currently consists of five full time members of the team, one police officer, and two Public Health England Consultants seconded to the network.</p>
1.8	Number of OPCC Vacancies	3	During quarter four, the OPCC has advertised three vacancies. These vacancies were: Research Officer, candidates have been shortlisted and awaiting confirmation of interview dates; Partnership Officer, currently out for recruitment; and Engagement Officer, which is currently vacant and it is planned to be out for recruitment before the end of May.
1.9	% Open PDRs	-	The % open PDRs is reported annually.

Office of the Police and Crime Commissioner Performance Report

2. Engagement

KPI	Measure	Performance Q2 2019/20	Commentary
2.1	Number of Engagement Events	24	<p>In the fourth quarter of 2019/20 the Commissioner attended 24 engagement events, this includes visits to New Parks, Clarendon Park, Fosse Park, Narborough and Littlethorpe and a number of police stations across LLR.</p> <p>A further 11 engagement events were attended by members of the OPCC on behalf of the Commissioner.</p>
2.2	Number of Engagement Hours	60.5 hours	<p>A total of 60.5 engagement hours have been spent by the Commissioner and/or the Deputy Police and Crime Commissioner in quarter four of 19/20.</p> <p>A further 27 engagement hours have been spent by members of the OPCC on behalf of the Commissioner.</p> <p>There has been a large decrease in the number of engagement events and engagement hours in this quarter, compared to quarter three. This is due to a number of engagement events not going ahead due to Covid-19 and the new restrictions surrounding that.</p>
2.3	Number of Projects	12	<p>As of the end of quarter three the Office of the Police and Crime Commissioner are managing 13 projects, Sexual violence and domestic abuse service design, People Zones, an Ex-Offenders Event and the implementation of the Violence Reduction Unit for example.</p>

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			This measure has not been updated since the last quarter, this is due to the OPCC improving the way it classifies and reports on the progress of the projects within the OPCC. The improvements required are not yet finalised however improved reporting metrics should be available in this report for quarter 1 2020/21.
2.4	Number of Tweets	108	<p>During quarter four, 108 tweets were sent from the Police and Crime Commissioners Corporate twitter account (@LeicsPCC), a 49% decrease from the previous quarter. These tweets have reached 164,721 people with 3,579 engagements.</p> <p>At the end of March 2020, the Police and Crime Commissioner's twitter account had 5,902 followers.</p>
2.5	Engagement Events Tweets	 100%	<p>During quarter four, 100% of Patchwalks and What Matters to You Events were publicised, with at least one tweet sent out for each of these events.</p>

2.6	Number of Facebook Reaches	28,977	The number of people who had any content from our page enter their screen. By the end of March 2020, the Office of the Police and Crime Commissioner Facebook page has 318 unique user likes, having acquired 26 likes throughout this quarter.
2.7	Number of Website Hits	23,138	Throughout the fourth quarter of the 19/20 financial year, the OPCC website has been viewed just over 23,000 times. This is by 10,376 users, 96% of which are new visitors to the website. The average session length on the website was 1 minute 8 seconds.

Glossary:	
Twitter Impression	The total amount of times a tweet shows up in someone's twitter timeline.
Twitter Engagement	This is the total number of times a user has interacted with a tweet. This could be anything from clicking on the tweet, retweeting, replying, following, liking and hash tagging for example.
Facebook reach	The total number of unique people who saw the content.
Daily Total Impressions	The number of times any content from the page entered a person's screen.
Correspondence	Complaints or enquiries received through either the Police Commissioner inbox or the post.
FOI	Freedom of information requests
Independent Custody Visitors (ICV)	Independent Custody Visitors go into police custody suites to check on the rights, entitlements and wellbeing of detainees.
BAME	Black, Asian and Minority Ethnic

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME PLAN ADDENDUM
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Authors	PAUL HINDSON CHIEF EXECUTIVE

Purpose

1. The purpose of this report is to present the draft addendum to the Police and Crime Plan, which also serves as the business plan for the OPCC for approval to the Police and Crime Panel

Recommendation

2. The Panel is asked to approve the plan.

Background

3. The current PCC was due to stand down in May 2020, having decided not to stand for re-election. Under normal circumstances a new PCC would have been in place by now and the process of devising a new Police and Crime Plan would have been underway. However, the COVID-19 crisis resulted in the postponement of the PCC elections until May 2021, resulting in an additional year for the current PCC.
4. This plan is intended to act as an addendum to the Commissioner's original Police and Crime Plan to cover the additional period until a new Police and Crime Plan is prepared. Although the original Police and Crime Plan does already cover a period up until 2021, the extended time period was intended to maximise continuity and to ensure that strategic direction was maintained whilst a new plan was prepared and mobilised. It was not anticipated that the original plan would have been maintained by a new PCC for a full year.
5. The addendum has been developed to ensure that the unexpected additional year of the current PCC's term operates with the same momentum and drive as has characterised the previous four years since his election. As with the original plan this addendum will run for as long a period as is required to put a new Police and Crime Plan into place after the revised election date of May 2021. This approach ensures that the office maintains direction, momentum and continuity during the period of handover from one PCC to another and allows an incoming PCC time to prepare a new plan once in office.
6. This is a very ambitious plan, which demonstrates a strong commitment to continuing development over the coming period. It obviously makes demands of the police, which will be monitored via our existing arrangements, but it is also highly dependent on the staffing model for the OPCC.
7. The new plan will also serve as the business plan for the OPCC for the same time period. A detailed programme plan is in development to cover this additional period and support the delivery of the strategic objectives.

Appendices

Business Plan 2020/21 and Addendum to Police and Crime Plan

Implications

Financial: Any financial implications are detailed in the plan

Legal: None

Equality Impact Assessment: None

Risks and Impact: A risk register will be maintained within the programme plan

Link to Police and Crime Plan: this is an addendum to the plan

Person to Contact

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**Business Plan 2020/21
and Addendum to
Police and Crime Plan**

**Leicestershire Police
and Crime
Commissioner**

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1. Preface from PCC

2. Rather to everybody's surprise, including mine, I have the privilege of remaining Police and Crime Commissioner for Leicester, Leicestershire and Rutland for an extra year. Although my Police and Crime Plan runs until 2021, it is clear that much has changed since it was first published three years ago. I, therefore, welcome this addition to the Plan that brings it up to date. In my view, it deals with many of the new issues that have arisen in our area, both before and during COVID-19. These are issues that affect many of our fellow citizens every day of their lives. The public quite rightly expects us to come with practical solutions that make a difference. It is a good start that we now have an increase in the number of Police Officers and Staff after many years of falling roles.

3. I would like to thank all my colleagues at the OPCC, as well as the Chief Constable, who have helped in preparing this document. In particular, I want to mention my Chief Executive Paul Hindson, who has driven this project with high energy and purpose.

4. I also want to acknowledge the important role that my Deputy PCC, Kirk Master, has played in the achievements of my term to date and I want to thank him for agreeing to take on additional responsibilities in the year ahead.

5. Introduction

6. This Plan is an addendum to the Police and Crime Plan and also serves as the Business Plan for the Office of the Police and Crime Commissioner (OPCC) to May 2021 when the next Police and Crime Commissioner (PCC) elections will take place.

7. The Plan has a very clear central theme: its core aim is to prevent harm to our communities. That aim has short term and long term elements to it. In the short term, we have excellent services across the Leicester, Leicestershire and Rutland (LLR) partnerships that deal with the immediate threats arising from organised crime groups, terrorist activity, habitual offenders and other sources to protect those vulnerable to harm. We also have excellent services to prevent recurrent offending by supporting the rehabilitation of those susceptible to common causes of offending such as substance misuse, mental ill-health, negative relationships and many more. We will continue to invest in these services alongside our Leicester, Leicestershire and Rutland (LLR) partners to ensure that we protect our diverse communities and minimise harm.

8. The longer-term approach to preventing harm is more complicated and challenging, but potentially more rewarding. With this approach, we focus on the primary causes of the harm and address these at their source. For instance, there is considerable evidence linking adverse childhood experiences (ACEs) with subsequent harmful behaviour. ACEs include: experiencing abuse as a child, mental illness of a parent or household member, domestic violence within the household, the imprisonment of a parent or close relative and several others. Instead of waiting until those early life experiences are converted into harmful behaviour ten years later, the long term approach would address ACEs when they occur. For example, we know that smoking considerably increases the risk of cancer, particularly lung cancer, although it may take years for the disease to develop. If we can reduce the amount that people smoke now, then we will undoubtedly reduce cancer rates in the future. The same is true of ACEs and of other personal and social factors that generate harm. A 2019 police analysis showed this life course for a serious offender in LLR whose development was

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littered with experiences of abuse and neglect over many years before he was charged with murder.

9. Leicestershire Police is excellent at dealing with the short term work needed to address crime. However, the long term efforts require the collaboration of lots of different organisations and local communities, which is more complicated to achieve. This Plan is focussed as much on what other organisations do as it is on the work of the police.
10. Our ability to prevent harm in the short term and long term has improved recently with the establishment of a Violence Reduction Network (VRN) covering the whole of LLR. The VRN has built a Response Plan which identifies the causes of violence and develops multi-agency initiatives to stifle them at source. We will build on this approach and extend it to other harmful behaviours that threaten our community. In this way, we will not just be responding to harmful behaviour when it happens, but we will be tackling its causes at the earliest point leading to long term benefits for our communities. The rest of this Plan focusses on how we achieve this aim.
11. This Plan, therefore, covers new work to be undertaken over the coming year and beyond. At the same time, we will continue to focus on the priorities identified in the original Police and Crime Plan and prepare an end of term report covering all of the commitments made.
12. The original Police and Crime Plan emphasised the rich diversity of our LLR communities and made a commitment to reflect that diversity in all of the objectives we pursue. That commitment to embrace our unique diversity is reinforced in this addendum.
13. **We prevent harm to our communities by listening to the people of LLR so that we can commission police services which make people safe.** LLR is officially served by a “Good” police force. That is the judgement of Her Majesty’s Inspectorate of Constabulary (HMIC) which has reached that assessment for all aspects of police performance. HMIC assesses against efficiency, effectiveness and legitimacy and the only area where performance improvement is required is in data integrity.
14. Paragraph 17 of the Policing Protocol lays out the responsibilities of the PCC, which include setting the strategic direction for the police via a Police and Crime Plan and holding the police to account for the delivery of that Plan. These duties cover “the totality of policing”, making it clear that it encompasses all aspects of police work. Paragraph 20 of the Protocol refers to the broader powers of the PCC beyond policing. These include the delivery of community safety and crime reduction and “a wider responsibility for the enhancement of the delivery of criminal justice in their area”. These are very significant responsibilities covering the work of many different organisations, and this Plan will cover the full range of these responsibilities, focussing initially on the work of the police directly.
15. The Police and Crime Plan provides the strategic direction for Leicestershire Police, and the contents of the original document are still applicable to the current period. This addendum merely provides more specifics for the additional period from May 2020 to May 2021.
16. Effective partnerships are built on strong relationships. The relationship between the office of the PCC and the police is characterised by closeness, transparency and collaboration. The PCC’s role is also to hold the chief constable to account, which is conducted in the same spirit of openness through the following channels:

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- a six weekly Strategic Assurance Board which reviews and sets the strategic direction, makes critical strategic decisions and prepares the budget as well as evaluating performance against the plan;
 - scheduled weekly one to one meetings between the Commissioner and the Chief Constable;
 - weekly meetings between the Commissioner's senior officers and the Chief Constable's Chief Officer Team;
 - weekly performance reports on overall force performance;
 - regular Joint Audit Risk and Assurance Panel (JARAP) meetings with public representation, which scrutinise progress against action plans to meet regulatory standards and monitor risks;
 - regular meetings of the Ethics Committee with public representation to consider and report on ethical dilemmas and decisions taken within policing operations;
 - representation at strategic police meetings by officers from the PCC's office;
 - regular update meetings between the PCC and senior officers of the police;
 - regular visits by the PCC to operational departments;
 - continue to work closely with the Police Federation and the Trade Unions.
17. The Police and Crime Panel scrutinise the effectiveness of the PCC in holding the Leicestershire Police to account.
18. To improve our accountability role over the coming year, we will:
- develop a performance framework, which identifies the police contribution to prevention;
 - capture the outcomes against each of the Vs¹ in the original Police and Crime Plan (PCP);
 - focus on underdeveloped areas of police work against the objectives in the PCP;
 - review police performance in relation to the COVID-19 crisis;
 - focus on prevention as a central theme in the PCP;
 - work collaboratively with the police to develop the next specification for the police operating model;
 - ensure that the police meet the required standards for crime data integrity;
 - continue to meet expectations arising from the Strategic Policing Requirement
19. Over the course of the first four years of the PCC's term, substantial improvements have already been made. These include:
20. *Police numbers* – Increasing the numbers of police officers and staff for every year of the PCP. Those numbers will continue to increase over the coming year to enhance the safety of all communities across LLR;
21. *Police diversity* – our ambition is for our police force to be representative of the diverse communities it serves. Over the last four years we have made progress towards that ambition but we still have more to do. Therefore the commitment to creating a representative workforce is renewed through this addendum and will be pursued as vigorously as it has been for the past four years.
22. *Police collaboration* – Continuing to support regional cooperation across the East Midlands to tackle the more serious forms of organised crime. The collaboration continues to be seen as a national model of good practice, and the PCC has reinforced his commitment to it for a further year. The regional collaboration also acts as the point of interface with the National

¹ Victims, Vulnerability, Viable Partnerships, Visibility and Value for Money

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Crime Agency and other nationally driven police work;

23. *Locally accountable policing* – in March 2020 Leicestershire Police launched a new operating model, 'TOM' which deploys most police officers and some staff from local bases within communities across LLR. TOM is the first step in a range of developments to return policing to local communities, and it will continue over the coming year;
24. *Exploitation* – the PCC has part-funded the establishment of a multi-agency team to support coordinated work on all forms of exploitation. In the coming year this will result in the development of an exploitation team which will provide protection for the vulnerable and disrupt those people who seek to prey on them;
25. *Domestic Abuse* – The PCC has funded the enhanced services that are offered through the Multi-Agency Risk Assessment Conference arrangements (MARAC), which have allowed the agencies to meet daily to plan their work to support vulnerable people. Following an evaluation in April 2020 the PCC has agreed to make these changes permanent, providing much stronger protection for victims;
26. *Mental health* – the original PCP highlighted the role that mental ill-health could play in harmful behaviour. The PCC has funded initiatives such as the Pro-Active Vulnerability Engagement Team (PAVE) to support those people whose mental ill-health often brings them to the attention of the police. Alongside this, the PCC has supported the development of services to divert people suffering mental ill-health out of the criminal justice system altogether and has seconded a mental health specialist into the police to coordinate their mental health services. The PAVE service will expand in the coming year alongside other positive developments in the mental health world.
27. The areas we want to focus on for the coming year are:
28. *Modern Slavery* – this is a growing form of exploitation and which is difficult to analyse and quantify. The PCC wants to ensure that Leicestershire Police is providing the best possible service for these vulnerable individuals;
29. *Rural Crime* – harm is not isolated to urban communities, rural areas also experience serious levels of harm that is often distinctive to the local environment. LLR has a large number of rural communities which need dedicated services to support them. This plan will continue to focus on the needs of our rural communities to provide the specialist services that will keep them safe.
30. *Integrated Offender Management* – the current IOM scheme has run for several years and is highly regarded locally, but, with the development of a VRN and a significant review underway within probation it is an excellent time to assess whether IOM can develop further;
31. *Missing children* – LLR has excellent multi-agency services for dealing with missing children. However, the problem has strong links with other forms of exploitation, which in turn drive serious organised crime. The volume of missing children continues to be very high, and a new preventive approach is being developed by the Strategic Partnership Board warranting additional attention on the issue within the police.

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32. *Night Time Economy* – the night-time economy (NTE) makes an important contribution to the prosperity of our communities. However, it also generates harmful behaviour and considerable demand for our emergency services. As this plan is being prepared, the NTE is temporarily suspended as a result of the COVID-19 crisis. The restart of the NTE needs to be managed carefully to comply with the new expectations around COVID-19. However, it also provides us with a platform for reducing the harm generated by NTE related behaviour.
33. *Supporting our emergency workers* – the COVID-19 crisis has emphasised how reliant we all are on the work of our emergency workers and the PCC has already supported legislation that imposes stricter penalties on those who assault emergency workers in the line of their duty. We are familiar with the magnificent work of our police, fire, ambulance, care workers and hospital workers during this crisis. We should also acknowledge our reliance on retail workers, particularly those who work in supermarkets and pharmacies, who have kept us going through these difficult times. They are also on the frontline, and they have experienced increased abuse to support our needs over the past few months. This is an opportunity to repay them alongside the other emergency workers.
34. *We prevent harm to our communities by commissioning excellent services.* The PCC uses his commissioning funds to commission partners and community-based organisations to achieve this Police and Crime Plan. Much of this work is undertaken in partnership with other statutory organisations. Contracts range from a few thousand pounds to millions of pounds. These funds are published annually in the Commissioning Framework, but funding is flexible to reflect the dynamic nature of the threats we face.
35. During this year, we will continue to work with partners to recommission domestic and sexual violence and abuse (DSVA) and substance misuse services, with new services rescheduled to 2022 in response to the COVID-19 crisis. We will continue to respond flexibly to this and other emerging commissioning needs in the meantime. We will implement the “Safer Streets” programme with Leicester City Council and Charnwood Borough Council if our bid to the Home Office for this initiative is successful.
36. The services we currently fund are listed in the Commissioning Framework, which is available on our website.
37. The relationship we have with our providers is a strong one, ranging from small grassroots organisations in local communities to large national organisations with an immense breadth of delivery experience. We regard these providers as a partner network who work with us to achieve our shared goal of reducing harm. We will continue to work with them to problem solve the challenges that lie ahead of us. Through our network, we are jointly able to offer:
- Through the community safety partnerships (CSPs) in each local authority we work together to offer excellent community safety plans which strengthen communities;
 - A suite of services such as Victim First, UAVA Domestic and Sexual Violence and Abuse Information and Support service, target hardening, Sexual Assault Referral Centres and DV 360 all of which to support victims of crime to cope, recover and be protected;
 - Services such as substance misuse support, out of court disposals for the first time and lower-level offending and a suicide bereavement service to support and protect vulnerable people and prevent them from causing harm to themselves or society;
 - Small grants to a variety of community organisations through the PCC’s Prevention Fund which, amongst other things engages with young people and gets the best out of them;

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38. Over the coming year, we will improve this still further by:
- Adding £100,000 to the prevention fund to support the Covid-19 response and recovery effort;
 - Expanding the funding of domestic abuse services by £100,000 – enabling additional refuge spaces to be created;
 - Proactively seeking to access and enable providers to obtain additional funding that is made available nationally as part of the Covid-19 response and implement this activity;
 - Further enhance the commissioning budget through seeking to access further internal/external funding streams;
 - Focussing new youth-related provision funded through the PCC's Prevention Fund on long term prevention via work on risk factors such as ACEs and enhancing protective factors;
 - Developing an Outcomes Framework and related monitoring to demonstrate the impact of funded activity, build a more substantial evidence base and reinforce the prevention methodology;
 - Report on the outcomes achieved across our commissioning work;
 - Establish a dynamic and supportive network of providers who are commissioned by us.
39. **We prevent harm to our communities by listening to, involving and strengthening those communities.** We work with communities to build resilience and empower them to have a voice; raising issues that are important to them. Our objective is for communities to have a greater sense of control, working collaboratively with us and other public services to make their environments a safe and happy place to live. Communities hold an enormous depth of resource and knowledge that can achieve great things if we can learn to marshal it. Our job is to help communities unlock this resource.
40. To listen to you over the coming year, we will:
- Continue with our engagement programme of “What Matters to You” events and local patch walks – including through digital channels until the COVID-19 restrictions are lifted;
 - Hold focus groups, community forums;
 - Conduct regular surveys;
 - Visit key community groups, forums and parishes;
 - Develop more online platforms for engaging with you and hearing your voice;
 - Use your feedback to make changes – and tell you how we've done this.
41. To involve you more over the coming year we will:
- Establish a community leadership programme to create a network of community leaders across LLR;
 - Stimulate grassroots work in communities through our Prevention Grant Fund;
 - Help communities make more use of the natural resources that they have at their disposal;
 - Enhance our People Zones' initiative by extending it to other communities;
 - Build an expanded volunteer programme across LLR with an integrated model for volunteering;
 - Work more closely with local support groups and bodies such as community panels and residents' associations;
 - Expand the role of Independent Custody Visitors (ICV) through Phase II of ICV pilot;
 - Introduce e-training packages/webinars for ICVs including induction training for those newly recruited and achieve the Platinum Award from ICVA Quality Assurance Framework;

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- Improve our recording and analysis of engagement work so that we know which groups to focus on;
42. We will also demonstrate our commitment as an office to the work of local communities by allowing all our staff to take time out of their work schedules to work directly with local community groups and charities. We want all of our people to understand the vital importance of the work done by local communities in local communities, and we want them to support it through direct experience.
43. **We prevent harm to our communities by working in partnership and collaborating with others.** Everything we do is in collaboration with others. Partnership is the way services are delivered in the modern era. A vital partnership for the OPCC is the Community Safety Partnership (CSP), which bring agencies together through the local authorities to build plans to keep local communities safe and secure. There are nine CSPs across LLR, and they are all funded by the OPCC. Taken together, the CSPs offer a valuable resource which can have a major impact on harmful behaviour, with some of it focusing on local priorities and some focussed on regional strategic objectives. The role of the OPCC is to enable CSPs to flourish by providing strategic direction, funding and support, such as data analysis. A key focus of the coming year will be to maximise the achievements of the CSP partnerships as a vital tool for preventing harm to our communities.
44. To develop our partnership work over the coming year, we will:
- Build on our strong relationship with CSPs to create a shared strategic direction;
 - Build a CSP supporting hub that allows CSPs to thrive, with supporting data, regular fora and best practice models;
 - Work with CSPs to apply the new public health duty to tackle serious violence announced by the Home Office in 2019;
 - Strengthen the role of Joint Action Groups in delivering key objectives;
 - Test out new initiatives with CSPs;
 - Collaborate with CSPs on joint initiatives such as community perception surveys;
 - Map and rationalise the partnerships we attend, creating a partnership database;
 - Be seen as a reliable, intelligent partner adding value to partnership endeavours;
 - Evaluate our partnership contribution by seeking feedback from partners, including local communities;
 - Build stronger relationships with universities and local businesses
45. **We prevent harm to our communities by building an effective and responsive criminal justice system.** Part of the role of the PCC is to oversee the criminal justice system (CJS) as a whole. The CJS is a complex system comprising many different agencies with different roles and a variety of aims and targets. On top of this, the CJS faces constant demand pressures, which can be overwhelming and result in short term inefficiencies. The PCC chairs the East Midlands' Criminal Justice Board (EMCJB) and links directly with the National Criminal Justice Board led by government ministers. The PCC uses these boards to drive forward improvements in the way the system operates. This has become especially significant since the start of the coronavirus crisis as the CJS has to introduce new working practices to overcome the restrictions brought about by the virus. In many ways, this process has forced the CJS to modernise its processes, introducing new

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digital systems that would have otherwise have taken many years to implement without the urgency presented by the crisis. The PCC is determined to consolidate these changes.

46. On top of this, the PCC aims to change how some elements of the existing system operate. For instance, the PCC has played a lead role in shaping the future development of the probation services after the failed Transforming Rehabilitation Programme. The PCC opposed that programme and now aims to ensure that the replacement programme offers locally responsive services that are accountable to the people of LLR and working effectively in partnership to support his aims for long term prevention of harm. Similarly, the PCC is keen to ensure that the new prison being built at Glen Parva is responsive to the local community and becomes part of the local partnerships, making a significant contribution to the goal of preventing harm in the short term and long term.
47. To enhance the effectiveness and responsiveness of the CJS over the coming year, we will:
 - Consolidate efficiency changes arising from the coronavirus crisis;
 - Encourage the government to make the radical changes necessary to minimise the growing backlog of cases progressing through the courts;
 - Introduce a new Reducing Re-offending Board to the EMCJB with a focus on prevention of harm;
 - Review the EMCJB programme to ensure it facilitates the long term prevention of harm;
 - Maintain existing projects operating under the Board with revised work plans supporting the consolidation of efficiency changes;
 - Continue to shape the future delivery model for probation, with an emphasis on prevention and build a strong relationship with the regional director;
 - Continue to shape the development of the new prison at Glen Parva with an emphasis on partnership, community relationships and prevention;
48. **We prevent harm to our communities by building multi-agency strategies for change with our partners.** The PCC convenes a partnership board that contains all the heads of the primary public services across LLR with the explicit aim of reducing harm to our communities. The Strategic Partnership Board (SPB) directs the work of several sub-groups, which develop the multi-agency services overseeing work with those who perpetrate harmful behaviours and those who are vulnerable to them. It has also now established the VRN to tackle the problem of violence from a public health perspective and the Prevention Board, which aims to apply this approach more widely. The priority behaviours identified by the SPB are: domestic violence; missing children; behaviours associated with substance misuse; crisis behaviours associated with mental ill-health; serious crime linked to a small number of traveller sites; night-time economy driven practices; exploitation, particularly around modern slavery; and gang-related behaviour. All of our public services deal with harmful behaviours in one way or another, but often our interventions are fragmented and un-co-ordinated. To make a difference to harmful practices, we need these organisations to work together to a common strategy over a long period. That is what the SPB does.
49. To develop the multi-agency strategies overseen by the SPB over the coming year, we will:
 - Integrate the prevention approach into the work of SPB;
 - Prepare analyses of two of the priority harmful behaviours;
 - Prepare multi-agency strategic response plans for two of the priority harmful behaviours;
 - Prepare a toolkit for developing prevention-based ways of working;

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- Provide briefing to all SPB members on the application of the public health/prevention approach;
 - Provide training and support for nominated leads to work on each of these harmful behaviours;
 - Coordinate and support the work on building response plans for each of the harmful behaviours;
 - Prepare a dashboard for monitoring progress in addressing these harmful behaviours;
 - Enhance the programme support provided to SPB
50. **We prevent harm to our communities by communicating well with all of our stakeholders.** Effective communication and engagement with participants are essential. These activities play a vital role in promoting community safety and preventing harmful behaviour.
51. Regular stakeholder mapping is crucial. We need a well-developed understanding of the strengths, capabilities, wants, and expectations of the individuals, groups and organisations who can make a difference to our business plan. These include community leaders, public and voluntary sector practitioners, commissioned services, and those who are engaged in, or who are vulnerable to, harmful behaviour.
52. Since May 2016, the OPCC has built powerful collaborations with a wide range of partners. We use these viable partnerships to identify issues, convey messages and seek feedback. Progress is good.
53. We have also seen a step-change in favourable coverage of the Commissioner and the work of the OPCC across broadcast, print and social media platforms in Leicestershire.
54. The Commissioner has energetically engaged with our diverse community through events and visits, conferences, seminars and a refreshingly positive attitude to approaches from the public at large irrespective of geography or background.
55. But times are changing, and the COVID-19 crisis means things have to be done differently, starting with greater use of social media platforms and online engagement to engage with our communities and use coordinated digital campaigns to bring about change.
56. Building on our experience since 2016, we will:
- Design and implement a structured stakeholder relationship management methodology,
 - Develop a communication plan fully aligned with the OPCC business plan priorities and outcomes framework,
 - Deploy an evidence-led, targeted approach to all OPCC communication with a sharper focus on evaluation, and
 - Initiate a 'campaign' approach to selected OPCC projects.
57. **We prevent harm to our communities by accessing, analysing and making sense of the data available to us.** Data analytical capability is a key element of adopting a public health/preventive approach. If we want to focus on the primary causes of harm, then we need to understand what they are. But the data sit in lots of different databases across public services and to fully understand what is happening we need to access and analyse that data. We also need to monitor trends and patterns in harmful behaviour to predict future issues and target resources, and we need to scrutinise police

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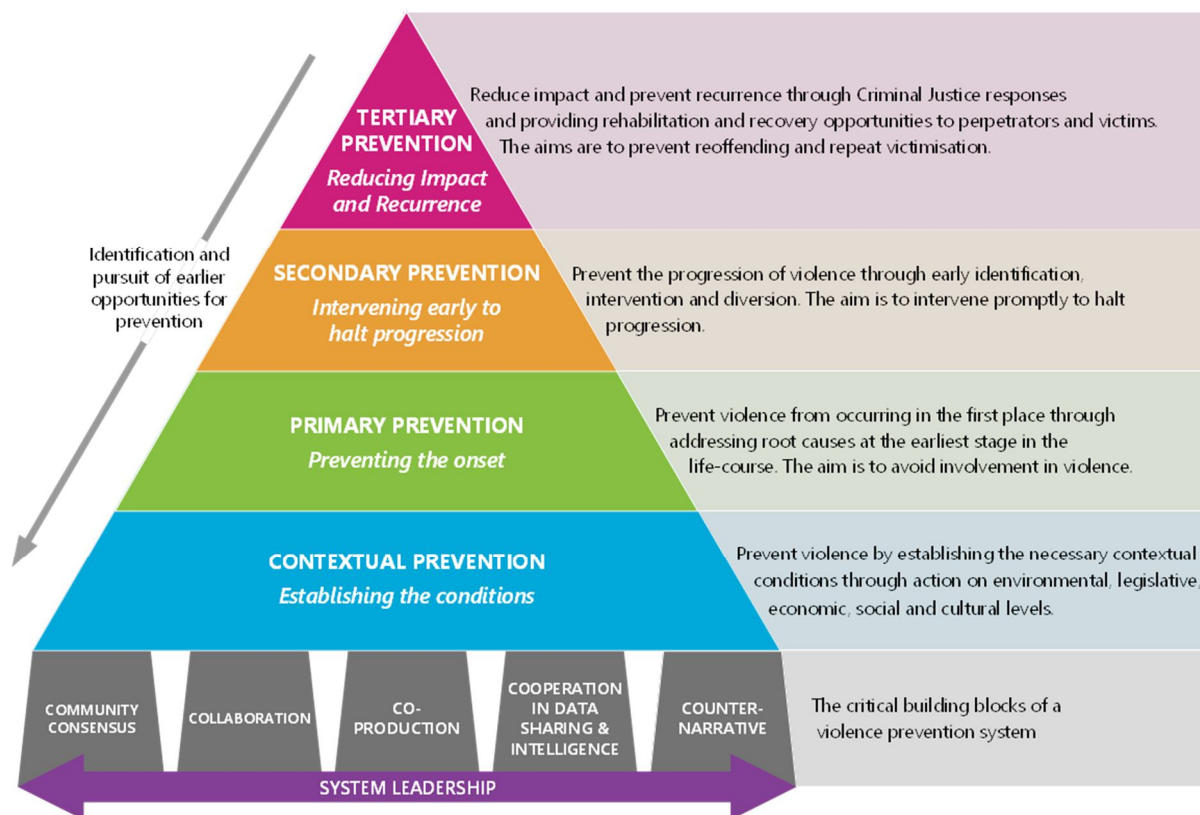
performance to problem solve any areas of difficulty and learn from areas of excellence. For these reasons, we intend to enhance our data management and analytical capability over the coming year. We have already demonstrated our ability to develop an in-depth analysis of a complex behaviour by completing the Strategic Needs Assessment underpinning the VRN Response Plan. But we need to build on that experience

58. Our ability to collect and analyse data is also integral to all of the plans within this document: effective commissioning, community engagement, communications: all of them depend on being able to capture and understand the data they generate.
59. To develop a strategic data analytical capability over the coming year, we will:
- Appoint a senior analyst for the VRN;
 - Create a collaborative partnership of data leads across the key public services;
 - Deliver the data management/analytical vision in the VRN Response Plan, including the ability to integrate and report from multiple agency databases;
 - Establish a data reporting capability for all the functions within the OPCC, particularly focussing on outcomes achieved;
 - Create databases to support the work of the SPB and its sub-groups;
 - Conduct analyses of each of the harmful behaviours prioritised by the SPB
60. **We prevent harm to our communities by having an efficient office to support our endeavours.** The Executive Support function business area provides the framework and support for other business areas to work towards preventing harm. This is undertaken by ensuring robust decision making, compliance with legislative and statutory guidance, efficient and effective systems and processes and assurance that all decisions and proposed courses of actions are within the remit of the PCC and in line with the Policing Protocol. The COVID-19 crisis has challenged the office, forcing us to change the way we work, but also accelerating some of the improvements that needed to happen anyway. We will consolidate these.
61. To develop our executive support work over the coming year, we will:
- Implement a whole-office programme management methodology;
 - Improve office systems to become smarter and leaner extending the use of virtual meetings and paperless processes;
 - Rationalise our management of meetings with more explicit terms of reference and forward planning schedules;
 - Modernise our correspondence handling, offering more innovative ways of allowing the public to engage with the PCC and reviewing our service standards;
 - Enhance our staff development through formal training, individual training plans, informal learning and mentoring;
 - Develop a more dynamic and responsive appraisal system;
 - Implement a structure for assurance and compliance through an assurance working group;
 - Implement recovery plans following COVID 19 restrictions
 - Deliver the project to transition to a new Police and Crime Commissioner 2021.

62. **We prevent harm to our communities by being flexible and responding dynamically when the circumstances require.** Plans are essential, but the crisis surrounding COVID-19 demonstrates that things can change rapidly and unexpectedly, and we need to be responsive to those changes if we are going to prevent harm to our communities. The PCC has responded immediately to the crisis by providing an additional £200k in grants to assist local charities and organisations adapt to the emergency. The funding process has been accelerated rapidly, usually within a few days, and has supported the relief work, e.g. crisis support for isolated older people and work to ensure that young people adhere to lockdowns but remain engaged. At the same time, the office has led on a special package for supporting victims of domestic abuse during the lockdown. Similarly, the OPCC has reviewed all of its commissioned services and made short term changes to contracts to enable our network of service providers to adapt to the changes and provide the most relevant services. This includes direct work in the Contact Management Department to support vulnerable individuals identified through emergency calls. The pace of change has been rapid but necessary, and the PCC intends to maintain the commitment throughout the recovery period. All of this has been achieved while the office has fully complied with the government expectations for lockdown.
63. To flexible and responsive over the coming year, we will:
- Work out our relationship with the Local Resilience Forum and its sub-groups;
 - Maintain an emergency grants capability throughout this and any future emergencies;
 - Work through the SPB to identify and consolidate the benefits arising from practice changes;
 - Work through the EMCJB to identify and consolidate the benefits arising from practice changes in the CJS;
 - Consolidate the benefits arising from the new pattern of working;
64. **We have already set up a VRN for the long term prevention of harm from violent behaviour** The PCC established the Violence Reduction Network (VRN) in September 2019 after successfully applying for Home Office funding to establish one of 18 Violence Reduction Units across England and Wales. The VRN seeks to; “offer leadership, establish a core membership and, working with all relevant agencies operating locally, provide strategic coordination of the local response to serious violence.” Focussing on public place violence by under 25-year-olds, including knife crime, the VRN has adopted a public health approach to preventing violence. Governed by a cross-sector, multi-agency Board, the VRN has developed a model which seeks to:
- Promote system leadership across LLR to drive cultural and system change focussing on the primary causes;
 - Ensure communities and young people are central to our understanding of how to deliver solutions;
 - Adopt an evidence-informed approach through the sharing and analysis of data from a wide range of sources;
 - Secure positive changes in policy, strategy, organisational culture and workforce development;
 - Ensure interventions aimed at preventing violence operate across all levels of prevention;
- Through drawing on public health approaches, recent guidance and our core principles, the VRN has adopted the following framework for planning and implementing strategies aimed at reducing and preventing violence.

This framework also provides the structure for the VRN's strategic priorities and objectives.

A Place-based, Whole System Framework for Violence Prevention



Based on PHE (2019) "A whole system multi-agency approach to serious violence prevention"

65. The VRN has already made significant progress in understanding and strengthening our local system for preventing violence, including the publication of a Strategic Needs Assessment, an evidence-informed Response Plan and the commissioning of new services. The programme of work for this year includes:

- **Leadership and cultural change.** There will be a specific focus on supporting schools and the broader partnership to prevent violence in education settings through the Mentors in Violence Prevention leadership programme in secondary schools and trauma-informed workforce development
- **Information sharing and data analytics.** The VRN will look to gather and analyse police and health data (injury surveillance) to inform multi-agency responses to hot-spots and draw on a range of data sources to understand the prevalence of risk factors amongst different cohorts.
- **Interventions and Services.** We will continue to invest in services that are designed around 'reachable moments' for violence prevention, including our innovative Violence Intervention Project in the Emergency Department at Leicester Royal Infirmary (LRI). An understanding of ACEs will be central to all interventions.
- **Community Development and Involvement.** We intend to strengthen the role communities, and young people in particular, play in the VRN's work including implementing community

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panels, investing in community leadership and mentoring and running a further round of grants for grassroots community groups.

- **Communication and Campaigns.** We recognise the importance of clear and consistent messaging around the issues of serious violence and promoting the social norms we wish to see. We intend on running a multi-agency around Child Criminal Exploitation (CCE) with a focus on empowering parents and communities to play their role in its prevention.

66. **Conclusion** – of necessity this plan has been compiled very quickly without the usual levels of consultation. It sets out the key objectives for the additional year of the PCC's term. The PCC will, of course, be held to account for its delivery by the Police and Crime Panel. This is a dynamic plan, and it will continue to be strengthened throughout the coming year by the PCC's engagement with the communities of LLR. This plan is prepared on behalf of those communities and directly for their benefit. It will also be more successful if the public is aware of it and able to contribute to it, and that is undoubtedly what the PCC wants to encourage.

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	KNIFE CRIME PREVENTION FUND PROJECTS
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Authors	SIMON DOWN – HEAD OF STRATEGY AND COMMISSIONING AND GURJIT SAMRA-RAI – HEAD OF SERVICE DESIGN AND IMPLEMENTATION – VIOLENCE REDUCTION NETWORK

Purpose

1. The purpose of this report is to update the Panel on the 10 knife crime initiatives funded through the specialist knife crime round of the PCC's Prevention Fund.

Recommendation

2. The Panel is asked to note the contents of this report.

Background

3. In November 2018, the PCC announced that he had made available £100,000 through his grants programme for projects specifically aimed at reducing knife crime. The purpose of the fund was to support the delivery of knife crime projects which intervene early to prevent knife crime occurring across Leicester, Leicestershire and Rutland.
4. The PCC received 21 bid applications and, having marked and reviewed these agreed to fund 10 of the bid applications for 12 months each at a total value of £107,021 with the additional funding being funded through use of the Commissioning Reserve.

Funded provision

5. Table 1 over the page sets out the funding provided, to which organisation and for what purpose.

Table 1.

Organisation name	Name of project	Project brief	Funding (£)
Go-Getta CIC	Words Over Weapons (WOW)	WOW will work with secondary schools , alternative education provisions, colleges and young people services to deliver interactive assemblies and workshops	18,860
The Cooke E-Learning Foundation (trading as E2)	Street Mediators - Beaumont Leys, New Parks & Thurnby Lodge	Funding will be used to provide Street Mediators who will be visible and present at the locations and times that young people congregate. The Street Mediators team have four objectives: 1. To direct and refer young people away from the streets towards positive activities 2. To discuss, engage and challenge young people's attitudes towards carrying a knife 3. To make safeguarding referrals as well as communicate any criminal intelligence to the police 4. To provide reassurance for residents and young people affected by knife crime	25,000
DNLR CRC	Senior Attendance Centre	DNLR CRC will use the funding to incorporate Street Doctors into their sessions at The Senior Attendance Centre	400
Leicester Riders Foundation	CABNAB – Carry A Basketball Not a Blade	Carry a basketball not a blade, features a mix of basketball sessions and educational workshops alongside on going mentoring and support	9,900
Soft Touch arts	n/a	The project will be delivered in New College, Babington College and Beaumont Leys School. Students will be invited to take part in developing peer educational drama and an interactive workshop	6,843
Leicester Community Services CIC	LOVE4LIFE	The project aims to tackle knife crime and educate young people about crime prevention through sports, education and peer mentoring.	9,980
The Melton Learning Hub	The Venue-Engage	The project will focus on two distinct areas of preventative knife crime work ; Open sessions at The Venue, where the project will offer fun based educational sessions Targeted sessions aimed at those young people most at risk	9,999

Organisation name	Name of project	Project brief	Funding (£)
Somali Development Services	Be Free from Knife - Let's Chat'	Be Free from Knife - Let's Chat' is a new initiative aimed at reducing knife crimes within the Somali youth community. The project includes funding a youth worker to visit local schools, training volunteers and knife crime awareness activities.	6,900
Trans4m Leicester CIC	Trans4m Tools Down	The purpose of Trans4m Tools Down project is to raise awareness of the negative effects of carrying and using knives with the aim that young people will be able to make informed decisions. The project is a 6 week programme which will be delivered to students at Trans4m Training Centre.	9,157
Youth Education Project (YEP) LTD	HEART not Knives	HEART not knives is an 18 week open access programme aimed at young people aged 14-19 years. The project offers young people the opportunity to engage in anti-knife crime diversionary activities.	9,982
Total	-	-	107,021

Progress update

6. All of the original contracts have now ceased and end of project reports have been obtained for the majority of these though Covid-19 has prevented a full return for all projects being provided. A summary of the work undertaken by each project is set out below.
7. Go Getta – Words Over Weapons – Assemblies and workshops delivered to 21 secondary schools/sixth forms, 4 alternative education institutes, 2 colleges and 6 youth clubs reaching 13,946 young people. In addition 104 individual sessions were completed. 148 young people identified as 'high risk' or 'vulnerable' by schools were surveyed.
 - 97% said they would highly recommend their peers attend a WOW session
 - 100% stated they had learnt something important which impacted their attitude towards knife crime, with many specifying 'joint enterprise', 'social media' and 'the real life case studies' as integral
 - 88% said they would never consider carrying a knife due to the learning from the session
8. The Cooke E-Learning Foundation – Street Mediators - The Street Mediators conducted **201** patrols in Beaumont Leys, New Parks, Thurnby Lodge and Loughborough. During these patrols they had **3004** interactions with young people, **729** interactions with adults and **480** with local businesses. They have built strong relationships with local businesses in each area including the Pharmacy in New Parks, the corner shop in Beaumont Leys and the CostCutters in Thurnby Lodge. Through these relationships we have been able to gain intelligence on the local area from the people who live and work there. Much of this information is regarding crimes which may have gone unreported to the police due to their low-level nature.

9. They have also delivered **123** 'Pop Up' Youth Club sessions where **236** young people have completed registration forms with **1025** interactions in total. They have had many young people repeatedly attending the Pop Ups week after week, with young people often needing to be sent away due to high demand and limited capacity.
10. DLNR CRC – Senior attendance centre - Each session was attended by between 12 and 15 young adults, (approximately 60 in the 12 month period). Some of these had been convicted of carrying knives and some had been victims of a stabbing. The Street Doctors held their attention throughout the 3 hour session and almost all of them felt they had learnt a great deal. In particular many of the group felt there were some places on the body that are 'safer' to stab someone. The Street Doctors were able to quash this myth using visual aids and real life stories. They were also able to demonstrate how quickly the body can lose blood. They also provided the group with some simple techniques they can do if someone they are with has been stabbed, that could potentially save that person's life. The sessions were invaluable and well worth the cost. We received very good feedback from the Young Adults that had attended. One of the group stated;
 - "Street doctors was talking about stabbings and what to do – it was really good and told you how to save someone's life. I would use what I learnt if anyone gets stabbed. I think it was a really good thing to do."
11. Leicester Riders Foundation – Carry a basketball not a blade (CABNAB) - Overall they reached out to over 100 mainly male participants. They linked with local police through Sgt Ian Parker and also the community network of E2. They produced a booklet to raise awareness and also utilised their professional players at some events around the Beaumont Leys areas.
12. As part of the project a booklet was designed by Leicester Riders Foundation to incorporate basketball skills alongside a Q & A workshop within their allotted hour sessions, allowing young people to discuss issues around knife crime and how they could address those issues within their local area. This approach provided a relaxed environment for the young people to openly talk about scenarios and discuss how they would feel if put in that position. The booklets were then provided to the schools for participants to keep.
13. Soft Touch Arts - During quarter 4 Soft Touch Arts supported 92 young people. The project was based at Beaumont Leys School and New College. The project sparked lively debate both with the performers and with the audience. Some basic facts seemed to be well known by most young people already (e.g. penalties for carrying a knife) however other facts were not known at all e.g. the prevalence of young people carrying knives was thought to be massively higher than the reality.
14. Leicester Community Services CIC – LOVE4LIFE - During quarter 4 they ran sports/martial arts classes of 13 young people aged 9 – 15 years. The project aimed to tackle knife crime and educate young people about crime prevention through sports and education, and therefore the classes included martial arts, self-defence and character building to enable students to build their confidence.

15. The project also included a mentoring element to make participants better role models by engaging them in role play, quizzes, watching videos, playing games. Participants also got involved in volunteering for the local community, including planting, helping the homeless and gardening for the elderly.
16. The Melton Learning Hub – The Venue – Engage - The Venue youth centre has supported over 70 children so far this year through the knife crime funding. We have worked in partnership locally with The Melton Education Partnership/ Words over Weapons and the local police. Our young people were in two stream of work:
- The Wednesday youth club and holiday club - This group has regular attendance of over 40 young people. The group has varied through the year and has a total membership of 54 young people. The young people come from a broad spectrum of backgrounds with ages ranging from 11-16.
 - Engage - The work of the two Engage workers has been slightly different. They targeted in partnership with other agencies young people it was felt were at high risk of carrying knives or perpetrating knife crime. They have worked with 16 young people. They trialed group work but we found this did not work as well with young people trying to show off to each other. The workers approached me and asked to move to 1-2-1 sessions. This has proved much more beneficial with specific pieces of work being able to be completed.
17. Somali Development Services – Be free from knife – lets chat - The project has managed to bring together local agencies to work together and tackle Knife Crime issues within the Somali community. One of the success stories is the recruitment and engagement of young people who became the champions of the project and delivered much of it. Eleven young people were trained and became part of the drive in reaching out to young people to tackle knife crime. Some feedback from workshop participants was:
- “What I found the most useful was to see the different cases where people have been affected and to know that if you follow them you can end up like them”
 - “I appreciated how they let us say what we think about knife crime”
 - “I learnt how to keep safe around knife crime”
 - “I found out how the community was affected by the crime”
 - “The session gave me information that I did not know before and how to be safe and avoid peer pressure”
18. Trans4m Leicester CIC - Trans4m Tools Down - The 6 week study programme designed by Trans4m Leicester CIC was completed by 100 students during quarter 4. The project was successful in harnessing the ‘young person’s voice’ through workshops, role-play, art, debates and discussion, utilising this to generate meaningful discussions to inform the young people’s views and choices moving forward. The open-approach to discussing knife crime enabled some young people to feel confident in disclosing incidences inside and outside of Trans4m College – which were immediately followed up by the safeguarding lead and support was in place through Trans4m College support team.
19. Towards the end of the 6-week project, each young person created a piece of art, highlighting the impact of Knife Crime. The artwork is now displayed

throughout Trans4m College, giving Tools Down longevity as a project, and a talking point for current and future learners for years to come. This has also empowered the young people to make a difference and 'leave their mark' on a topic that, by the end of the project they all were extremely passionate about.

20. Youth Education Project Ltd – Heart not knives - Overall 48 young people have been involved in the project during this quarter, including those taking part in music production workshops, lyric writing sessions, acting and mentoring. A total of 15 sessions relating to the above topics and also an anti-knife crime workshops have taken place. All of this work had fed into the production of a play called 'Life of Shaka'. The young people have also produced four tracks to complement the play and choreographed a dance. It was planned that the play would be shown as part of the Knife Angel installation in Leicester City, due in May 2020. However developments with the Covid-19 pandemic have unfortunately meant that the Knife Angel has been postponed. The project is currently looking at ways to use social media and IT to continue to engage and work with the young people. This may include producing a 'Tik Tok' video during 2020/21.

Violence Reduction Network

21. The knife crime funding was instigated prior to the existence of the Violence Reduction Network (VRN). The VRN has worked with many of these organisations to ensure that provision is coordinated; commissioning responsibility was moved to the VRN in November 2019 to enable better strategic alignment to wider violence reduction initiatives.
22. The VRN are now leading the LLR knife crime response and continues to invest in suitable interventions. A briefing note on the Violence Intervention Project (VIP) at the Leicester Royal Infirmary can be found at appendix 1. The VIP is likely to be a key component of the knife crime response going forward.

Implications

Financial: None

Legal: None.

Equality Impact Assessment: None.

Risks and Impact: None identified.

Link to Police and Crime Plan: Vulnerability and Prevention

List of Appendices

Appendix 1 – Violence Intervention Project briefing

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Violence Intervention Project (VIP)

Background

The priority focus of the Violence Reduction Network (VRN) is on serious violence by or against a person under 25 years. The new Violence Intervention Project (VIP) went live on 13th January 2020. In the stage of implementation Turning Point were commissioned in October 2019 to deliver the service until 31st March 2020. They have since been commissioned to provide the service for a further year.

Introduction

The primary purpose of the VIP is to support young people who are admitted to the Leicester Royal Infirmary (LRI) Emergency Department (ED) with violence related injury to prompt reflection on their current lifestyle and situation and how they can make better choices and decisions to lead them into happier and safer lives. Essentially the service seeks to offer support at a 'reachable moment' with the overall aim of enabling an exit from risky lifestyles linked to crime, violence and exploitation. Engagement with the service is voluntary.

The VIP spans both secondary and tertiary levels of prevention in that it offers a service to those young people both at risk and those already involved in offending and potentially violence:

- Secondary: the objective is to prevent the progression of serious violence through early identification of at-risk groups and the provision of timely, tailored and effective support and interventions to halt progression at the earliest opportunity.
- Tertiary: the objective is to reduce impact and prevent the recurrence through providing timely, tailored and effective support and interventions aimed at enabling recovery and rehabilitation for victims and perpetrators.

The scope of the service is:

- Male and females
- Aged 11-25 years
- Living in Leicestershire, Leicestershire and Rutland
- Have been admitted to LRI A&E with serious violence related injury

The service:

- Enables vulnerable young people to access appropriate support.
- Reduces risky lifestyles and involvement in violence by young people.
- Reduces repeat attendances to the Emergency Department arising from violence.
- Supports clinical staff within Emergency Departments to feel more confident, skilled and knowledgeable to support vulnerable young people.
- Links services together to improve outcomes for vulnerable young people

The Team

The VIP workers are individuals with lived experience of some of the issues young people experience to ensure credibility and empathy. They are trained in areas such as sexual abuse, domestic violence, child sexual and criminal exploitation, trauma informed practice and adverse childhood experiences. All workers have the necessary expertise, training and rapport to identify the unique risks and needs of each young person they see, and the skills to work with the young person in response to these risks.

The VIP workers are fully embedded in the hospital and have close working relationships with their clinical colleagues and other support services already in the Emergency Department. All wearing purple polo shirts the workers are highly visible and wherever possible, they engage patients in situ. They are also available to offer support and advice to clinicians who are dealing with young people, give regular training to new doctors and nurses on working with vulnerable young people, and are involved in multidisciplinary safeguarding meetings.

This worker remains the key worker for the young person whilst they are in hospital and is part of the patients discharge plan. When discharged, the worker continues to work with the young person in the community for a minimum of three community appointments before the young person is supported in a transition to a community based service.

The team work out of typical office hours, into the evening and at weekends in identifiable purple uniforms.

The Approach

The VIP worker adopt an evidence informed approach which is outlined below:

- Young-adult led: The VIP Worker is there as a resource for the child/young person/adult and will support them in identifying and realising their own achievable goals. The approach offered will be tailored to individual maturity and need.
- Targeted: The team will ensure that those most at risk will be offered the service through identifying those children/young people/adults who have known risk factors for offending and violence and who live in the communities where need is the greatest.
- A proactive and persistent approach to engagement: The team recognises the need to ensure their approach is relevant to the child/young person/adult, flexible and responsive. This includes ensuring the service is delivered at a time, venue and in a manner that will meet a young adult's reasonable preferences, once the individual has been discharged from hospital.
- A relational and trauma-informed approach: The team recognises the importance of a 'trusted adult' in a child's and young person/adults life who shows consistent care and respect, provides emotional and practical support and builds trust. VIP Workers will be aware of the impact of trauma on development and well-being and will adopt a trauma-informed approach at all times.
- A strength-based approach: Keyworkers recognise and build upon the multiple strengths children and young people/adults have personally and within their family and networks.
- Maximising opportunities for multi-agency and partnership working: The team recognises that children and young people/adults needs are most effectively addressed holistically and difficulties can arise if services operate within silos. The VIP Worker has a role in supporting the children and young person/adult to navigate and access relevant services to support them within their own community.

- A commitment to continuous improvement: VIP Workers consistently seek feedback from young people in the design and delivery of the service and identify ways to improve the work of the team. There is also an outcome-focussed performance framework.

Outcome measures:

- A reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25
- A reduction in repeat attendance to A&E with knife (or other assault injury), for those referred 12 months after initial referral

The team are also expected to secure outcomes in relation to key risk and protective factors including improvements in status relating to accommodation, education and employment, mental well-being and substance misuse.

Progress to Date

As the service has only been operational for two months before Covid-19 restrictions were imposed, it is too early to report on outcomes. Since the launch, there had been a growing number of referrals; receiving 185 referrals of which 59 were in scope i.e. between the ages of 11 and 25 years old; of these 59 young people 23 continue to engage post discharge from hospital. Going forward, the team will only focus on in-scope referrals to ensure capacity is prioritised for this group. Approximately 50% of young people in scope have presented at the ED in the evening and overnight. The youngest person the team has had contact with is 13 years old; there have been a number of assaults relating to bullying at school and there has been an assault on a teacher by a pupil who has a neurological and developmental disorder. The team is working with the relevant schools in order to support them and the young people. Issues such as gang affiliation and exploitation are evident amongst this cohort.

To limit non-essential face to face interventions due to Covid-19, the decision was made to withdraw the team from the LRI on 20th March 2020 in partnership with health colleagues. Young people continue to be supported virtually and referrals are still being received, albeit more limited numbers, over the telephone and via email. The work (and capacity) of the service is being kept under review. Discussions are currently underway to introduce the workers back in the Emergency Department to ensure the service is available as we start to see increases in public place youth violence.

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	CHILD CRIMINAL EXPLOITATION STRATEGIC MANAGER
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Authors	SIMON DOWN – HEAD OF STRATEGY AND COMMISSIONING AND T/DET SUPT MATT DITCHER – HEAD OF SERIOUS CRIME

Purpose

1. The purpose of this report is to update the Panel on the work of the Child Criminal Exploitation (CCE) Strategic Manager.

Recommendation

2. The Panel is asked to note the contents of this report.

Background

3. In 2015 the previous PCC launched the Strategic Partnership Development Fund which made available £2m of funding from police reserves to support partnership projects that helped deliver a shift change in partnership delivery.
4. £1.265m was awarded to the Child Sexual Exploitation (CSE) project led by Leicestershire County Council which, amongst other things, set up a CSE partnership hub based at Wigston Police Station and developed ways of working to best identify and support victims of CSE and to prevent CSE from occurring in the first place.
5. This work was subsequently mainstreamed into business as usual but around the same time as this was happening the new but associated threat of Child Criminal Exploitation (CCE) was emerging.
6. In his 2019/20 Commissioning Framework the PCC funded a Child Criminal Exploitation Strategic Manager for 2 years to lead strategic partnership development work around CCE. The role is based within the Police.

Presenting need

7. The Home Office, in its “Criminal exploitation of children and vulnerable adults” 2018 report, states that:

- ‘Child Criminal Exploitation... occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur through the use of technology.

8. The latest available police data shows that child vulnerability reports regarding Child Criminal Exploitation are increasing as are the associated multi-agency strategy discussions. There has also been a rise in Child Criminal Exploitation demand through the multi-agency Daily Risk Management Meeting (DRMM) at the Safeguarding Hub. There has been a reduction in strategy discussion demand due to the national pandemic. This has been seen across all areas.

Child Referral Team: STRAT Meetings	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20
CCE	0	0	0	2	4	7	8	11	9	7	3	6

Children graded for CCE in the DRMM	CITY			COUNTY			RUTLAND			Total
	High	Med	Low	High	Med	Low	High	Med	Low	All
Feb 2020	6	0	1	1	7	2	0	0	0	17
Mar 2020	4	1	0	3	8	0	0	1	0	17
Apr 2020	2	6	1	1	11	1	0	1	0	23

9. Child Criminal exploitation is considered to be a “hidden crime” and so we would expect that the need significantly exceeds the figures above.

The CCE Strategic Manager

10. The overarching aim of the CCE Strategic Manager role is to essentially knit together the multi-agency response to CCE to ensure a cohesive response. The role operates between Police, the three authorities (Leicester, Leicestershire and Rutland) and the three Clinical Commissioning Groups. The Job description can be found at Appendix 1.
11. The post is undertaken by Detective Inspector Helen Scofield. Helen previously held the position of Detective Inspector in charge of the multi-agency CSE Team and was thought by all partners to be well placed to build upon existing partnership structures, experience and knowledge and was selected to take up this role.
12. Upon taking up the post DI Schofield undertook a period of analysis and planning with partners which led to the creation of the LLR CCE delivery plan.

CCE Delivery Plan

13. The LLR CCE delivery plan captures the work that will be undertaken to enhance our collective response to CCE. The plan is attached at Appendix 2 but in summary contains the following key workstreams:

- Developing a shared data profile across the partnership
 - Developing and delivering multi-agency training for public sector and VCSE staff on all issues relating to CCE
 - An LLR communications strategy
 - The review and refresh of terms of reference within the hub
 - Identification of potential support services to enable appropriate referrals and signposting out of hub
14. An update on progress against the plan (as recently reported to the Vulnerability Executive) is attached as Appendix 3.

Shift to Business As Usual

15. As was the case with the CSE work, the intention is that the CCE Strategic Manager is only funded for a set period of time (two years in this case) so as to enable the partnership wide change to be implemented and mainstreamed into business as usual.
16. The CCE Strategic Manager reports directly into the Vulnerability Executive (a sub-group of the Strategic Partnership Board) and this board will continue to provide oversight to the implementation of the changes set out within the CCE delivery plan and ensure that the move to business as usual happens in a planned and managed way.

Implications

Financial: None

Legal: None.

Equality Impact Assessment: None.

Risks and Impact: None identified.

Link to Police and Crime Plan: Victims, Vulnerability and Prevention

List of Appendices

Appendix 1 – CCE Strategic Manager Job description

Appendix 2 – LLR CCE Delivery Plan

Appendix 3 – LLR CCE Delivery Plan update

Persons to Contact

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DI Helen Schofield – CCE Strategic Manager, Leicestershire Police

Tel: 0116 248 5470

Email: helen.schofield@leicestershire.pnn.police.uk



Leicestershire
Police
Protecting our communities



Department:	Children and Family Services (County, City and Rutland) CCG's and Police.
Job Title:	Strategic Lead – Leicester, Leicestershire and Rutland (LLR) Child Criminal Exploitation
Grade:	15 (LA) or Inspector (Police)
Post Number:	
Service/Section:	LLR Exploitation Hub, Wigston Police Station
Base/Location:	LLR Exploitation Hub, Wigston Police Station
Responsible To:	Matt Ditcher – Police Sharon Cooke – County Caroline Tote – City Mark Andrews – Rutland Chris West – CCG's
Responsible For:	No line management report
Key Relationships/ Liaison with:	<ul style="list-style-type: none"> • LLR Vulnerability Executive • Partner agency leads within the LLR multi-agency CSE team • Leicester City LSCB and Leicestershire and Rutland LSCB • Detective Inspector, CSE Investigation Team, Leicestershire Police • Vulnerability hub County/ City/ Rutland Service Manager's • LPT – Head of CSE Nurse

JOB DESCRIPTION

Job Purpose

- To lead and be accountable for the development of a strategic plan to enable the partnership to develop an effective multi-agency response to the identification, prevention and protection of children and young people at risk of or suffering from criminal exploitation. The plan will incorporate disruption and prosecution of perpetrators.
- To work with operational leads across key partners to develop an operational delivery plan, to ensure a LLR consistent approach; which where possible aligns to existing multi agency structures.
- To champion safeguarding across the partnership ensuring that all services play a full part in keeping children and young people safe.
- To ensure the links between the exploitation of children, modern slavery and missing locally are established and maintained to establish the local intelligence picture.
- To ensure budgets and other resources are used in accordance with agreed priorities and within financial regulations, and that expenditure is accurately monitored and reported, and does not exceed budget.

Main Duties and Responsibilities

1	To build on key partnership across LLR to develop a strategic multi agency plan and approach to tackling child criminal exploitation.
2	To take a lead role in developing effective partnership arrangements with partner agencies, exploring and developing opportunities for integration of services and/or processes and delivery models.
3	To deliver a range of services and/or advice within agreed service agreements, statutory timescales, ensuring professional standards are maintained.
4	To work closely with the CSE hub Detective Inspector, the CSE Service Manager established in the (DS) Investigation Team and operational leads across LLR to support criminal investigations and develop effective disruption activity.
5	To be responsible for data, performance management information on the prevalence and activity of child criminal exploitation across the partnership.
6	To identify best strategic models across the country and advise the Vulnerability Executive and Operations group of these models and take a lead role in the development of the child criminal strategic models for LLR
7	To identify / establish cross border issues; networks to ensure a coordinated consistent approach to safeguarding children at risk of child criminal exploitation (DS)
8	To represent the service and partnership at local, regional and national events.
9	To identify cross border issues and ensure there is a consistent and co-ordinated approach to them.

10	To assist the partnership in raising awareness, training and prevention activity in “hot spot” areas. (DS)
11	To ensure their own personal and professional development through appropriate participation in job-related learning opportunities and supervision programmes.
12	To report to a range of audiences to include the Vulnerability Executive Board LSCBs, and other stakeholders, orally and in writing, as required.
13	To coordinate partnership activity with the aim of creating an accurate picture of the extent & prevalence of Child Criminal Exploitation
14	To have a good overview of national guidance/recommendations and to identify areas of resilience/weakness to the Vulnerability Operations Group (DS)
15	To take a strategic role in ensuring that services across the partnership respond to and meet current and emerging local and national policy.
16	To provide the Vulnerability Executive Board and Operations Group with update reports and accurate performance reports as required.
17	To ensure the views of young people, parents, and professionals inform operational developments.
18	To ensure the principles of equality and diversity are applied in practice both with staff within the service and service users and these principles are promoted within the partnership.
19	To ensure that access to services is promoted through the preparation and maintenance of information about services available, eligibility criteria, referral and assessment processes.
20	To be flexible in terms of working location and be prepared to work temporarily at other locations within LLR

Special Factors

- The nature of the work may involve the jobholder carrying out work outside of normal working hours.
- As this job is grade 13 or above, it is responsible for all elements of risk management within its area of control.
- To attain and maintain Management Vetting & Security Check Clearance within Leicestershire Police

This post is eligible for a DBS check under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (i.e. it involves certain activities in relation to children and/or adults). Therefore a DBS enhanced check without a barred list check is an essential requirement.

This job description sets out the duties and responsibilities of the job at the time when it was drawn up. Such duties and responsibilities may vary from time to time without changing the general character of the duties or the level of responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the job.

Leicestershire County Council is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

Date Prepared/Revised: January 2018

Post Number:	CYP0033
Service/Section:	LLR multi-agency CSE team

Delivery Plan for: **LLR Exploitation Delivery Plan**
 CCE Co-ordinator: **DI Helen Schofield**

Strand	Ref.	RAG Status	Action	Action Lead	Outcome Sought
Pursue (prosecuting and disrupting people engaged in crime)	PUR-1		Identification of risky persons	Leicester City Council (Maryanne Dubil)	Maximise community safety
	PUR-2		Establishment increase for CCE co-ordinator(s)	Police (DCI Gav Drummond)	
	PUR-3		Ongoing thematic review of live CCE cases	LLR Partnership (DI Helen Schofield)	
	PUR-4		Scope out another authority/police area that is working well regarding CCE	LLR Partnership (DI Helen Schofield)	
	PUR-5				
Prevent (preventing people from engaging in this activity)	PRE-1		Additional training on CCE for LCC colleagues	Leicestershire County Council (Donna Smalley)	Awareness raising of colleagues improving the reporting of CCE.
	PRE-2		Awareness raising programme with schools, GP's and community safety partnerships	Leicestershire County Council (Donna Smalley)	Awareness raising of professionals to improve and increase reporting of CCE
	PRE-3		Examination of the correlation between repeat missing children, LAC school exclusion and CCE	Leicestershire County Council (Donna Smalley)	
	PRE-4		Which way project	Leicester City Council (Karen Manville)	
	PRE-5		Listening support service	Carly Turner/Penny Pugh	
	PRE-6				
	PRE-7				
Protect (Protect people from this activity)	PRO-1		Service Manager in post with an Operational responsibility for CCE, CSE and MFH	Leicestershire County Council (Donna Smalley)	Operational effectiveness regarding the authority's response to CCE
	PRO-2		Additional phone line specifically for reporting missing children	Leicestershire County Council (Donna Smalley)	Direct response to the issue of missing children
	PRO-3		Development of CCE pathway to services	Leicestershire County Council (Donna Smalley)	Develop a clear understanding for practitioners across the partnership on the offer for children at risk of CCE
	PRO-4		Resource required to deliver CCE work identified	Leicestershire County Council (Donna Smalley)	

	PRO-5	Bespoke safety plans for children and young people	Leicestershire County Council (Donna Smalley)	
	PRO-6	Awareness raising across the public sector for signs of CCE	Leicestershire County Council (Donna Smalley)	
	PRO-7	Development of 1 page briefing for staff on CCE	Leicestershire County Council (Gareth Dakin/ Donna Smalley)	To provide a succinct reminder for staff on the issue of CCE
	PRO-8	Ensure that CCE is recognised as a vulnerability in line with other forms of child abuse	Leicester City Council (Gareth Dakin/ Donna Smalley)	
	PRO-9	Initial scoping of 20 young people with statutory input to identify trigger points	Leicester City Council (Karen Manville)	
	PRO-10	CCE pathway to services being developed	Leicester City Council (Karen Manville)	
	PRO-11	CCE Toolkit being developed	Leicester City Council (Karen Manville)	
	PRO-12	CCE policy draft/update	Leicester City Council (Karen Manville)	
	PRO-13	Local practice guidance development to sit alongside LSCB protocol	Leicester City Council (Karen Manville)	
	PRO-14	Ongoing association mapping	Leicester City Council (Maryanne Dubil)	
	PRO-15	Bespoke safety planning	Leicester City Council (Maryanne Dubil)	
	PRO-16	Awareness raising for DSL's and within the organisation	Leicester City Council (Maryanne Dubil/ Brendan Seward)	
	PRO-17	Recruitment of four youth workers to carry our direct work with children at risk of CCE.	Leicester City Council (Maryanne Dubil)	To enable direct intervention is carried out with CCE risk children
	PRO-18	Development of exploitation board to include CCE as a specific agenda item	Rutland County Council (Natalie Pretsell)	To monitor the Local Authority's effectiveness in response to Exploitation as a whole
	PRO-19	Bespoke exploitation SW in place	Rutland County Council (Natalie Pretsell)	Specialised response to children vulnerable to/at risk of exploitation
	PRO-20	Child (at risk of CCE) safety plan development	Rutland County Council (Natalie Pretsell)	Improving safety plans completed with children, young people and families
	PRO-21	Development of understanding of contextualised safeguarding	Rutland County Council (Natalie Pretsell)	Improve professional awareness and understanding of contextualised safeguarding within the work completed
	PRO-22	Awareness raising within the community to include local schools	Rutland County Council (Natalie Pretsell)	Develop a clear understanding for practitioners and partners on exploitation

PRO-23	YOS Worker embedded within team to share knowledge and informatio	Rutland County Council (Natalie Pretsell)	Improve information sharing and awareness of work being completed and identifying children/young people at risk
PRO-24	Association mapping meetings being convened to identify victims, geographical areas of needs and any wider risks	Rutland County Council (Natalie Pretsell)	
PRO-25	Updates in to the trigger plan for children who go missing to include more detail and risk assessment	Rutland County Council (Natalie Pretsell)	
PRO-26	Review and adoption of Northamptonshire's model of Adolescent Risk Management Meetings in place of ICPC where Exploitation is a factor and ICPC is not appropriate.	Rutland County Council (Natalie Pretsell)	
PRO-27	Development of internal steering group to develop systems and processes	Police (DCI Drummond)	
PRO-28	Internal communication strategy including staff briefing and training	Police (DI Helen Schofield)	To raise identification and reporting across the police service.
PRO-29	Establishment increase for CRT	Police (DCI Drummond)	To enable a preventative/protective reesposne to initial child concern incidnets
PRO-30	Implementation of a violence reduction unit	Police/ OPCC (CI Manjit Atwall/ Supt. Sian Walls)	Develop a programme for preventing serious violence to include CCE
PRO-31	Cyber Prevent agenda	Police - EMSOU (DCI Ed McBryde-Wilding)	
PRO-32	Pathway between 111/GP out of hours service and Hub to be created	Health (Tracey Dickens/ Leslie Harris)	
PRO-33	Joint LLR data se to be developed	LLR Partnership (DI Helen Schofield, Donna Smalley, Brendan Seward. Analyst leads: Laura Redfearn and Shueb Ali/Richard Wilding)	
PRO-34	Monitor and feedback NRM's through the Court system	LLR Partnership (Carly Turner)	To enable the impact of this process and associated legislation on CCE
PRO-35	Develop tool kit for section MA section 47 response	LLR Partnership (DCI Drummond, DI Schofield, Brendan Seward, Donna Smalley and Kaye Burnett)	Develop a set of tactics/options when section 47 threshold is met with CCE cases
PRO-36			
PRO-37			

Prepare (Reducing the impact of this criminality where it takes place)	PRP-1		Association mapping to identify victims and wider risks	Leicestershire County Council (Donna Smalley)	
	PRP-2		IT amendments	Leicestershire County Council (Carly Turner)	Enhance usability of case management system – case works
	PRP-3		Mentoring programme in schools	Leicestershire County Council (Carly Turner)	A programme to develop peer mentors in schools to eradicate violence
	PRP-4		Barnodoes Life Skills Programme (Funded by YEF)	Leicestershire County Council (Carly Turner)	
	PRP-5		IT amendments	Leicester City Council (Karen Manville)	Enhance usability of case management system – liquid logic
	PRP-6		Develop CCE Workshops for parents	Leicester City (lead authority but LLR response (Nicola Odom))	
	PRP-7		Peer assessments	Rutland County Council (Natalie Pretsell)	Improving assessments completed with children, young people and families
	PRP-8		Use is being made of Liquid Logic CSE Module to adapt for all Exploitation recording to improve recording ability and data	Rutland County Council (Natalie Pretsell)	
	PRP-9		Development of internal training package for staff on the issue of CCE how to identify it and what to do about it	Police (DI Helen Schofield)	
	PRP-10		County Lines input to schools	Police (Katie Hudson)	
	PRP-11		Engage project expansion	VRN (Gurjit Singh Rai)	Development of current Engage project to include young adults affected by CCE
	PRP-12		Develop training material for briefing to Gp's and other front line health staff	Health (Dr Amit Rostogi/Jan Harrison/DI Helen Schofield)	
	PRP-13		External communication strategy	LLR Partnership	To raise awareness of the issue of CCE, increase reporting and reassure the public of the work carried out across LLR.
	PRP-14		Identify required resourcing across the partnership	LLR Partnership (DI Helen Schofield)	
	PRP-15		Develop video targeted towards 'trusted adults' re CCE	LLR Partnership (Liz Mattock Police Comms)	
	PRP-16				
Partnership	PAR-1		Multi-agency mapping and intelligence meetings	Leicester City Council (Maryanne Dubil)	Embed risk identification and safety planning processes.

	PAR-2	Community safety liaison around CCE issue	Rutland County Council (Natalie Pretsell)	
	PAR-3	Co-ordination of Operational Meetings with partners to share information and resources – bi monthly	Rutland County Council (Natalie Pretsell)	
	PAR-4	Presence at 3 of the GP Safeguarding meetings where we can share information and updates	Rutland County Council (Natalie Pretsell)	
	PAR-5	Meet with violence reduction unit to see how their CCE will factor in to their work	Police/ LLR Partnership (DI Helen Schofield)	
	PAR-6	Initial scoping meeting to discuss health response and input	Health (DI Helen Schofield and Chris West)	
	PAR-7	Health pathways and standards shared with wider health colleagues to review	Health (Tracey Dickens / Julie Quincey)	
	PAR-8	Detective Inspector in post to co-ordinate the LLR response to CCE	LLR Partnership (DI Helen Schofield)	To act as co-ordinator to work across LLR to ensure a consistent process for dealing with children at risk of CCE.
	PAR-9	Development a set of strategic objectives across LLR	LLR Partnership (DI Helen Schofield)	
	PAR-10	Carry out gap analysis across the LLR partnership	LLR Partnership (DI Helen Schofield)	Identify gaps to enhance the systems and processes in the way the partnership deals with CCE ensuring consistency
	PAR-11	Develop a joint agreed risk assessment tool	LLR Partnership (DI Helen Schofield)	Ensuring consistency and having cognisance of regional work being undertaken
	PAR-12	Ensure effective communication, best practice and learning is shared across the partnership	LLR Partnership (DI Helen Schofield)	Ensure duplicity is avoided and a clear understanding of the developing processes is adopted
	PAR-13	Co-ordinate partnership training requirements	LLR Partnership (DI Schofield/ Brendan Seward/ Donna Smalley/ Kaye Burnett/ Liz Dunn)	
	PAR-14	Develop CCE Launch of standards event	LLR Partnership (DI Helen Schofield)	Launch of standards across LLR to ensure that all staff are aware of the standards/pathways and issue of CCE
	PAR-15	Develop a task and finish group with relevant representatives to ensure CCE issue it delivered	LLR Partnership (DI Helen Schofield)	
	PAR-16	Develop and updt the TOR for the MA Hub	LLR Partnership (DI Helen Schofield)	
	PAR-			

Form No. BC4

LEICESTERSHIRE POLICE

FROM: Detective Inspector Helen Schofield

TO: Chair, Vulnerability Executive

AREA/LPU/DEPT: Serious Crime Investigation

DATE: 23rd April 2020**SUBJECT: Child Criminal Exploitation LLR Co-ordinator role update****Purpose**

This report is intended to update the Vulnerability Executive on the work across Leicester, Leicestershire and Rutland with regards to the progress of our plans in response to child criminal exploitation.

Key updates from the last month

- **Delivery Plan:** The delivery plan is updated and available for review. There are some 82 actions within this plan.
- **Health update:** A task and finish group has been established and chaired by Janette Harrison from the CCG. Actions have been set by this group to link across the health community to include UHL, GP Out of hours, 111 service and sexual health service. What this essentially means is that if a child presents in any of these settings and there are concerns regarding exploitation then a referral is made in to the Specialist Child Exploitation Nurse at the Multi-agency safeguarding hub. The group is scheduled to meet again next month.

There is also an ongoing piece of work to produce a '7 minute briefing' via video recording for all GP's. There will be a delay in producing this due to the national COVID-19 pandemic but we have everything in place to pick this up when restrictions are lifted and health colleagues are able to convene to design the script.

- **Updated terms of reference:** Multi-agency terms of reference has been updated and draft 1 is complete to include both CSE and CCE. The terms of reference is currently out for review and there is an action governed by the Operations group for all to review and feedback on this prior to sign off.
- **Communications strategy.** I have chaired a series of meetings with communications representatives across LLR. From these meetings a draft communications plan has been drawn up and a two phased approach has been agreed. Phase one is directed at 'trusted adults' as part of the initial strategy. A CCE video aimed at adults is in development which will act as the main basis of the communication strategy. The video is being developed by Affixius – the same company who made 'Kayleigh's Love Story' and the feedback on the initial concept is very good and titled 'are you listening?' Once all feedback is received casting will commence – a

Phase two of the communication strategy will include a message to children around the risks of CCE. It was very much the feeling of the group that we wanted children themselves to assist in forming the content of any message around CCE to give it real credibility. Some work is underway by colleagues within Leicester City Council around this and once a product is complete, this will be shared across for the group to review and consider to begin phase 2 development.

- **Training** – the training and awareness raising continues as part of the delivery plan. I am in the process of reviewing all training packages with a view to streamlining then and ensuring consistent messaging across LLR.

There are future plans for multi-agency training on contextual safeguarding and ACE's as well as bespoke training and a toolkit for the new Police CCE investigation team.

- **Data** – As of next month (May) we should have a partnership profile on both CSE and CCE cases across LLR. The partnership and Police analyst have met to essentially merge together all of the data to form a collective quarterly profile. This will need reviewing at both the Monthly Child Exploitation Meeting (Chaired by DCI Gav Drummond) and then the Operations group to ensure we are capturing evidence of the partnership standards.
- **The current position at the Multi-Agency Safeguarding Hub** – CCE cases have been risk assessed at the safeguarding hub since 11th December. Cases are discussed at the daily risk management meeting and then oversight at the weekly intelligence meeting, Chaired by DI Jen Higgs. Below is a breakdown of cases risk assessed via the hub in this period:

	CCE									Total
	City			County			Rutland			
	High	Med	Low	High	Med	Low	High	Med	Low	
Jan-20	6	8	3	6	2	1	0	1	0	27
Feb-20	6	0	1	1	7	2	0	0	0	17
Mar-20	4	1	0	3	8	0	0	1	0	17
Apr-20	2	5	1	1	10	1	0	0	0	20
Total	18	14	5	11	27	4	0	2	0	81

Below are cases where indicators of CSE and CCE were present:

	CSE&CCE									Total
	City			County			Rutland			
	High	Med	Low	High	Med	Low	High	Med	Low	
Jan-20	0	0	2	0	0	0	0	0	0	2
Feb-20	0	1	0	0	0	0	0	0	0	1
Mar-20	0	0	0	2	0	0	0	0	0	2
Apr-20	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	2	0	0	0	0	0	5

- There is further work being undertaken in order to understand what happens post assessment as part of the case management of these children and to enable identification of good work and areas for development and further training. A review has been commissioned by DCI Gav Drummond for this from a police perspective. Data has been shared with the authorities so that a similar review can be considered.
- **Surge Fund Bid** – A bid has been submitted for a project called the Serious Violence and Child Criminal Exploitation Early indication which seeks to secure an uplift in resource within the hub to support the ongoing work. The uplift consists of 2 X CCE co-ordinators, a CCE referral assistant and a CCE analyst. The role these members of staff will undertake is to pro-actively deal with the very early indicators of exploitation and seek to problem solve those issues with effective interventions. There is no update available yet as to the success of this bid.
- These are the headlines from the delivery plan to give the Vulnerability executive an update about the current position regarding CCE.

Helen Schofield
 Detective Inspector 4440
 LLR Strategic Lead for Child Criminal Exploitation