



Leicester  
City Council

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

**DATE:** TUESDAY, 28 JULY 2020  
**TIME:** 1:00 pm  
**PLACE:** Virtual Meeting through Zoom

**Members of the Committee**

Councillors Harper-Davies, Kaur Saini, Loydall, Mullaney, Orson, Pantling, Phillimore, Rae Bhatia, Rahman, Taylor, Walters, Whelband and Woodman

**Independent Members**

Mr Keith Culverwell  
Ms Mehrunnisa Lalani

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

For Monitoring Officer

**Officer contacts:**

**Anita James (Senior Democratic Support Officer),**  
Tel: 0116 4546358, e-mail: [anita.james2@leicester.gov.uk](mailto:anita.james2@leicester.gov.uk)  
Leicester City Council, 3rd Floor Granby Wing, City Hall, 115 Charles Street

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## **PUBLIC SESSION**

### **AGENDA**

#### **NOTE:**

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<http://www.leicester.public-i.tv/core/portal/webcasts>

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#### **PUBLIC LINK**

**The Public link to the Police and Crime Panel meeting is below:**

[https://www.youtube.com/channel/UCddTWo00\\_gs0cp-301XDbXA?view\\_as=subscriber](https://www.youtube.com/channel/UCddTWo00_gs0cp-301XDbXA?view_as=subscriber)

#### **1. ELECTION OF CHAIRMAN**

Nominations will be invited for the role of Chairman for a term of 12 months to June 2021.

#### **2. ELECTION OF VICE CHAIRMAN**

Nominations will be invited for the role of Vice Chairman for a term of 12 months to June 2021.

#### **3. APOLOGIES FOR ABSENCE**

#### **4. DECLARATIONS OF INTEREST**

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

**5. MINUTES OF THE LAST MEETING 15TH JUNE 2020** [Appendix A](#)

The minutes of the meeting held on 15 June 2020 are attached and Members will be asked to confirm they are an accurate record.

**6. PUBLIC QUESTIONS**

None received.

**7. QUARTER 4 FORCE PERFORMANCE EXCEPTION REPORT 1 JAN 2020 - 31 MAR 2020** [Appendix B](#)

Members to receive an update report of the performance exceptions of Leicestershire Police for the period 1 January 2020 to 31 March 2020.

Members will be asked to comment on the recommendations for further analysis based on exceptions and to note the contents of the report.

**8. PEER MENTORING WITHIN SUBSTANCE MISUSE PROVISION - DEAR ALBERT REPORT** [Appendix C](#)

Members will receive a report informing them about the peer mentoring work undertaken within substance misuse provision across Leicester, Leicestershire and Rutland including details of Dear Albert a Leicester based, peer-led Social Enterprise.

Members are asked to note the contents of this report.

**9. VIOLENCE REDUCTION NETWORK OVERVIEW** [Appendix D](#)

Members will receive a report providing an overview of the Violence Reduction Network (VRN) with a focus on the programme for 2020/21.

Members will be asked to note the progress to date and the contents of the report.

**10. ETHICS COMMITTEE ANNUAL REPORT** [Appendix E](#)

Members to receive the annual report December 2018 to March 2020 of the Ethics, Integrity and Complaints Committee, for the purpose of informing the panel of the work of that committee.

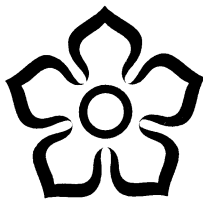
Members will be asked to comment on the report.

**11. DATE OF NEXT MEETING**

To note the next meeting will take place on Thursday 1<sup>st</sup> October 2020 at 2:00pm, venue to be confirmed.

**12. ANY OTHER URGENT BUSINESS**





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# Appendix A

Minutes of the Meeting of the  
LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL

Held: MONDAY, 15 JUNE 2020 at 1:00 pm as a Virtual meeting using a Teams Live Event

P R E S E N T:

Cllr Joe Orson (Chair)

Cllr Kaur Saini	Cllr Loydall
Cllr Mullaney	Cllr Pantling
Cllr Phillimore	Cllr Rae Bhatia
Cllr Rahman	Cllr Taylor
Cllr Walters	Cllr Woodman
Cllr Whelband	Ms M Lalani

In Attendance:

Lord Bach – Police and Crime Commissioner  
Kirk Master – Deputy Police and Crime Commissioner  
Simon Cole – Chief Constable, Leicestershire Police

Also, Present:

Paul Hindson – Chief Executive, OPCC  
Paul Dawkins – Chief Finance Officer (temp), OPCC  
Simon Down – Head of Strategy and Commissioning, OPCC  
Elizabeth Starr – Performance Manager, OPCC  
Andrew Furlong – Advisor to Lord Bach, OPCC  
Angela Perry – Executive Director, OPCC  
Kamal Adatia – Monitoring Officer

\* \* \* \* \*

## 1. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed those present and advised this was a virtual meeting, as permitted under Section 78 of the Coronavirus Act 2020 to enable meetings to take place whilst observing social distancing measures and explained the process to be followed.

The Chair also welcomed Simon Whelband as a new member of the panel replacing Micheal Rickman and recognised the contributions made to the panel by Micheal Rickman.

Apologies for absence were recorded for: Keith Culverwell, Kevin Loydall and Ivan Ould.

## **2. MINUTES OF THE PREVIOUS MEETING HELD 20 FEBRUARY 2020**

RESOLVED:

That the minutes of the meeting held 20<sup>th</sup> February 2020 be confirmed as an accurate record.

## **3. DECLARATIONS OF INTEREST**

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

There were no declarations of interest.

## **4. PUBLIC QUESTION TIME**

There were no public questions submitted.

## **5. OPCC PERFORMANCE REPORT QTR 4 2019-2020**

The Chair agreed to a change in the running order of the agenda to take this item next.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on the performance of the Office of the Police and Crime Commissioner for Quarter 4 19/20 (1 January 2020 to 31 March 2020).

The panel noted that:

- Staff sick absence levels for the quarter were very low and most matters were on track.
- Performance Development Reviews (PDR) were essentially appraisals and a measure of how staff were being developed. At the current time most PDR's had been completed and the Annual Report (currently under construction for the next meeting) would provide more information on that.

In Keith Culverwell's absence he had submitted an email in which he commented that the OPCC Performance Report was informative and it was heartening to read that the staff survey indicated that despite the challenges of home working feedback was positive.

The Chair commented that the performance report provided an interesting and informative overview of where things stood.

RESOLVED:

That the contents of the report be noted.



## 6. LEICESTERSHIRE POLICE AND OPCC RESPONSE TO COVID19

The Police and Crime Panel considered a report that provided information on the Leicestershire Police and Office of the Police and Crime Commissioner's organisational responses to the COVID19 pandemic.

The ensuing discussion included the following points:

- The OPCC had been supportive of the police work around Covid 19, particularly through the provision of urgent funding and flexibility around normal arrangements, as an example by reviewing arrangements for domestic abuse services and providing around £100k towards additional support for victims during this period.
- Covid 19 had given rise to working in a much more digital way with remote meetings being held e.g. with the Chair of CPS, faith leaders and youth including the County Youth Council and the City Youth Council.
- A "What Matters to You" meeting was scheduled to take place to discuss issues that had recently arisen with "Black Lives Matter" organisers.
- Although the Covid 19 crisis had come about quickly and was extraordinary the Police had responded well and both Police and OPCC were now working towards the recovery phase including an ongoing piece of work via the Tactical Recovery Group to re-establish the night time economy, as generally the night-time economy was resource intensive and the impact of the night-time economy resuming was expected around July.
- Operationally the pandemic coincided with the launch of a new Target Operating Model that went "live" on 11 March 2020, the model effectively returned many resources to local neighbourhood policing and the panel were assured that the new model seemed to be working well.
- The partnership response and involvement of the Local Resilience Forum (LRF) was noted as set out in the report. Internally a Gold group structure was established on 3 March 2020 with specific strategic aims and objectives. The Gold group had been meeting regularly and was closely monitoring the impact of the pandemic.
- It was noted that overall crime levels had dropped however there was a considerable increase in ASB and reports relating to the Covid 19 restrictions with up to 200 reports a day at some points marking the busiest levels in calls since 2011. In terms of criminal justice, a backlog of cases was developing as the Court system could not operate as usual, on the plus side a virtual remand system was now fully in place.
- Mental Health issues were highlighted, and the panel noted more people were accessing the new route through health services.
- In terms of staff confidence, PPE and Testing, since the introduction of testing for key workers 21 staff had tested positive, very few requiring hospitalisation and mechanisms to support staff and risk assess were in place.
- In relation to longer term police resource, it was recognised the population in the county is likely to be greater over the summer months and the police force were looking to maximise the availability of police

officers and staff whilst maintaining a work life balance for them and enabling them to take their leave. The new Target Operating model had also led to some extra capacity.

- Regarding financial implications of the Covid 19 crisis, unbudgeted costs had reached over £800k, some of that was due to income reduction such as East Midlands Airport policing, and cancellation of big events like Kasabian and Download. These costs continued to be collated with submissions to the Home Office who have indicated that unbudgeted costs will be reimbursed to Forces, however this is still to be confirmed. The OPCC welcomed any support from the panel in pursuing the reimbursement of costs from the Home Office.

The Panel recognised 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 the communities of Leicester, Leicestershire and Rutland and congratulated the OPCC and Force for coping with an unprecedented situation that has had a major impact on the country and whole of society.

RESOLVED:

1. That if required a letter on behalf of the Police and Crime Panel be written to the Home Office to request support for the Police to address the financial impact of the Covid 19 response,
2. That the contents of the report be noted.

## **7. RECRUITMENT, RETENTION AND DISMISSALS UPDATE**

The Police and Crime Panel considered a report providing an update 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.

There was a brief discussion on the current make-up of the force, recognising that whilst the force was not representative of the whole community it was progressing in the right direction with recruitment and there were significant numbers of people interested in joining the police. Data was being captured covering all aspects including diversity and where people had chosen to drop out of the recruitment and selection process. It was noted that the approach was towards inclusivity and increasing diversity in the force and continued monitoring taking place through boards.

An overview was given about youth engagement, apprenticeships, mentoring and formal offers and it was noted that workshops had continued to take place during the pandemic. There was also an ongoing piece of work around dealing with unsuccessful applicants that still wanted to join the police.

The ensuing discussion of the report included the following points:

- The diversity and representation of communities in the County was different to that of the City, however, people that were recruited were

generally geographically close as residents and although there was some retention of personal data of applicants it would be difficult to collate that data in terms of a proportional representation of new recruits from the County compared to the City. Officers agreed to explore if such information could be provided to a future meeting.

- Regarding recruitment of young people, it was noted that a piece of work was underway to help determine the number of recruits coming through the Police Cadet route and how that could be maximised. There was also a trial to allow applicants under 18yrs with Home Office permission, as currently regulations forbid applicants under 18yrs although those regulations were due to be amended.
- Regarding the current press interest in Black Lives Matter, the police were continuing to engage in a lot of local media work and local radio coverage including in terms of force representation and the steps being taken with a fairer approach to recruitment. It was noted that there were large numbers of applicants for every job advertised and the challenge was about getting the right candidate for the job.
- Future reports on recruitment, retention and dismissals would also include the number of officers on the “barred” list so that the panel could have oversight of the number of officer resignations before disciplinary action taken.

In summary panel members felt it was commendable that the vital work of recruitment was continuing apace.

**RESOLVED:**

1. That Officers explore information available to provide a proportional representation of new recruits from the County compared to the City to a future meeting,
2. That the contents of the report be noted.

**8. THE POLICE AND CRIME PLAN ADDENDUM**

The Police and Crime Panel considered a report setting out the principal changes to the Police and Crime Plan in the form of an addendum (the plan) which also serves as the business plan for the OPCC for approval.

The Police and Crime Commissioner (PCC) introduced the report and explained how the Covid 19 crisis had led to the postponement of the PCC elections until May 2021 resulting in the current PCC term of office being extended another year.

The panel noted key points that:

- This plan was intended as an addendum to the original Police and Crime Plan which covered a period until 2021, the extended time period was to maximise continuity and ensure strategic direction was maintained.
- The addendum was ambitious in its aims and demonstrated commitment to continuing development over the remaining term.

- The plan would be monitored using existing arrangements although it was dependent on the staffing model for the OPCC.
- In terms of consultation, due to the current Covid 19 situation there had been limited engagement with communities, but steps were being taken to continue engaging with communities and the refreshed plan had been introduced to partners through the Strategic Partnership Board.
- The plan had a clear central theme to prevent harm to communities and included short term and long term elements.
- The approach to prevention was being consolidated and the key element focused on Police services whilst holding the Police to account and ensuring there were arrangements in place to do that.
- Funds had been committed over the coming year to commission partners and community based organisations to help achieve the Plan. Work would continue to recommission services supporting those subjected to domestic or sexual violence and abuse as well as substance abuse services and funds were being used flexibly, to stimulate local community collaboration works.
- Communications would continue to be developed both with communities and with all stakeholders.
- More was being done to analyse and use data effectively to help understand primary causes of harm and to progress adoption of a preventative approach.
- Steps were being taken towards greater efficiency in Office Management, the Covid 19 crisis had challenged existing working practices, forcing change and accelerating some of the improvements that were needed. Over the coming year executive support work would continue to be developed.

Panel members discussed the report and commented as follow:

- The collaboration aspects were crucial and panel members were glad that remained central to the plan.
- Referring to proposals for a new prison in Glen Parva it was noted that Blaby District Council had begun to engage with the local community however building infrastructure arrangements still needed to be progressed and discussion around that was not yet advanced.
- In relation to political format the Strategic Board was primarily made up of officers and there was talk of introducing political involvement. Panel members welcomed recognition that there was a need to be more

proactive in how elected members were involved.

- In terms of Added Value, the OPCC were exploring broadening engagement through opportunities presented by panel members as well as exploring other practical ways of adding value such as drawing on existing knowledge and experience.

It was noted in Keith Culverwell's absence he had submitted comments in an email in which he thanked the PCC and his deputy for continuing in office, providing continuity and stability in these challenging times and noting that the addendum contained many strengths.

The Monitoring Officer explained that the Police and Crime Plan was an item that the panel needed to actively endorse including any revisions. The Chair moved that the panel approve the plan and upon being put to the vote all those present were unanimously in favour of the changes and the Police and Crime Panel Addendum was approved.

The Panel commended the Police's response to recent high profile events in Leicester City and the work it had undertaken particularly in maintaining good community relations during this difficult period.

RESOLVED:

That the Panel approves and supports in full the revisions to the Police and Crime Plan and Addendum;

## **9. KNIFE CRIME PREVENTION FUND PROJECTS REPORT**

The Police and Crime Panel considered a report that provided an update on the 10 knife crime initiatives funded through the PCC grants programme for projects specifically aimed at reducing knife crime, including the purpose of the crime prevention fund, the level of funding support over a 12 month period to each of the knife crime initiatives and the current status of each project set up to tackle knife crime.

Members of the Panel welcomed the comprehensive report and the Chair thanked officers for their work on this.

RESOLVED:

That the contents of the report be noted.

## **10. OVERVIEW OF THE CHILD CRIMINAL EXPLOITATION (CCE) STRATEGIC MANAGER ROLE**

The Police and Crime Panel considered a report providing an update on the work of the Child Criminal Exploitation (CCE) Strategic Manager.

It was noted that there was an outstanding action for panel members to visit the CCE Hub Wigston however this visit had been overtaken by events of the Covid 19 situation and would therefore be arranged for a future date in due

course.

Panel members noted the background information from 2015, including the setting up of the Strategic Partnership Development Fund, the introduction of the Child Sexual Exploitation (CSE) Hub and recognition of the increasing threat of Child Criminal Exploitation (CCE) leading to the police adopting the same approach they had to CSE and expansion of the hub to tackle the broader CCE and creation of the role of CCE Strategic Manager.

Panel members noted that the police had successfully accessed £137k which would be used towards additional posts in the hub through the SURGE programme.

Officers were thanked for the report.

RESOLVED:

That the contents of the report be noted.

#### **11. ANY OTHER URGENT BUSINESS**

The Chair advised that no urgent business had been notified.

The Chair thanked everyone for their involvement in the meeting, noting these were unusual and difficult times and indicated that by the next meeting in July there would hopefully be better arrangements in place although if necessary, the meeting would still be a virtual meeting.

There was a brief discussion around Annual Council meetings of the various local authorities, and it was noted that Monitoring Officers across the County were meeting to discuss the legalities of hybrid meetings.

Lord Bach also extended his thanks to everyone involved in the meeting and the organisational arrangements leading up to today's meeting.

#### **12. DATE OF NEXT MEETING**

Date of next meeting noted on Tuesday 28<sup>th</sup> July 2020 at 1pm.

There being no further business the meeting closed at 3.25pm

## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

PAPER MARKED

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>QUARTER 4 FORCE PERFORMANCE EXCEPTION REPORT 1<sup>ST</sup> JANUARY 2020 – 31<sup>ST</sup> MARCH 2020</b>
Date	<b>TUESDAY 28 JULY 2020, 1PM</b>
Author	<b>ELIZABETH STARR, PERFORMANCE MANAGER, OFFICE OF POLICE AND CRIME COMMISSIONER</b>

### **Purpose of Report**

1. To provide the Police and Crime Panel with an update of the performance exceptions of Leicestershire Police for the period 1 January 2020 to 31 March 2020.

### **Recommendation**

2. The Panel is recommended to discuss and comment:-
  - a. the recommendations for further analysis based on exceptions
  - b. note the contents of the report

### **Background**

3. Previously the performance report to the Panel was drafted by Leicestershire Police. The latest report format has been completed by the OPCC Performance Manager following discussion at the last Police and Crime Panel meeting.
4. The report is a work in progress and will be developed further by the Performance Manager, in consultation with Leicestershire Police. Comments and feedback from the panel would be welcomed to aid the future development and format of the report.
5. The structure and design of the report is constantly evolving and it is expected that this will continue to develop with the implementation of the new Force performance framework including development of presentation style with use of Power BI.
6. The measures of performance in this report should be considered in the context of the significant changes to the policing landscape over the last five years.

## **Highlights:**

7. The measures reported in the full report have been analysed on the performance based on the Statistical Process chart principals set out below:
  - a. Single point exceptions (special cause variation), depicted by a red/green colour circle. This indicates that the measure has breached the upper/lower control limit. A significant operation (i.e. Op Lionheart) would affect the chart in this way, for example. Further analysis to understand the cause of this is recommended.
  - b. Stable, depicted by an amber circle. This indicates that the measure is stable between the 3 standard deviation control limits.
  - c. Stable above/below the mean (step shift), depicted by an amber up/down arrow. This suggests that there has been an uplift/lower trend of reporting low and in general recording remains stable. This impact of a change in recording practices would affect the chart in this way, for example recommendation is to reset the control limits when the reason for the uplift/lower levels is understood.
  - d. Significant increasing/decreasing trend (out of control), depicted by a red/green up or down arrow. This suggests there has been a prolonged period of significantly higher report and this needs to be investigated. The month on month recorded values will generally be larger than the last. Further analysis is recommended to understand the drivers of the increase. A trend such as this was witness during the launch of online crime reporting.
8. The measures showing indicators for further analysis will be raised with the Force at the Strategic Assurance Board meeting and any results or feedback from these discussions will be included in the highlight section of this report.
9. The quarterly comparisons will still be reported on in the report to supplement the longer term trend analysis as set out above.



## Quarter 4 Performance Exceptions:

10. The statistical process chart for Violence with Injury presented in the Quarter 3 performance report indicated that the most recent data point (December 2019) was close to breaching the three standard deviation control limit. Whilst there has been a reduction of Violence with Injury offences throughout Quarter 4 there has been another increase in the most recent data point (March 2020). Further to this the comparison to the same quarter of the previous year is indicating a +25% increase (+464 offences) when comparing the two periods.

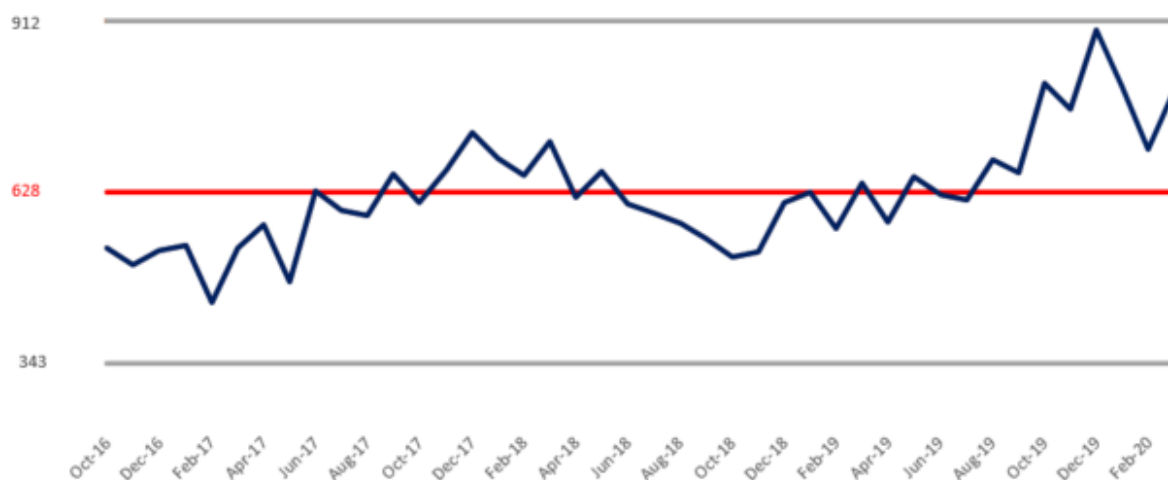


Figure 1 Violence with Injury chart



Figure 1 Violence with injury comparators

11. In line with the new process, the increase in violence with injury exception detailed above was raised at the Strategic Assurance Board held on 10<sup>th</sup> June 2020. The increase in these offences can be attributed to an adjustment due to audit work to correctly classify crimes recorded as Common Assault (Violence without Injury) to Actual Bodily Harm offences (ABH, Violence with Injury).
12. The statistical process chart for Burglary Residential offences has been showing a month on month reduction and the most recent data point is now close to breaching the lower control limit. Further to this the comparison to the same quarter of the previous year is indicating a -21% decrease (+296 offences) when comparing the two periods.

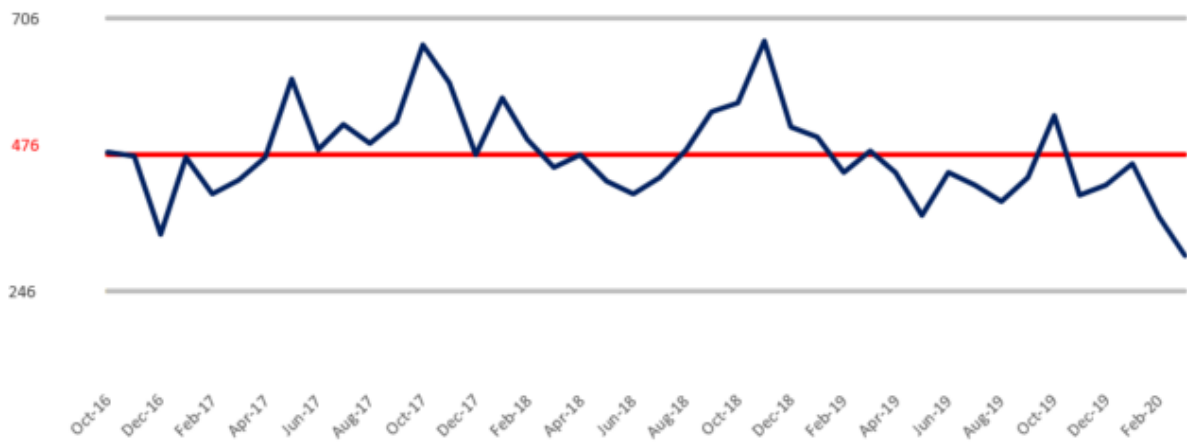


Figure 2 Burglary Residential chart

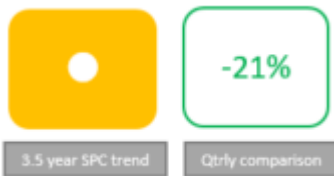


Figure 3 Burglary Residential comparators

13. Residential Burglary offences exhibits a seasonal reduction post Quarter 3 as shown in the chart above. The reductions exhibited over the fourth quarter appear to be a combination of the typical seasonal trend and the effect of the COVID-19 restrictions. Further to this there has been a general reducing trend in Residential Burglary offences which has also been seen nationally.
  
14. The statistical process chart for Stalking and Harassment offences appears to be showing a prolonged increasing trend. Although remaining within the control limits, the volume of offences recorded for January and March are approximately 100 higher than the average monthly volume for the 19/20 financial year. (803 and 807 respectively). The average monthly volume has increased by approximately 100 offences each month when compared to the monthly volumes observed in 2018/19. Further to this the comparison to the same quarter of the previous year is indicating a +18% increase (+354 offences) when comparing the two periods.

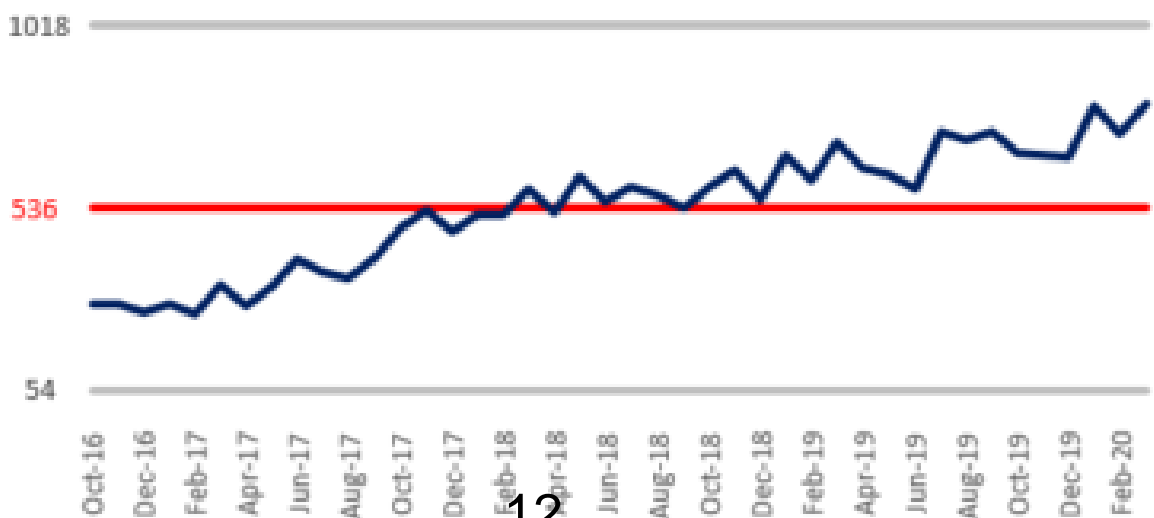


Figure 4 Stalking and Harassment Chart



Figure 5 Stalking and Harassment comparators

15. Stalking and Harassment offences have seen a prolonged increase due to the changes to recording in which the principal crime rules now no longer applies. The effect of this is that there has been an increase in the recording of offences during the reporting of other crimes. The three largest offence types that make up this crime category are; Section 2 Public Order Harassment without Violence, Malicious Communications and Section 4 Public Order Harassment Fear of Violence. The Malicious Communications offences have been steadily increasing since the category was created and the extensive use of social media has created a medium for these offences, together with traditional mail and email.

### **Person to Contact**

Elizabeth Starr, Performance Manager

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OPCC Performance Mailbox

Tel: 0116 2298980

Email: [Performance@leics.pcc.pnn.gov.uk](mailto:Performance@leics.pcc.pnn.gov.uk)





**POLICE & CRIME  
COMMISSIONER  
for Leicestershire**

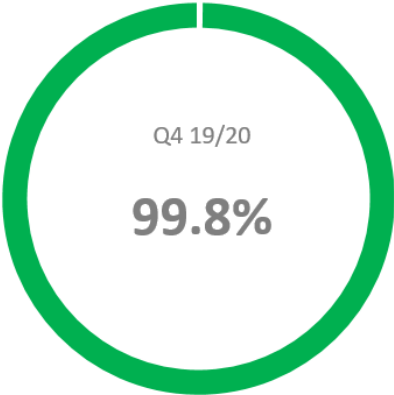
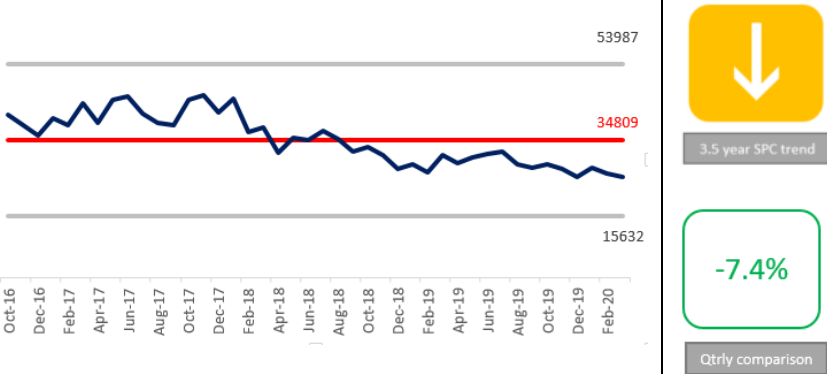
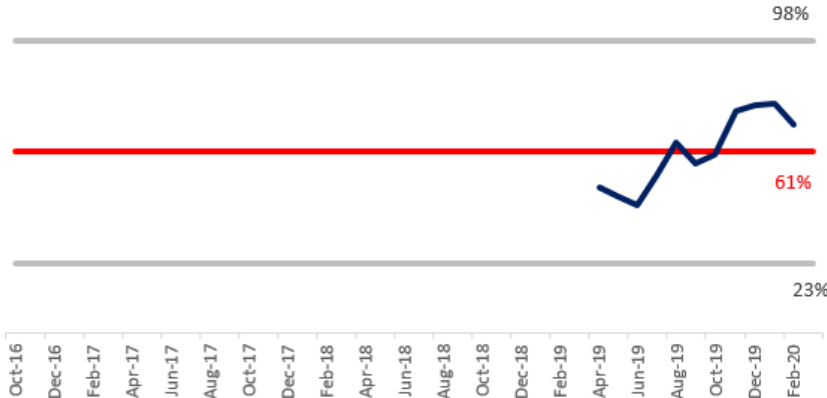
Prevention | Partnership | Protection

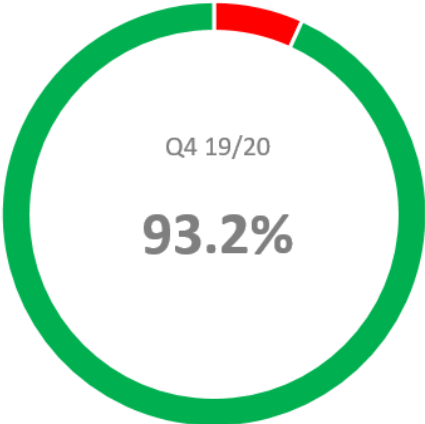
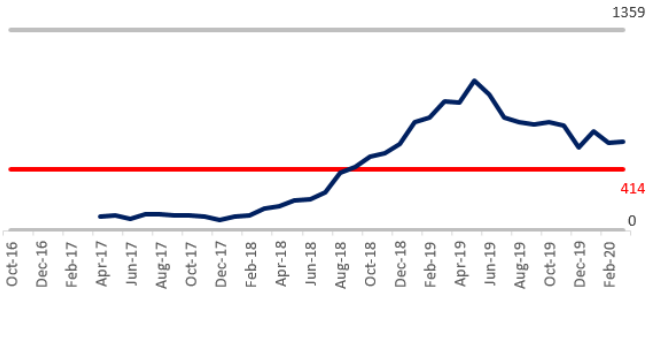
# **PERFORMANCE REPORT Q4 2019/20**

# Leicestershire Police Performance Report

## 1. Calls

KPI		Performance	Commentary
1.1	Number of 999 Calls	<p>15794</p> <p>12260</p> <p>8726</p> <p>3.5 year SPC trend</p> <p>-1.8%</p> <p>Qtrly</p>	<p>The statistical process control chart indicates that the number of 999 calls is stable within the upper and lower control limits.</p> <p>A seasonal trend clearly exists in the chart, however for the past financial year this appears to be at a higher level. However the volumes recorded over the last quarter have seen the monthly volumes return to around the mean.</p> <p>The quarterly comparison to the previous year suggests a -1.8% decrease.</p>
1.2	999 Calls answered within 10 seconds	<p>100%</p> <p>94%</p> <p>85%</p>	<p>At the end of quarter 3, 97% of all 999 calls were answered within 10 seconds.</p> <p>Performance has improved throughout the year due to the introduction of a new software that enables call handlers to more easily switch between 999 and 101 calls. This has improved the performance for both 999 and 101 calls. This can be seen on the chart. The Force are now recoding proportions in excess of 97% each month compared with circa levels of approximately 93%.</p>

<p>1.3</p>	<p>999 Abandonment Rate</p>	 <p>Q4 19/20 99.8%</p>	<p>The abandonment rate at the end of quarter four was 0.2%. This is the largest abandonment recorded over the fourth quarter.</p> <p>The average time to answer a 999 call for quarter two was 1.3 seconds, which has reduced from quarter three performance (1.6 seconds).</p>
<p>1.4</p>	<p>Number of 101 Calls</p>	 <p>53987 34809 15632</p> <p>3.5 year SPC trend</p> <p>-7.4%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the number of 101 calls is stable within the upper and lower control limits. There has been a series of points (19 months data) where the volume of 101 calls has been below the mean value, this suggests some prolonged bias exists. This suggests that there has been a large, prolonged shift from the average, for better statistical monitoring it is recommended that the control limits are reset.</p> <p>The quarterly comparison to the previous year suggests a -7.4% decrease, which supports the above theory.</p>
<p>1.5</p>	<p>101 Calls answered within 30 seconds</p>	 <p>98% 61% 23%</p>	<p>At the end of quarter three, 69% of all 101 calls were answered within 30 seconds. This represents a significant improvement in performance when compared to the proportions seen earlier in the year.</p>

<p>1.6</p>	<p>101 Abandonment Rate</p>	 <p>Q4 19/20 <b>93.2%</b></p>	<p>The abandonment rate at the end of quarter four was 6.8%. The largest abandonment recorded over the fourth quarter was 7.9% in February 2020. The abandonment rate has remained at these significantly reduced levels throughout the quarter due to the introduction of a new system enabling call handlers to easily switch between 999 and 101 calls.</p> <p>The average time to answer a 101 call for quarter four was 41 seconds, which has reduced from Quarter 3 performance (58 seconds).</p>
<p>148</p>	<p>Number online crime reports</p>	 <p>1359 414 0</p> <p>Oct-16 Dec-16 Feb-17 Apr-17 Jun-17 Aug-17 Oct-17 Dec-17 Feb-18 Apr-18 Jun-18 Aug-18 Oct-18 Dec-18 Feb-19 Apr-19 Jun-19 Aug-19 Oct-19 Dec-19 Feb-20</p> <p>3.5 year SPC trend</p> <p>-21.1%</p> <p>Qtrly comparison</p>	<p>The statistical process chart for the number of online crime reports is stable within the control limits. There was a sustained increasing trend for the period Mar 18 – June 2019 however this has now started to fall and return to around the mean values.</p> <p>The volume of online crime reports recorded over the past 9 months has remained stable with approximately 670 reports recorded each month.</p>

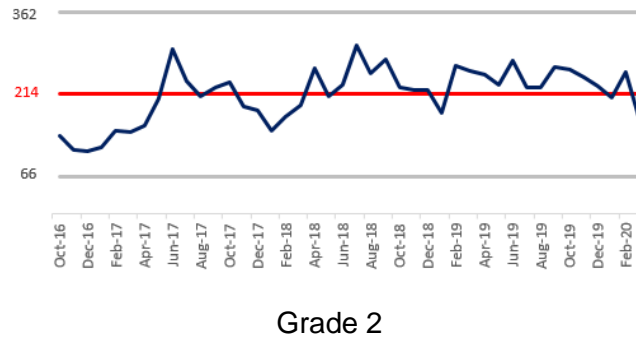


# Leicestershire Police Performance Report

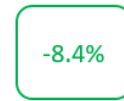
## 2. Incidents

KPI		Performance	Commentary
61	2.1	<p><b>Total number of Incidents</b></p>	<p><b>3.5 year SPC trend</b></p> <p><b>-3.1%</b></p> <p>Qtrly</p> <p>The statistical process control chart indicates that the number of incidents recorded is stable within the upper and lower control limits.</p> <p>There does appear to be a seasonal pattern with a peak in summer months to the number of incidents recorded, however the monthly variation seen in the most recent year is much smaller.</p> <p>The quarterly comparison represents a small reduction in incidents and supports the theory above.</p>
	2.2	<p><b>Response Time by grade</b></p> <p><b>Grade 1</b></p>	<p><b>3.5 year SPC trend</b></p> <p><b>+6%</b></p> <p>Qtrly</p> <p>The statistical process control chart for Grade 1 response time indicates that the average time to respond to a grade 1 incident is extremely stable around the mean value of 24 minutes.</p> <p>The chart indicates a period considered 'out of control' throughout July and August 2018 where the average response time was 48 and 44 minutes respectively. These months represent special cause variation that indicated further analysis was required to understand the reasons behind the spike. The analysis indicated that this period was the 2018 world cup where the Force received a significant uplift in demand resulting in an increased response</p>

20



3.5 year SPC trend



Qtrly

time.

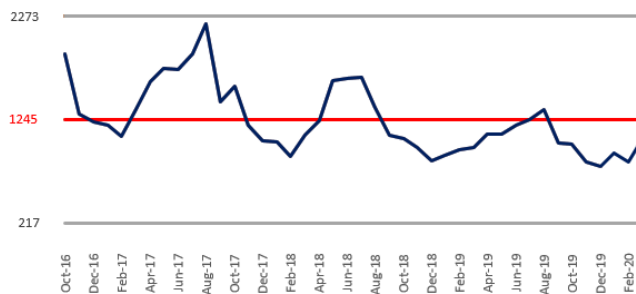
The statistical process control chart for Grade 2 response time indicates that the average time to respond to a grade 2 incident is also stable.

There has been a significant reduction in the average response time for Grade 2 incidents in March 2020 as can be seen on the chart, this coincides with the introduction of the Force's new Target Operating Model.

The chart suggests more monthly variation when compared to the response times for Grade 1 incidents. The chart does also display a slight seasonal pattern with an increase in average response times over the summer months, this correlates with the seasonal trend in the number of incidents recorded. However as the monthly variation in the number of incidents is reducing, this can explain the less obvious seasonal trend in the most recent financial year and also the increase reported in the quarterly comparison.

2.3

### Number of ASB Incidents



3.5 year SPC trend



Qtrly

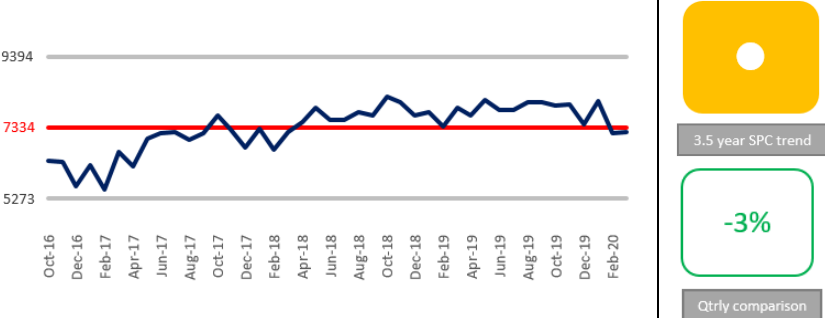
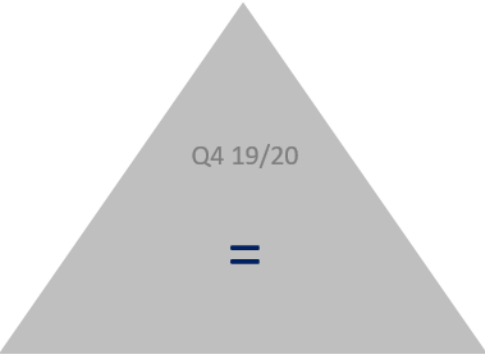
The statistical process control chart for the number of ASB Incidents indicates that whilst the number recorded on a monthly basis is stable between the control limits, there also exists a shift from the mean.

A seasonal trend clearly exists in the chart, however for the past financial year this appears to be at a lower level. This is supported by the slight reduction reported in the quarterly comparison.

2.4	Number of Missing Person Incidents		<p>3.5 year SPC trend</p> <p>+0.2%</p> <p>Qtrly</p>	<p>The statistical process control chart for missing person incidents is stable around the mean and within the control limits.</p> <p>It appears that a slight seasonal pattern is starting to exist with the volume of missing person incidents increasing over the summer months (the exception being July 2019). This is supported by the quarterly comparison which suggests a similar volume recorded over the quarter to the previous year.</p>
45	Number Domestic Incidents		<p>3.5 year SPC trend</p> <p>-19.4%</p> <p>Qtrly</p>	<p>The statistical process control chart for the number of Domestic incidents indicates that whilst the number recorded on a monthly basis is stable between the control limits, there also exists a shift from the mean.</p> <p>There has been a series of points (18 months data) where the volume of domestic incidents has been below the mean value, this suggests some prolonged bias exists and for closer statistical monitoring of this trend it is recommended that the control limits are reset.</p>

# Leicestershire Police Performance Report

## 3. Crime

KPI		Performance	Commentary
3.1	All Crime	 <p>The chart displays monthly crime volume from October 2016 to February 2020. The y-axis ranges from 5273 to 9394. A red horizontal line represents the 3.5-year Statistical Process Control (SPC) trend at 7334. The data points fluctuate around this mean, with a notable dip in early 2020. A yellow box highlights the SPC trend, and a green box shows a -3% quarterly comparison.</p>	<p>The statistical process control chart indicates that the total volume of recorded crime is extremely stable within the upper and lower control limits around the mean.</p> <p>There has been a relatively slight shift from the mean since April 2018, suggesting the control limits could be reset for the two distinct periods on the chart.</p> <p>February and March 2020 have seen a reduction in the total crime recorded where the points have returned to around the mean values, this can be attributed to COVID-19.</p>
3.2	Homicides	 <p>A grey triangle graphic containing the text 'Q4 19/20' and an equals sign '=' below it, indicating that the volume of homicides in Q4 2019/20 is equal to the volume in the same period of the previous year.</p>	<p>In quarter four 2019/20 there was 2 homicides, this is the same volume as recorded in the same period of the previous year. This brings the total recorded in this financial year to 9 which is an increase of 1 when compared to the same period (Apr-March) of the previous year.</p>

3.3	Violence with Injury offences		<p>3.5 year SPC trend</p> <div style="border: 1px solid red; border-radius: 10px; padding: 5px; width: 40px; margin: 5px auto; text-align: center;">+25%</div> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the number of violence with injury offences recorded throughout quarter 4 have remained between the mean and upper control limit, following a breach in December 2019.</p> <p>There was a significant reduction recorded in February 2020, however the volume of violence with injury offences has increased again in March 2020. This is supported by the quarterly comparison which is significantly higher than the previous year.</p>
3.4	Violence without Injury offences		<p>3.5 year SPC trend</p> <div style="border: 1px solid green; border-radius: 10px; padding: 5px; width: 40px; margin: 5px auto; text-align: center;">-0.5%</div> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of violence without injury offences recorded is extremely stable within the upper and lower control limits.</p> <p>There has been a number of points (since April 2018) where the volume of recorded violence without injury offences has been above the mean value, this suggests some prolonged bias exists and could indicate that the control limits could be reset for the two distinct periods on the chart. This can in part be explained by a rise in stalking and harassment offences which make up just over a third of the category.</p>
3.4.1	Stalking and Harassment Offences		<p>3.5 year SPC trend</p> <div style="border: 1px solid red; border-radius: 10px; padding: 5px; width: 40px; margin: 5px auto; text-align: center;">+18%</div> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of stalking and harassment offences recorded is stable within the upper and lower control limits.</p> <p>There has been a series of points (since April 2018) where the volume of stalking and harassment offences has been above the mean value, the chart suggests a long term increasing trend rather than a step shift as seen in the violence without injury chart. It is recommended that the control limits are reset for better statistical monitoring of this.</p> <p>This is supported by the quarterly comparison which also</p>

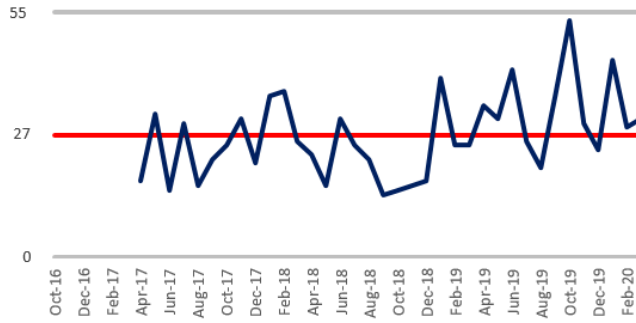
				suggests a large increase when compared to the previous year.
3.5	Knife offences		<p>3.5 year SPC trend</p> <p>-17.3%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of knife offences recorded is extremely stable around the mean and within the upper and lower control limits.</p> <p>The quarterly comparison for the volume of knife offences is displaying a large reduction, this can be attributed to a large spike in offences recorded in Quarter 4 18/19 where approximately 230 offences were recorded each month, the comparative figures for Quarter 4 19/20 is approximately 40 offences less per month.</p>
3.4	Rape Offences		<p>3.5 year SPC trend</p> <p>-16.4%</p> <p>Qtrly comparison</p>	<p>Although some monthly variation can be identified the volume of rape offences is within the control limits and has returned to around the mean volume in most recent months.</p> <p>There is significantly less month on month variation witnessed in the previous financial year, this can in part explain the slight percentage increase in the quarterly comparison.</p> <p>The monthly volume of rape offences recorded throughout quarter 4 19/20 is extremely stable and is approximately 14 offences less per month than recorded in the previous year.</p>
3.6.1	Historical Rape offences		<p>3.5 year SPC trend</p> <p>-31%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of historical rape offences (365 days between start date and recorded date) recorded is stable within the upper and lower control limits.</p> <p>It can be seen on the chart that this measure experiences large fluctuations in recorded offences, particularly in the last financial year. This may explain the larger month on month variation in the overall number of rape offences recorded as the historical rape offences account for between 20-30% of this category.</p>

				<p>As expected with the reduction in total rape offences recorded this year, the volume of historical rape offences recorded has also significantly reduced when compared to the previous year.</p>
<p>3.7 25</p>	<p>Hate Offences</p>		<p>3.5 year SPC trend</p> <p>+13%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of hate offences recorded is stable within the upper and lower control limits.</p> <p>The first two financial years in the chart suggest a seasonal pattern with hate offences peaking in the summer months. The most recent financial year has seen a much more sporadic pattern to the number of offences. The monthly variation, particularly throughout the last 5 months has been significant.</p> <p>Due to the seasonal pattern previously exhibited the quarterly comparison indicates a significant increase, this seasonal trend however has not been exhibited in the most recent financial year. The monthly volumes recorded over the most recent quarter have been extremely stable.</p>
<p>3.8</p>	<p>Burglary Offences</p>		<p>3.5 year SPC trend</p> <p>-21%</p> <p>Qtrly</p>	<p>The statistical process control chart indicates that the volume of residential burglary offences recorded is stable within the upper and lower control limits.</p> <p>The most recent months have seen significant reductions recorded in burglary residential offences. The most recent month also nearing the lower control limit.</p> <p>This is supported by the significant decrease in the quarterly comparison.</p>

3.9	Drug Offences		<p>3.5 year SPC trend</p> <p>+5.1%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of residential drugs offences recorded is stable within the upper and lower control limits.</p> <p>There was a period of 5 months where there was a continual increase in the volume of drugs increase has increased monthly. This suggests an increasing trend is forming, however the most recent months have now returned to typical levels around the mean.</p> <p>The chart shows a single point exception which breaches the 3 standard deviation control limit in May 2019, this can be attributed to the proactive activity undertaken throughout Op Lionheart.</p>
26 3.10	Domestic Abuse Crimes		<p>3.5 year SPC trend</p> <p>-2.4%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of domestic abuse crimes recorded is stable within the upper and lower control limits and around the mean value.</p> <p>There was a significant reduction in domestic abuse offences in November 2019, and since then the monthly volumes recorded have been increasing, however the monthly values are now around the mean. If this trend continues further analysis could be warranted.</p> <p>The quarterly comparison represents a decrease however values recorded throughout quarter four are still within normal variation.</p>



3.11 CSE Offences



3.5 year SPC trend

+16%

Qtrly comparison

The statistical process control chart indicates that the volume of child sexual exploitation offences recorded is stable within the upper and lower control limits, despite exhibiting large variation throughout the period.

There is a single point exception in October 2019 where the monthly number of recorded offences is only one less than the 3 standard deviation control limit.

# Leicestershire Police Performance Report

## 4. Outcomes

KPI	Performance	Commentary
<p>4.1</p> <p>Volume of positive outcomes</p>	<p>3.5 year SPC trend</p> <p>-5.3%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of positive outcomes recorded is stable within the upper and lower control limits.</p> <p>There is a single point exception breaching the 3 standard deviation control limits in May 2019, this could be attributed to the Op Lionheart activity.</p>
<p>28</p> <p>4.2</p> <p>Outcomes 16: Victim declines support</p>	<p>3.5 year SPC trend</p> <p>+10%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the number of outcomes where the victim has declined support is stable within the upper and lower control limits.</p> <p>There has been a series of points (18 months data) where the volume of these outcomes has been above the mean value, this suggests some prolonged bias exists and for better statistical monitoring it is recommended that the control limits are reset.</p> <p>There has been a significant increase in the volume of Outcome 16s recorded in March 2020, this increase has driven the increase in the quarterly comparison recorded.</p>

<p>4.3</p>	<p>Victim Satisfaction</p>		<p>3.5 year SPC trend</p> <p>+2pp</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that victim satisfaction is stable within the upper and lower control limits around the mean.</p> <p>The satisfaction rate had dipped at the beginning of 2018, however has been increasing steadily since October 2018.</p>
<p>4.4</p> <p>29</p>	<p>ASB Satisfaction</p>		<p>3.5 year SPC trend</p> <p>-1pp</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that ASB satisfaction is stable within the upper and lower control limits.</p> <p>There has been a period of 3 months where the ASB victim satisfaction has increased month on month. This trend will continue to be monitored.</p>
<p>4.5</p>	<p>Hate Crime Satisfaction</p>		<p>3.5 year SPC trend</p> <p>-3pp</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that Hate crime satisfaction is stable within the upper and lower control limits and around the mean value.</p>

4.6	Violent Crime Satisfaction		<p>3.5 year SPC trend</p> <p>+1pp</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that Violent crime satisfaction is stable within the upper and lower control limits.</p> <p>There had been a series of points (17 months data) where the violent crime satisfaction has been below the mean value, this suggested prolonged bias could exist. In the most recent two months the violent crime satisfaction has returned to satisfaction levels around the mean, however this will continue to be monitored.</p>
30	CSEW: Police doing good or excellent job		<p>The CSEW data is updated every quarter, the values are based on 12 month rolling figures. Approximately 700 persons are surveyed in a rolling year. Data is not available at any lower levels so further analysis is not possible.</p> <p>The latest data for the end of the rolling year to September 2019, 52% of people surveyed believed that Leicestershire Police do a good or excellent job. This is an increase of 1.6 percentage points when compared to the previous period ending June 2019 (50.4%) and a decrease of 7.7 percentage points when compared with the figure at September 2018.</p>	

# Leicestershire Police Performance Report

## 5. Prevention

KPI		Performance	Commentary
5.1	Number Stop and Searches	<p>3.5 year SPC trend</p> <p>+21%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that although the number of stop searches is within the upper and lower control there is a shift above the mean.</p> <p>There has been a series of points (20 months data) where the volume of stop searches has been above the mean value, this suggests some prolonged bias exists and for better statistical monitoring it is recommended that the control limits are reset.</p>
31	5.2 Stop and Search Arrests	<p>3.5 year SPC trend</p> <p>+24%</p> <p>Qtrly comparison</p>	<p>In line with the volume of stop and searches the volume of arrests there has been a step change since September 2018. This indicates that the volume of positive outcomes achieved has stayed proportionate to the volume of searches completed.</p>
5.3	Stop and Search Positive Outcomes	<p>3.5 year SPC trend</p> <p>+28%</p> <p>Qtrly comparison</p>	

5.4	Deaths on Roads		<p>3.5 year SPC trend</p> <div style="border: 2px solid green; border-radius: 15px; padding: 5px; display: inline-block;">-8%</div> <p>Qtrly</p>	<p>The statistical process chart for the fatal casualties on Leicestershire's road remains sporadic but within the control limits.</p> <p>The quarterly comparison represents a significant reduction when compared to the same quarter of the previous year.</p> <p><b>Charts/text not updated</b></p>
5.5	Fatal4 offences		<p>3.5 year SPC trend</p> <div style="border: 2px solid red; border-radius: 15px; padding: 5px; display: inline-block;">+25%</div> <p>Qtrly</p>	<p>The statistical process chart for the Fatal4 offences recorded on Leicestershire's road remains sporadic but within the control limits.</p> <p>The number of offences recorded varies month on month due to the number of sites deployed to.</p> <p>The number of offences recorded in the most recent quarter is a significant increase on the number recorded in the same quarter of the previous year.</p> <p><b>Charts/text not updated</b></p>
5.6	DVPO		<p>3.5 year SPC trend</p> <div style="border: 2px solid red; border-radius: 15px; padding: 5px; display: inline-block;">+63%</div> <p>Qtrly comparison</p>	<p>The number of domestic violence prevention orders remains within the control limits, the monthly variation of violence prevention orders varies significantly, however this variation appears to have narrowed over the most recent months.</p> <p>Due to the small monthly number of Domestic Violence Prevention Orders recorded each month the quarterly comparison can exhibit large percentage changes.</p>

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## **POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE**

### **POLICE AND CRIME PANEL**

Report of	<b>OFFICE OF THE POLICE AND CRIME COMMISSIONER</b>
Subject	<b>PEER MENTORING WITHIN SUBSTANCE MISUSE PROVISION</b>
Date	<b>TUESDAY 28 JULY 2020 – 1:00 p.m.</b>
Authors	<b>SIMON DOWN – HEAD OF STRATEGY AND COMMISSIONING AND GRACE STRONG – STRATEGIC DIRECTOR – VIOLENCE REDUCTION NETWORK</b>

#### **Purpose**

1. The purpose of this report is to inform the panel of the peer mentoring work that has been undertaken within substance misuse provision across Leicester Leicestershire and Rutland.

#### **Recommendation**

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

#### **Background**

3. Peer mentoring is something which the PCC has invested in since July 2016 when Turning Point were contracted to provide Substance Misuse Treatment Services across Leicester, Leicestershire and Rutland.
4. Turning Point have a subcontract in place with Dear Albert, who are a peer led organisation, to provide a range of peer mentoring support to those battling a substance misuse problem.
5. The PCC has further invested in Dear Albert through his Prevention Fund which has enabled Dear Albert to expand their through the gate provision, ensuring that progress made in prison is carried through to the community.
6. The PCC was pleased to award Dear Albert with the Safer Community Award for Vulnerability Protection at his Safer Community Celebration event in January of this year in recognition of the great work they undertake on his behalf.

#### **Dear Alberts Approach To Peer Mentoring**

7. The benefits of peer mentoring for both the mentor and the mentee are well established. A peer mentor can act as a credible positive role model, demonstrating that change is possible and giving hope to those who are earlier on in their journey of change or recovery. Dear Albert harness this power most effectively in their approach

which is set out fully within appendix 1 of this report which Dear Albert kindly prepared specifically for this panel. As they set out:

- *“Dear Alberts approach to Peer mentoring, peer relationships and Lived Experience is unique in that the organisation is 100% peer led. All staff and volunteers within the organisation have... extensive personal and professional experience of how (substance misuse) can be resolved.”*
- *“By being 100% Peer led Dear Albert is able to harness and build on the existing skills and assets of individuals and in doing so build a sustainable wider recover community for the mutual benefit of all members. This ties in with pursuing a genuine asset based community development (ABCD) approach... (using) psychologically informed environments (PIEs) that entrust and facilitate individuals to develop their own recovery capital and grow personal responsibility, hope and ambition.”*

### **Through The Gate Provision**

8. The PCC’s funding for expanded through the gate provision, under the project title of “make a fresh start”, commenced on the 1<sup>st</sup> October 2019 and a 6 month monitoring report was submitted in May. Through the PCC’s funding they have engaged with 92 individuals in prison and a further 22 individuals within the community.
9. The monitoring report states that *“Exposure to the local recovery community and mutual aid while in HMP Leicester has facilitated further recovery engagement on release. Participants have become involved with positive activities such as volunteering and taking part in other recovery groups.”* And positive feedback has also been received from other health professionals working within the secure estate.
10. Dear Albert have efficiently adapted their provision in light of the pandemic and are supporting people using video conferencing as well as through the production of interactive content via the newly formed Dear Albert TV.

### **Further Use Of Peer Mentoring**

11. The PCC does place an emphasis on mentoring more generally and it can be seen in much of our provision, indeed this was a central theme to the knife crime funding which was considered at the panel’s last meeting. Peer mentoring however, is more difficult and resource intensive to deliver but we recognise that it has unique benefits.
12. The Violence Reduction Network has co-production as one its strategic objectives recognising that effective violence prevention strategies needs to be co-designed and co-delivered in partnership with those communities most affected, including those in contact with the Criminal Justice System as a result of previous violent behaviour. This will include working with providers to develop internal peer mentoring schemes drawing on local and national expertise.

### **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 – Dear Albert report for panel

**Persons to Contact**

Simon Down – Head of Strategy and Commissioning, OPCC

Tel: 0116 229 8980

Email: [simon.down@leics.pcc.pnn.gov.uk](mailto:simon.down@leics.pcc.pnn.gov.uk)

Grace Strong – Strategic Director, Violence Reduction Network (VRN), OPCC

Email: [Grace.strong@leics.pcc.pnn.gov.uk](mailto:Grace.strong@leics.pcc.pnn.gov.uk)



## *Peer-led, Recovery focused*<sup>™</sup>

Dear Albert is a Leicester based, peer-led Social Enterprise creating opportunities for people to desist from crime and problematic substance use to achieve a better life by utilising a professionally supported 'Lived Experience' approach.

Dear Albert's approach to peer mentoring\*, peer relationships and Lived Experience is unique in that the organisation is 100% peer led. All staff and volunteers within the organisation have Lived Experience of problematic alcohol and other drug use and extensive personal and professional experience of how this issue can be resolved.

Those struggling with substance use are often more willing to work with those who've already gone through similar experiences who have found a solution (peers) and this can be a first step to creating positive relationships that can start putting things back together again.

By being 100% peer led Dear Albert is able to harness and build on the existing skills and assets of individuals and in doing so build a (sustainable\*\*) wider recovery community for the mutual benefit of all members. This ties in with pursuing a genuine, asset based community development (ABCD) approach. Dear Albert uses this ABCD approach to create recovery focused, psychologically informed environments (PIE's) that entrust and facilitate individuals to develop their own recovery capital and grow personal reasonability, hope and ambition.

This 'Recovery Community' in turn becomes an easily accessible resource for others. All interventions delivered by Dear Albert are also designed and delivered by individuals with lived experience of problematic substance misuse and recovery. This unique organisational makeup produces programmes of treatment and support which not only value every individual's lived experience but also incorporate and build on the evidence base for what works. Dear Albert is hence able to identify gaps in existing provision and deliver a peer led approach to resolving shortfalls/respond to new needs.

In addition to the structured groups offered Dear Albert is able to utilise a genuine ABCD approach from its members to individuals in every stage of recovery to access a holistic peer led range of soft and skill based group activities such as art, drama, music, sporting and leisure opportunities alongside recovery focused work. This combined approach plays an important role in building individual and personal recovery capital, establishing positive social networks, providing purposeful activities, improving physical and mental wellbeing, social connectedness along with work ready opportunities. This approach is combined with a strong partnership ethos with local and national stakeholders in our sector.

By being peer led Dear Albert is able to encompass opportunities for those who use the service as they grow in their recovery journey to undertake ongoing training. This offers a route into learning, skills, volunteering and ultimately employment that may not be open to them in any other sector due to lack of formal training, criminal histories or other difficulties. The offer of these opportunities within the recovery organisation then provides individuals with the skills, knowledge and confidence to fully engage within not only the recovery community but the wider community as well. Thereby raising the aspirations and achievements of those wanting to move away from problematic substance use.

This creative Lived Experience approach has resulted in the establishment of a local recovery community that now runs and manages a Community Rehab and a Recovery Café, helping hundreds of local people address their substance use and find recovery. Dear Albert runs The Stairway Project, Leicester's first community based rehab for substance use issues. From The Stairway Project the organisation offers a full menu of structured groups all groups are facilitated by professionally trained peers. <http://thestairwayproject.co.uk/>

By being peer led Peer led Dear Albert is also highly adaptable. For example when the Covid 19 pandemic struck the organisation was able to mobilise the recovery community and peer support to ensure that everyone who needed support had that support. Initially this was done with daily phone calls to vulnerable service users. However by harnessing skills that already existed within the peer led organisation Dear Albert was rapidly able to set up 'The Virtual Stairway Project', moving the entire menu of structured groups and 1 to 1 support to video calls and conferencing. This has now been added to by means of a permanent broadcast suite which enables service users to tune in to live sessions, interactive content and support through the newly formed DATV (Dear Albert TV).

*\* Peer mentoring is described as a form of mentorship that takes place between a person who has lived through a specific experience (peer mentor) and a person who is new to or is currently living with that experience (the peer mentee). Peer mentoring has a strong evidence base and has been shown to be particularly effective in the drug and alcohol treatment field. A number of long standing models of effective treatment for problematic alcohol and drug use are based around peer support and mentoring. Although peer mentoring has become popular in recent years it is not by anyway a new model of support, for example Alcoholics Anonymous which most people will be familiar with is based on this model was started in 1935.*

*Peer mentors are now much more widely used across health and social care delivery services both here in UK and globally. In most organisations however peers mentors are used only as an adjunct to professional service delivery, not as a comprehensive, integrated, independent Service User led model in its own right as in Dear Albert.*

*\*\* Sustainability of our services is supported by enabling Recovery Community members to contribute to existing Treatment Service delivery, working in Partnerships to identify gaps in current provision that can be filled with a peer-led, recovery focused approach. Dear Albert encourages the growth of existing and emerging Mutual Aid. This is achieved through their popular and effective 'You Do The MAFS' (MAFS: Mutual Aid Facilitation Service). The MAFS programme they have developed is an important tool supporting Dear Albert's mission to build sustainable recovery communities because it strengthens Mutual Aid, the 'community pillars and social architecture' that support Recovery Communities.*

For further information please contact Dear Albert:

Tel: **0800 8303646**

Email: **hello@dearalbert.co.uk**



DearAlbert

DATV



Peer-led, Recovery focused™

## POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report of	THE OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	The Violence Reduction Network (VRN)
Date	28 July 2020
Authors	Grace Strong, Strategic Director, Violence Reduction Network (VRN)

#### 1. Purpose

1.1. The purpose of this report is to provide an overview of the Violence Reduction Network (VRN) with a particular focus on the programme for 2020/21.

#### 2. Recommendation

2.1. The Panel is asked to note the contents of the report and the progress to date.

#### 3. Background

3.1. The VRN was established in September 2019 following a successful application by the OPCC and partners for Home Office funding. Leicestershire is one of 18 Force areas in England and Wales with a Home Office funded Violence Reduction Unit (referred to locally as the VRN). Following a further successful application in April 2020, an additional £880,000 was secured to continue the work of the VRN throughout 2020/21

3.2. The VRN's core function, as prescribed by the Home Office, is 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.'* The Home Office also states that the core membership should: PCC, Police, Local authorities (Public Health and Children's services), Public Health England, Schools Representatives and Clinical Commissioning Groups. Our Violence Reduction Board's membership is much broader than this including representation from the Voluntary and Community Sector.

3.3. The VRN continues to focus on serious violence in public places with an initial priority focus on under 25s. Appendix A provides more details of the definition agreed by the Violence Reduction (VR) Board.

#### **4. Year One (September 2019 to March 2020)**

- 4.1. Since the last report to the Police and Crime Panel in September 2019, there have been considerable developments in the work of the VRN. Early challenges related to mobilisation, establishing the Network within the existing partnership landscape and meeting the early requirements of the Home Office within a tight timescale. Key highlights are outlined below.
- 4.2. The main focus within the first three months was establishing the co-located central team through recruitment and secondment arrangements with partner agencies. This included two part-time Consultants in Public Health from Public Health England, who joined the team from November 2019 to March 2020, to assist in the delivery of mandatory products; the Strategic Needs Assessment (SNA) and the Response Strategy. Both of these documents were completed, signed off and submitted by the core membership within timescales prescribed by the Home Office. Through the process of compiling the SNA we were able to scope and start the process of gathering data to improve our understanding of serious violence and mobilise for regular reporting in year two. A summary of findings and the Response Strategy is accessible via our website <https://www.violencereductionnetwork.co.uk/resources>
- 4.3. In November 2019, the Police and Crime Commissioner led a visit to the Scottish Violence Reduction Unit wherein he, his Deputy, CEO, VRN Strategic Director and Lead for Service Design, met with the VRU Director and his team. It was also possible to visit their Social Enterprise, Street and Arrow, an initiative aimed at offering mentoring, work experience and employment in catering to ex-offenders. The visit was invaluable and has directly informed several of the initiatives now being pursued by the VRN.
- 4.4. An initial Communications Strategy was compiled in order to establish the purpose and promote the work of the VRN across the partnership. This included the hosting and co-hosting of Network Events and workshops with different sectors and partnerships. Several Network events were co-hosted with Community Safety Partnerships prior to Covid-19 restrictions. The purpose of these events was dual; to raise the profile of the VRN and its approach and to share insights and shape the Response Strategy. Whilst the SNA and Response Strategy focused on place at a Leicester, Leicestershire and Rutland level, this was with a view to working more closely with CSPs in year two, not least to support mobilisation for the forthcoming legal duty to prevent serious violence.
- 4.5. There were several interventions commissioned during this time including the new Violence Intervention Project (VIP) based in the Emergency Department (ED) of University Hospital Leicester. This service commenced delivery in January 2020 and is designed around the 'reachable moment' of young people attending hospital due to injuries arising from violence, offering support and interventions to reduce the risk of further harm.
- 4.6. A Community Grant Scheme aimed at grass root community groups and organisations was designed and launched late 2019 with a focus on the provision of community mentoring and purposeful activities. Fourteen applicants were successful and these organisations delivered services throughout quarter four. A community mentoring training programme was also offered to these groups and other organisations to build capacity. Throughout this period, our Lead for Community Partnerships undertook wide-ranging engagement activity with young people and communities to ensure they

influenced both the Strategic Needs Assessment and Response Strategy and to lay the foundations for future work.

4.7. Given the cyclical relationship between Adverse Childhood Experiences (ACEs) and violence, the VRN invested in multi-agency workforce development through the provision of introductory workshops on ACEs and Trauma-Informed practice. Delivery of these commenced in March 2020 but they have since moved to webinar delivery due to Covid-19. A training package with train-the-trainers provision as part of the Safeguarding Children Partnership was also commissioned to build local capacity to continue to offer foundational training. To support this work, the VRN also purchased the licence to enable screening of the Resilience documentary used elsewhere to raise awareness of ACEs and the importance of resilience in reducing impact.

## 5. Year Two. The VRN Programme (2020/21)

5.1. The details of the application and the programme plan for 2020/1 were drawn from the findings of the Strategic Needs Assessment and the Response Strategy.

5.2. The current Home Office grant agreement outlines several mandatory products and requirements which all VRUs are expected to deliver. In 2020/21 these are:

- Continue to adopt a multi-agency, public health approach to tackling serious violence including considering advice from Public Health England
- Review and refresh both the Strategic Needs Assessment and Response Strategy
- Conduct a local evaluation and engage with the national evaluation
- Spend no less than 20% of funding on interventions
- Produce an Annual Report
- Undertake a Community Perceptions Survey around serious violence
- Develop plans for sustainability

5.3. All VRUs have three **success measures** set by the Home Office which are monitored centrally (although to date no feedback has been received). These are:

- A reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25
- A reduction in knife-enabled serious violence and especially among those victims aged under 25
- A reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives

5.4. This year's programme has **five inter-related projects**, each one led by a member of the VRN central team. These are illustrated below:



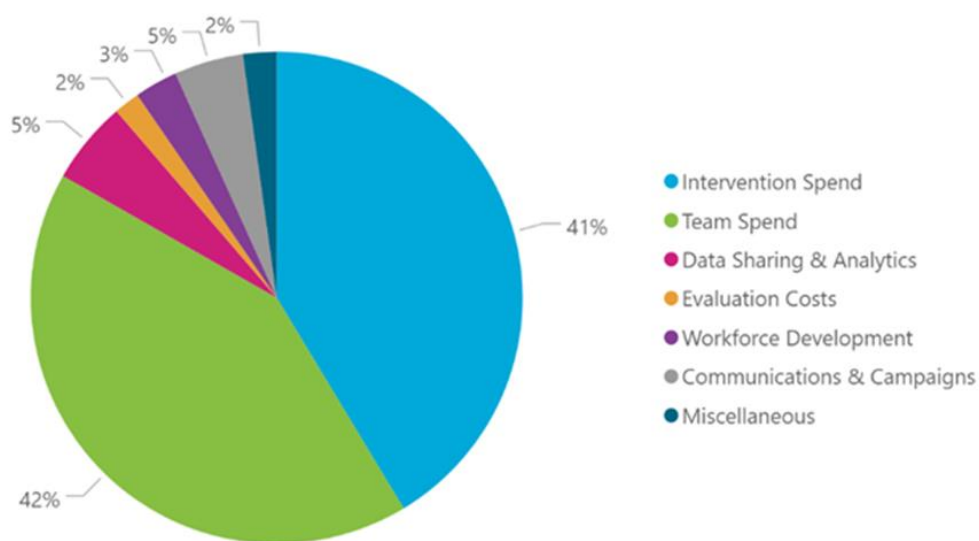
5.5. **Key priorities and activity** within each project are:

Project	Planned work
Leadership and Cultural Change	<ul style="list-style-type: none"> <li>• A multi-agency strategy on Adverse Childhood Experiences (ACEs) and trauma-informed approaches</li> <li>• A refreshed governance structure to broaden membership and to establish a Serious Violence Delivery Group to support the VRN team and the Board in delivering the Response Strategy</li> <li>• A Schools work stream to develop violence prevention strategies within schools aimed at reducing known risk factors such as low attendance and exclusion</li> <li>• Work with CSPs to develop local responses to serious violence and to support mobilisation for the new serious violence duty</li> <li>• Work with partner’s to articulate and develop each organisation’s role and offer in relation to violence prevention</li> <li>• Investment in workforce development to improve contextual safeguarding</li> <li>• Work with the Sports and Physical Activity sector to incorporate violence prevention strategies into existing work</li> <li>• Introduce and test multi-agency problem-solving to tackle serious violence hotspots</li> <li>• Agree a plan for sustainability of the VRN and its work</li> </ul>
Data Analysis and Evaluation	<ul style="list-style-type: none"> <li>• Development of a serious violence dataset with forward plan for the sharing of data from a range of sources</li> <li>• Design of an interactive serious violence dashboard</li> <li>• Further development of Information Sharing infrastructure to support the VRN’s ambitions in data sharing</li> <li>• Weekly, monthly and quarterly reporting to monitor the extent and nature of violence locally</li> <li>• Design and carry our community perception surveys in partnership with the OPCC and CSPs</li> <li>• Design an internal evaluation framework including intervention monitoring and a process and impact review</li> <li>• Scope and undertake a proof of concept phase for a local Injury Surveillance System (Cardiff Model)</li> <li>• Commissioning of an external evaluation</li> </ul>
Interventions and Services	<ul style="list-style-type: none"> <li>• Introduce the Mentors in Violence Prevention Programme in up to 20 schools in year one</li> <li>• Continue the Violence Intervention Project (VIP) in the Emergency Department and undertake an initial evaluation to support decisions over re-commissioning</li> <li>• Develop the local CJ early intervention offer through support of the City community resolution pilot (under 18s) and Engage (18-25)</li> <li>• Continue the Unlocking Potential project to improve employment outcomes for vulnerable 16-24 year olds</li> <li>• Invest in the pilot of the Childhood Adversity project to reduce the</li> </ul>



Project	Planned work
	<p>impact of ACEs on young people in contact with the youth justice system</p> <ul style="list-style-type: none"> <li>Invest in support for children and young people who are known to have experienced ACEs (for example, children with parents in prison)</li> <li>To formulate plans to improve, extend the reach and/or integrate violence prevention interventions for 2021/22</li> </ul>
Community Development and Involvement	<ul style="list-style-type: none"> <li>Design a young person and community involvement strategy in partnership with the OPCC</li> <li>Commence community panels in collaboration with CSPs</li> <li>Design and deliver a community grant scheme for violence prevention initiatives by grassroots community groups</li> <li>Design and commission a leadership programme for community leaders with the OPCC</li> <li>Develop community and peer mentoring through the VRN grants and interventions</li> <li>Schedule a range of young person and community engagement events</li> </ul>
Communications and Campaigns	<ul style="list-style-type: none"> <li>Investment in a dedicated resource to oversee VRN communications and campaigns</li> <li>CCE film and campaign designed and delivered</li> <li>Compile and cascade VRN resources to promote shared language and understanding around violence locally</li> <li>Agree a multi-agency schedule of universal and targeted campaigns delivered through traditional and digital media promoting the social norms we wish to see</li> </ul>

5.6 The **planned spend** for 2020/21 is outlined below.



**Intervention Spend: £364,000**

The Violence Intervention Project (VIP) based in the Emergency Department (UHL) and provided by Turning Point

The Unlocking Potential (UP) project (employment) and provided by Leicestershire Cares

The Childhood Adversity Project provided by Leicestershire Partnership Trust (co-funded with Leicestershire County Council and CCG)

Mentors in Violence Prevention (MVP) mobilisation and training for wave 1 secondary schools

Community Leadership and grassroot Community Grant scheme

ACEs responses to support initiatives aimed at identifying and pursuing opportunities to offer early support for vulnerable children known to have experienced ACEs (for example, parent in prison)

#### **VRN Team £368,601**

Costs of 6 staff in central team plus the resource to recruit a Schools lead to drive forward the schools and education work

#### **Data Sharing and Analytics £48,000**

Additional investment to improve local multi-agency capability and capacity around data sharing to prevent violence (including injury surveillance). This includes the costs of the new Lead for Evidence and Evaluation

#### **Evaluation Costs £15,000**

For a small external evaluation of a VRN intervention(s) (Home Office requirement)

#### **Workforce Development £25,000**

Contribution to multi-agency workforce development around contextual safeguarding and trauma-informed practice

#### **Communications and Campaigns £40,000**

Funding for a dedicated resource to cascade key messages and learning and to fund evidence-informed, multi-agency campaigns including the wider use of digital media.

5.6. In relation to **progress** during Quarter 1, almost all work has now commenced with notable progress in several areas of the programme including:

- Stage one of a serious violence dataset and dashboard which currently includes police and health data to enable on-going analysis, monitoring and performance reporting.
- The provision of quarterly performance reports to the VR Board from August 2020 onwards
- Commencement of the 'proof of concept' stage for a local Injury Surveillance System aggregating Police, Emergency Department and Ambulance data to inform preventative action
- An internal evaluation framework including monitoring arrangements for all VRN-funded interventions and reporting within the above performance report
- Agreement with CSPs over the VRN's offer of support and VRN attendance scheduled for all CSP Board meetings in 2020/21
- Re-commissioning of the VIP and UP projects
- Wave one of Mentors in Violence Prevention training moved to virtual delivery in October 2020 with 12 secondary schools confirmed

- Commencement of work on the new community perception survey
- Design and launch of the 2020/21 community grants scheme with a focus on supporting Covid-19 recovery
- Design of a community leadership programme with the OPCC ready for commissioning
- Recommencement of the production of the CCE film and work with partners to design supporting material

5.7. In addition to the above the VRN is an active member of the national VRN Network hosted by the Home Office. This has included participating and presenting at a range of workshops and more recently attending a roundtable discussion with Kit Malthouse, Minister for Crime and Policing. At a regional level, the VRN is working closely with both the Nottingham and West Midland VRUs.

## **6. Impact of Covid-19**

6.1. There has been several impacts of Covid-19 on serious violence (as defined by the VRN) and the work of the VRN.

6.2. A Covid-19 report to the last VR Board confirmed that there was a notable reduction in public place serious violence during the national lockdown restrictions. As expected, there has since been a gradual increase in the volume of serious violence offences as restrictions have eased. The VRN is monitoring this and undertaking an analysis of the nature and extent of serious violence, including comparisons between areas within and outside the Leicester lockdown area. However, it is also notable that many of the risk factors associated with serious violence are reported to have risen (and are predicted to continue to rise) throughout the time of the pandemic and protective factors will have been less available to many children and young people (for example due to school closures and reduced face-to-face delivery by many services). The Home Office has confirmed that it is possible to apply to re-profile spend in the event of Covid-19 impeding delivery of the submitted plan. The VR Board will be considering this at the next Board in August with a particular focus on how resources can further support recovery.

6.3. During lockdown, all VRN-funded interventions were required to adjust from face-to-face to virtual delivery during the national lockdown. This had a particular impact on the hospital-based Violence Intervention Project as they were unable to operate from within the Emergency Department. Plans were agreed for a return earlier this month but have been delayed again due to the Leicester lockdown. Alternative referral routes have been established but the preference remains for this service to return to the department as we start to see a rise in violence-related admissions.

6.4. Young person and community engagement were affected by restrictions although this has now moved to virtual delivery where possible. As outlined above, it has also been possible to move training in relation to ACEs and the MVP programme to virtual delivery.

6.5. Understandably, some partner's capacity to engage with the VRN programme is limited at present. This has caused some delays in recruitment to posts but this is now progressing.

**Implications**

Financial: None

Legal: None.

Equality Impact Assessment: None.

Risks and Impact: Full risk register is maintained as part of the VRN Programme

Link to Police and Crime Plan: Vulnerability and Prevention

**List of Appendices:**

Appendix 1. VRN Serious Violence Definition

**Persons to Contact:**

Grace Strong

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Strategic Director

Violence Reduction Network (VRN)

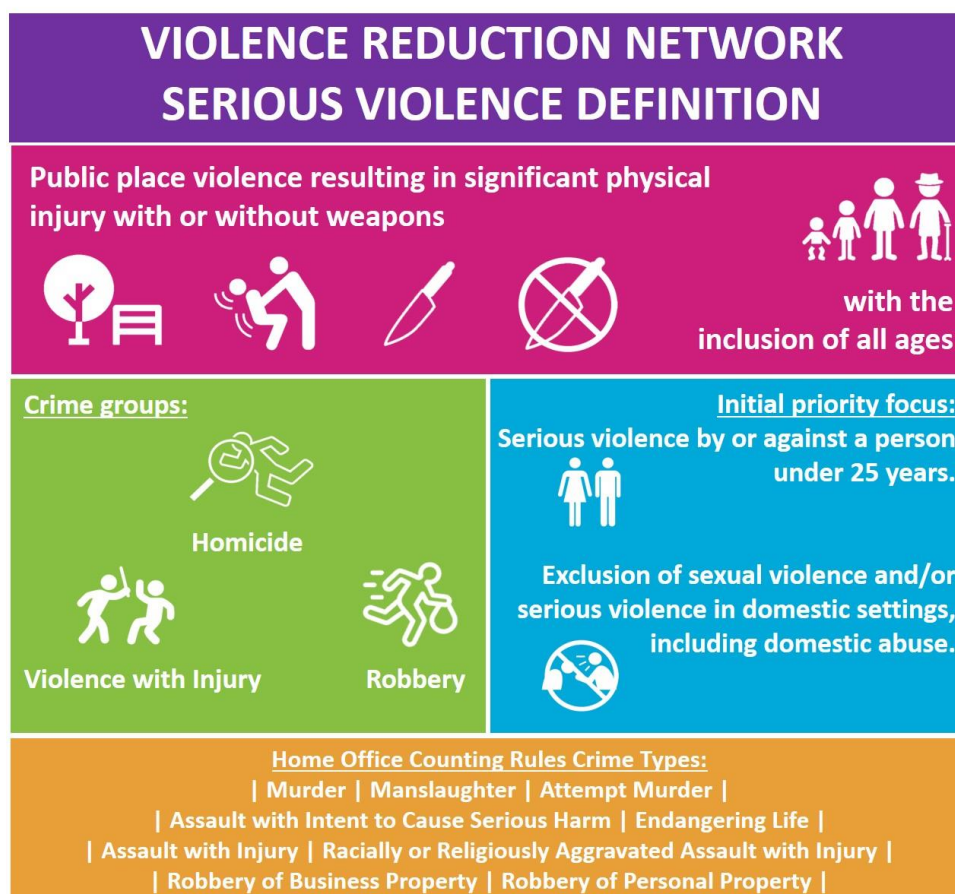
Office of the Police and Crime Commissioner

## The VRN's Serious Violence Definition

**“Public place violence resulting in significant physical injury with or without weapons”**

The VRN's definition includes all ages and is drawn from applicable crime types within Home Office crime groupings: Homicide, Violence with Injury and Robbery.

The VRN's initial priority focus is on serious violence by or against a person under 25 years. At this stage, sexual violence and/or serious violence in domestic settings, including domestic abuse, is excluded.



**The crime types, as outlined by Home Office Counting Rules, included in the dashboard dataset:**

- Murder
- Manslaughter
- Attempt Murder
- Assault with intent to cause serious harm

- Endangering Life
- Assault with Injury
- Racially or Religiously Aggravated Assault with Injury
- Robbery of Personal Property
- Robbery of Business Property

**Initial reporting will focus upon VRN priorities:**

- In a Public Place
- Offenders U25
- Victims U25

## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	ETHICS, INTEGRITY AND COMPLAINTS COMMITTEE – ANNUAL REPORT DECEMBER 2018 TO MARCH 2020
Date	TUESDAY 28 JULY 2020 – 1:00 p.m.
Author	ANGELA PERRY, EXECUTIVE DIRECTOR

#### **Purpose of Report**

1. The purpose of this report is to inform the Panel of the work of the Ethics, Integrity and Complaints Committee for the period December 2018 to March 2020.

#### **Recommendation**

2. It is recommended that members comment on the contents of the report.

#### **Background**

3. The Ethics, Integrity and Complaints Committee was convened in September 2015 in response to the heightened focus on the integrity of police officers and police forces. In 2011 HMIC published their inspection report '*Without Fear of Favour*' and in December 2012 the follow up report entitled '*Revising Police Relationships: A progress report*'. This second report identified that whilst nationally progress had been made there was still more needing to be done.
4. In addition to the transparency and accountability of decision making being under greater scrutiny there has been a growing vulnerability for senior officers regarding the challenges that policing in austerity brings coupled with the opportunity to demonstrate value based, ethical decision making around operationally complex issues.

#### **Ethics, Integrity and Complaints Committee**

6. The Committee undertakes an advisory role and is not a decision making body. It provides a forum for debate on complex operational or personnel issues with a view to defensible decision making. In delivering their remit, the Committee considers both broad thematic issues as well as practical day-to-day matters and on occasion will examine current as well as historic matters. In certain circumstances, the Committee will advise on live operations or events or examine the application of the national decision making model. The

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Committee discuss and provide advice about ethical issues and do not just scrutinise the application of policy and procedure.

7. The Committee provides a transparent independent forum that monitors and encourages constructive challenge over the way complaints and integrity and ethics issues are handled by the Force and overseen by the Police and Crime Commissioner (PCC). It assists Leicestershire Police to maintain clear ethical standards and achieve the highest levels of integrity and professional standards of service delivery.
8. The aim of the Ethics, Integrity and Complaints Committee is to contribute to developing trust and confidence by:-
  - (a) bridging the gap between academic debate on ethics and operational decision making;
  - (b) influencing changes in force policy;
  - (c) enhancing the debate and development of police policies and practices;
  - (d) anticipating and understanding future ethical challenges that the service will face and influencing any response by the police.
  - (e) Articulating and promoting the influence of professional ethics in all aspects of policing.
9. The work of the Committee focuses on the following three areas:-

### Ethics

10. The launch of the Code of Ethics by the College of Policing in July 2014 set out the principles and standards of behaviour to promote, reinforce and support the highest standards from all those working within the police service (a copy of the Code is attached at APPENDIX 'A'). The principles of the Code are integral to the delivery of policing and are a part of growing police professionalism leading to increased public confidence. Professional ethics is broader than integrity alone and incorporates the requirement for individuals to give an account of their judgement, acts and omissions. The Committee facilitates public scrutiny in this area and by publicising their work assists to build and maintain trust and public confidence.

### Integrity

11. Integrity is pivotal to public trust and confidence and oversight of how this is embedded within the Force requires independence and transparency for the police to have 'legitimacy' with the public it serves. Integrity in policing is about ensuring that the people who work for the police uphold public confidence. It is about how well the police make decisions, deal with situations and treat people day in and day out. If the public don't trust the police to be fair and act with integrity and in their best interests it is unlikely that they will be inclined to assist the police.

### Complaints

12. The Police and Crime Commissioner has a duty to hold the Chief Constable to account on how effectively he discharges his responsibility for responding to complaints and misconduct allegations made against the Force. The Ethics, Integrity and Complaints Committee provide a robust, independent and transparent approach to the oversight of complaints and misconduct matters.



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## **Membership**

13. The Committee comprises 7 members all appointed to the role through an open recruitment process. Appointments to the Committee are for 4 year terms with a maximum tenure of 8 years. More information on the current membership of the Committee, together with equality information on the membership, is included in the annual report at Appendix 'B'. Members receive an annual allowance for undertaking the role.

## **Working Arrangements**

14. The Committee meet in public on a quarterly basis. Dates of all meetings together with agendas, reports and minutes are published on the PCC's website. Media releases are prepared prior to the meeting to inform the public of what will be discussed and immediately following with the outcome of those discussions. Outside of formal meetings members of the Committee undertake dip sampling of complaint files and other areas of work as identified.

## **Annual Report December 2018 to March 2020**

15. As the Committee held its inaugural meeting in September 2015 its annual reports have subsequently been for the twelve month period from that month each year. However the Commissioner's annual report to the Police and Crime Panel covers the period of the previous financial year. As such the Committee agreed that this recent annual report would cover the period up to March 2020 when henceforth it would report on the basis of the previous financial year which aligns it with the Commissioner's annual reporting period.
16. A copy of the annual report is attached at APPENDIX 'B'. The report is published on the Commissioner's website and is distributed at events and engagement opportunities. Following the publication of the report the Chair of the Committee will meet with the Commissioner and the Chief Constable to discuss the work undertaken in the previous year.

## **Implications**

Finance:	The annual allowance for 7 members of the Committee, together with any expenses incurred is contained within the OPCC budget.
Legal:	There is no legal requirement to have an Ethics, Integrity and Complaints Committee in place.
Equality Impact Assessment:	The recruitment process for members of the Committee was assessed to ensure no adverse impact on any of the nine protected characteristics. Targeted recruitment is undertaken to ensure the committee incorporates a wide representation.
Risks and Impact:	The Committee provides additional independent assurance to the Commissioner that Leicestershire Police are operating within the standards expected.

## **List of Attachments / Appendices**

Appendix 'A' – Code of Ethics

Appendix 'B' – Annual Report – December 2018 – March 2020

**Background Papers**

File PCC/2/O/2019

**Persons to Contact**

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Email: [angela.perry@leics.pcc.pnn.gov.uk](mailto:angela.perry@leics.pcc.pnn.gov.uk)

## The Code of Ethics

### Introduction

The policing profession has a duty to protect the public and prevent crime. The public expect every person within the profession to fulfil this duty by being fair and impartial and giving a selfless service.

The Code of Ethics sets out the principles and standards of behaviour that will promote, reinforce and support the highest standards from everyone who works in policing in England and Wales.

### Statutory basis of the Code

The College of Policing issued the Code of Ethics as a code of practice under section 39A of the Police Act 1996 (as amended by section 124 of the Anti-Social Behaviour, Crime and Policing Act 2014).

The Code of Ethics applies to the police forces maintained for the police areas of England and Wales as defined in section 1 of the Police Act 1996 (or as defined under any subsequent legislation) and relates specifically to chief officers in the discharge of their functions.

The expectation of the public and the professional body is that every person working in policing will adopt the Code of Ethics. This includes all those engaged on a permanent, temporary, full-time, part-time, casual, consultancy, contracted or voluntary basis.

### The Code of Ethics

Every person working for the police service must work honestly and ethically. The public expect the police to do the right thing in the right way. Basing decisions and actions on a set of policing principles will help to achieve this.

The principles set out in this Code of Ethics originate from the 'Principles of Public Life' published by the Committee on Standards in Public Life in 1995. The Code includes the principles of 'fairness' and 'respect' as research has shown these to be crucial to maintaining and enhancing public confidence in policing.

The policing principles reflect the personal beliefs and aspirations that in turn serve to guide behaviour and shape the policing culture. The combination of principles and standards of behaviour encourages consistency between what people believe in and aspire to and what they do.

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## **Policing Principles**

### **Accountability**

You are answerable for your decisions, actions and omissions.

### **Fairness**

You treat people fairly.

### **Honesty**

You are truthful and trustworthy.

### **Integrity**

You always do the right thing.

### **Leadership**

You lead by good example.

### **Objectivity**

You make choices on evidence and your best professional judgement.

### **Openness**

You are open and transparent in your actions and decisions.

### **Respect**

You treat everyone with respect.

### **Selflessness**

You act in the public interest.

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**POLICE & CRIME  
COMMISSIONER**  
for Leicestershire

Prevention | Partnership | Protection

## ETHICS, INTEGRITY AND COMPLAINTS COMMITTEE

### ANNUAL REPORT

**DECEMBER 2018 – MARCH 2020**

## FOREWORD FROM THE CHAIRMAN

As I take up the role of Chair of the committee I want to thank Professor Cillian Ryan for chairing the committee since its inception in 2015 and to thank colleagues for their support and faith in me to continue to chair the very interesting work of the committee. The span of complaints and ethical issues that we discuss is at once challenging and fascinating and participating is a privilege.

Over the last year the issues considered have included police promotion selection processes, gifts and gratuities to police officers, cyber-crime and 'people zones' - building safer communities and stop and search.

With regard to the latter, the committee delved into the raw data and were able to agree with the force that knife crime is mistakenly viewed as a Black crime. An interesting suggestion from the committee was to perhaps change the narrative of the use of Stop and Search to being led by the risk to a community.

With regard to cyber-crime, the committee asked about prevention strategies and were saddened to learn that 90% of cyber-crime was preventable but not possible because of a lack of resources.

Additionally, we sampled over 100 instances of complaints or misconduct handling, to challenge where appropriate the way in which they had been resolved and, in most cases, received satisfactory responses and explanations. In the minority of cases that we challenged we were pleased to see that there is an openness to learning for improvement. Reading the (quite hefty on occasion) files led to the realisation of just how much time and paperwork goes in to investigating, checking and recording police actions and decisions and just how seriously Leicestershire Police approach ethical policing and integrity.



**Ms Karen Chouhan**  
**Chair**  
**Ethics, Integrity and Complaints Committee**





## INTRODUCTION

The Ethics, Integrity and Complaints Committee was convened in September 2015. The Committee scrutinise the way in which the police carry out their complex and often demanding duties and how the very highest standards of professionalism, fairness, and integrity are upheld.

The Committee undertake an advisory role and is not a decision-making body. It is overtly unbiased and independent. It provides a forum for debate on complex operational or personnel issues with a view to defensible decision making. The Committee considers both broad thematic issues as well as practical day-to-day and historic matters. In certain circumstances, the Committee will advise on live operations or events.

The Committee also scrutinise how public complaints against officers and staff are handled by the Force's internal Professional Standards Department and provide comment and feedback on individual anonymous cases.

The aim of the Ethics, Integrity and Complaints Committee is to provide assurance to the Police and Crime Commissioner that ethics and integrity are embedded within Leicestershire Police and that complaints against the police are being handled expeditiously and following due process. The Committee will debate and advise on these three areas and add value to the current audit and scrutiny processes already in place.

- **Ethics**

Police officers and staff work to a Code of Ethics. The principles of the Code are integral to the delivery of policing and are a part of growing police professionalism leading to increased public confidence. Professional ethics is broader than integrity alone and incorporates the requirement for individuals to give an account of their judgement, acts and omissions. The Committee facilitate public scrutiny in this area and help build and maintain trust and public confidence.

- **Integrity**

Integrity is pivotal to public trust and confidence and oversight of how this is embedded within the Force requires independence and transparency for the police to have 'legitimacy' with the public it serves. Integrity in policing is about ensuring that the people who work for the police uphold public confidence. It is about how well the police make decisions, deal with situations and treat people day in and day out. If the public don't trust the police to be fair and act with integrity and in their best interests it is unlikely that they will be inclined to assist the police.

- **Complaints**

The Police and Crime Commissioner has a duty to hold the Chief Constable to account on how effectively he discharges his responsibility for responding to complaints and misconduct allegations made against the Force. The Ethics, Integrity and Complaints Committee will provide a more robust, independent and transparent approach to the oversight of complaints and misconduct matters. Members of the Committee undertake dip sampling of completed complaint files and receive data in relation to the number of complaints, categories, trends etc.

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The Ethics, Integrity and Complaints Committee contribute to developing trust and confidence in the following ways:

- (a) By bridging the gap between academic debate on ethics and operational decision making.
- (b) Influencing changes in force policy.
- (c) Enhancing the debate and development of police policies and practices.
- (d) By anticipating and understanding future ethical challenges that the service will face and influencing any response by the police.
- (e) Articulating and promoting the influence of professional ethics in all aspects of policing.



## MEMBERSHIP

The Committee comprises seven members who have all been recruited from the local community. Currently the membership comprises:

### **Dr Steven Cammiss**



Dr Steven Cammiss is a Senior Lecturer in Law at the University of Leicester. He read law at King's College London, where he also completed his LLM. He was awarded a PhD, on determining mode of trial in magistrates' courts, by Warwick University in 2005. He was previously employed as a lecturer at the University of Birmingham before moving to Leicester in 2007. He was promoted to Senior Lecturer in 2013.

His main research interests are the administration of criminal justice and law and language. He has previously undertaken empirical work with the Crown Prosecution Service and has a longstanding interest in policing and police accountability.

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### **Ms Karen Chouhan (Chair)**



Karen Chouhan is a Lead Equality Officer for the National Education Union with a specialism in Race Equality. She was previously a Senior Education Manager for the Workers Educational Association (WEA), a national charity providing adult education including for the poorest and most disadvantaged people.

She has lived in Leicester since 1975 and has worked in Further Education as an English and English for Speakers Of Languages teacher and in HE for De Montfort University for 12 years as the programme lead for the Master of Arts in Community Education and Youth Work.

She has also worked as a Chief Executive Officer for a national race equality charity and won several awards for her anti-racist work and tackling Islamophobia. In 2005, she was named by Joseph Rowntree Charitable Trust as a 'Visionary for a Just and Peaceful World'. They funded her work on 'Equanomics' (Equality via Economic Justice) for 5 years.

**Miss Lois Dugmore**



Lois Dugmore is a nurse consultant for dual diagnosis and veterans with Leicestershire Partnership NHS trust. She works with the national nurse consultants group and all party parliamentary group on dual diagnosis.

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**Ms Linda James**



Linda James is a Qualified Probation Officer, she has studied; Community Justice, Health Care Management, Mediation skills and Diversity and Equality.

With over 20 years of experience working with statutory, voluntary and private organisations across England, which has given her in depth knowledge and understanding of the issues communities face. She has worked in both inner city and the rural areas and has gained first-hand understanding of issues directly from the residents. Her main area of expertise is working within all aspects of the criminal justice system. Leading transition, implanting change and facilitating interventions with young people and adults. She has worked alongside local Councillors and Central Government bodies and led youth groups tackling anti-social behaviour, assisting professional agencies to engage with communities and delivered national government schemes. Linda James is confident with good communication skills; she has strong beliefs in fairness and strives for equality. She is highly self-motivated to tackle issues of injustices, inequality and discrimination experienced in communities/ workplaces and has the skills to positively challenge others with the view of creating better outcomes for all.

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**Dr Mark Peel**

Born and brought up in Leicester, Mark Peel attended Dovelands and Gateway Schools, before leaving the County to go to University in Newcastle and Oxford, before returning home to the City in 1985. Dr Peel subsequently embarked on an academic career, and is presently employed locally at University of Leicester, combining this work with independent national research and consultancy in the area of child care, protection and issues of complex ethical professional practice.



**Ms Lynne Richards (Deputy Chair)**

Lynne Richards has over 30 years' experience in the private, public and charity sectors as a Senior Manager specialising in fundraising, talent management and sustainable development.

She spent eight years as the Head of Fundraising at the National Forest Company, where she worked with business leaders, partner organisations and members of the public to support The National Forest, a new forest being created for the nation across 200 square miles of north-west Leicestershire, south Derbyshire, and Staffordshire.

Lynne previously worked as the Director of the Brighton & Hove Business Community Partnership (BiTC), and as a senior manager at Brighton Dome & Festival, before moving to Leicestershire in 2008. She is currently supporting HR at DMRC Stanford Hall.

A strategic thinker and skilled negotiator, she has a range of knowledge across applied ethics and policy, finance, business/community partnerships and personnel development.



**Prof Cillian Ryan**

Professor Cillian Ryan FRSA is Pro Vice-Chancellor and Dean of the Faculty of Business and Law at De Montfort University (DMU). Prior to that he was Dean of Liberal Arts and Sciences at the University of Birmingham, and previously Head of the European Research Institute. Originally from Dublin, Ireland, Cillian is an economist, graduating with a BA and MA in economics from University College Dublin before taking his PhD at Western University, Ontario Canada. He has held appointments in Ireland, Canada and the USA as well as the UK and visiting appointments in Hong Kong, Singapore, France and Australia.

Nationally, Cillian was appointed Chair Institute for Learning and Teaching Economics Network Advisory Board in 2004 and subsequently served two terms in the same role for the Higher Education Authority Economics Network. He also served on the Advisory Board for the Higher Education Authority Centre for Sociology, Anthropology and Politics, and the National Committee of HEA Advisory Board Chairs (2005-2012). He is currently the Royal Economics Society nominee to the HEA College of Social Sciences Advisory panel. Cillian also serves on the Oxford Cambridge and RSA Higher Education Consultative Forum. He is a regular speaker at international fora on the value of multidisciplinary arts and sciences education.

Cillian's research embraces a wide-range of topics from trade theory (with particular emphasis on trade in financial services, the EU Single Market, the World Trade Organisation (WTO) and Basel Accords) to business-cycle theory. He has undertaken a large number of funded research projects and advised a wide range of governments and international organisations including the Cabinet office, Treasury and the Department of Business, Innovation and Skills (BIS) (in the UK), the Australian, Canadian and UAE governments, the EU, the WTO and United Nations Conference for Trade and Development.

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## Membership of Committee – Recruitment of member

In September 2019 Prof Cillian Ryan resigned from the Committee due to undertaking new employment which resulted in him no longer working or living within the Force area which is a condition of membership. As such a recruitment process was undertaken and following interviews a new member of the Committee was appointed. The new member appointed is:



### Gail Pringle

Gail graduated from Mid Glamorgan University and has an MA in Race and Ethnic Studies from Warwick University. Gail has lived and worked in Leicester since 1976 and has over 30 years experience working within the Black voluntary sector as a volunteer, activist, development worker, manager and consultant. Gail worked for 11 years with a national Refugee Charity and has held a number of public sector posts; she is currently a senior manager for Leicestershire Adult Learning Service.

Gail has held a number of national and local voluntary roles, including board member for the National Heritage Lottery Fund, Grandparent Plus, School Appeals panel member and school governor for Leicester City Council.

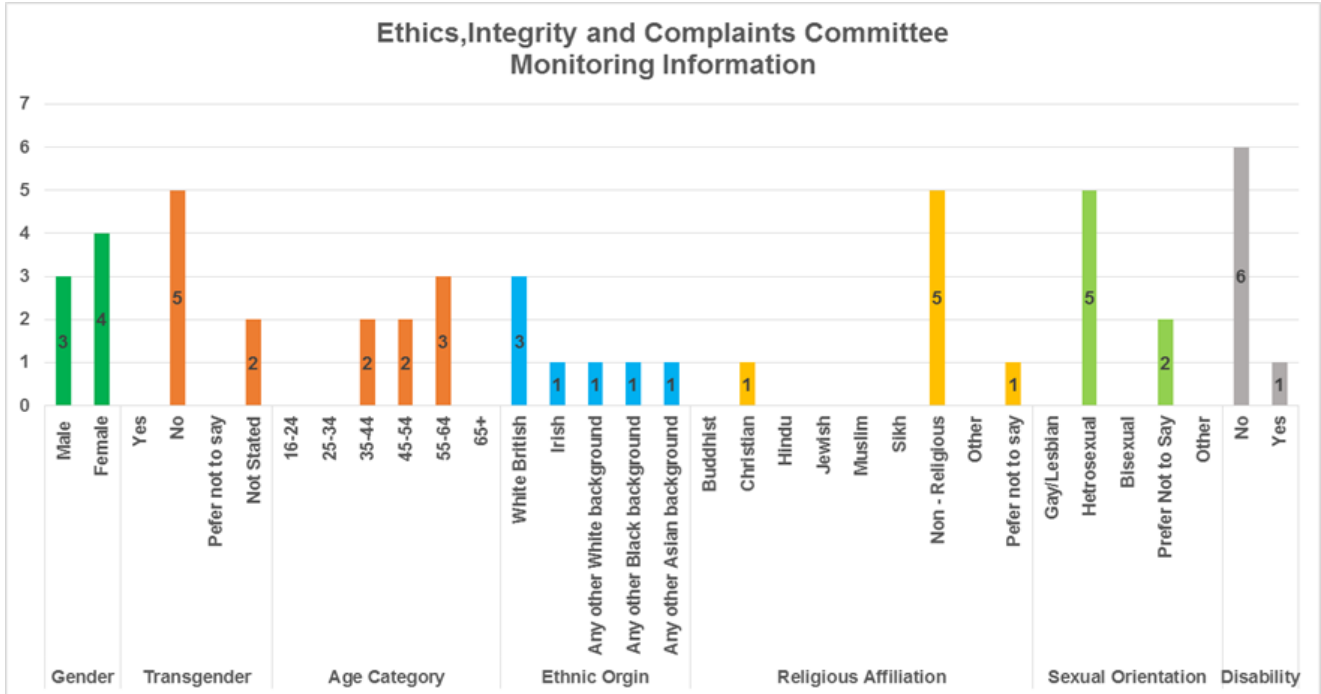
Gail has two teenage boys of dual heritage (English/Irish and Jamaican), and is passionate about enabling all individuals, regardless of their background to reach their full potential particularly through education.

Gail will take up her appointment at the June 2020 meeting of the Committee.

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Equality and Diversity

The breakdown of the membership of the Committee for the time period of this report is as follows:





## THE WORK OF THE COMMITTEE - December 2018 to March 2020

- **Review of Terms of Reference for the Committee**

The Committee review its terms of reference on an annual basis. During this time period one amendment was made, as follows:

- At its March 2019 meeting it was agreed that on the request of the Commissioner, the Committee also scrutinise areas of grievances, employment tribunals and disciplinary and performance procedures in Leicestershire Police.

- **Complaints**

The Police and Crime Commissioner has a statutory duty to ensure that complaints against the police are fairly and robustly investigated. The Ethics, Integrity and Complaints Committee undertake to provide assurance to the Commissioner that this is the case by their independent reviews of complaint files which are dip-sampled on a quarterly basis.



Since December 2018 a total of 114 completed complaint files have been dip sampled by members. In addition, members have also inspected 15 decision logs where it had been decided not to refer a matter to the Independent Office of Police Conduct and 21 cases of alleged misconduct by officers.

The outcomes of all files examined can be found on the Commissioner's website.

Examples of where members have questioned some aspects arising from complaint files as follows:

- CO84/18 - No officer had activated their body worn video during a vehicle search (5 officers) even though it is force policy to do so and is compulsory for person and vehicle searches. In this case Committee members agreed that the officer should have had their Body Worn Video (BWV) switched on. They were informed that a programme was in place whereby regular news articles are published on the force Intranet reminding officers that it was best practice to always switch on BWV.
- CO445/18 - Whilst this complaint had been withdrawn by the complainant the Committee were informed that in such cases this did not mean that the investigation would be halted. In all such cases the investigations would continue. Sept 19
- CO/142/18 - Complaint around 'removal of vehicle' without reasonable effort to contact the owner. A totally spurious complaint against two PCSO's who clearly acted both professionally and ethically. If the complainant had responded to an initial, reasonable request to move the vehicle from another motorist who was blocked in the police need never have been involved. Rather than a complaint – I would suggest the complainant here has acted unreasonable and has wasted police time and resource.

## NOT PROTECTIVELY MARKED

- CO533/19 - The Committee felt that management action taken in respect of 2 PCs in this case was harsh and disproportionate. This referred to the circumstances where it was more appropriate to arrest all 3 males at the same time. In this case 1 was arrested and the remaining two the next day. The force response was that this was a learning opportunity in order to prevent escape and/or loss or concealment of evidence or weapons and limit collusion between offenders and therefore management action was appropriate on this occasion.
- CM19/19 - Noted that the behaviour was unacceptable. Management action had been taken, in the form of a professional discussion as this was felt more appropriate. The officer was subsequently banned from driving for 18 months.

In respect of misconduct cases examined by members:

- CM13/18 - The Committee raised a question about officers attending an incident without their personal protective equipment. A response was provided confirming that student officers are taught to always wear their protective equipment and that in this instance lessons had been learnt.

- **Ethical Dilemmas**

The Committee receive a number of ethical dilemmas faced by officers for their consideration. During the time period of this annual report the following issues were discussed by the Committee:

**Circumstances 1:** A 14 year old male child, with no family in England is a looked after child and managed by London social care. He is involved with established gangs in the Metropolitan Police area and is heavily involved in drugs, knives and violence. He was placed into Leicestershire to safeguard him from this lifestyle however he does not want to sever any ties with these gangs and in a matter of months he has been reported missing 27 times to Leicestershire Police. He has been found on each occasion in London. He is actively involved in drug supply. He has befriended a number of girls of similar age from Leicestershire and they too have been reported missing and have been located in London with this 14 year old and his gang associates. The girls are vulnerable and also looked after children in social care. It is believed that the girls are being recruited and exploited by the gang but they are refusing to disclose any information to Police about their lifestyle. The 14 year old male is pivotal in exposing them to drugs and violence. He will not engage with agencies. Is he a victim or should he be managed as a suspect? How do the police manage him? How do do the police manage the girls and any other future vulnerable people he befriends?

*The Committee welcomed the report and discussed the criminal and safeguarding issues. They felt that as the child was likely to become heavily involved with gangs the right thing to do was to try and protect him via active police engagement.*



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**Circumstances 2:** A male child repeatedly goes missing, 52 times recorded so far. He has just turned 10 years old but has the mental age of 5yrs old. He suffers from ADHD. He does smoke cannabis. He will literally leave his house whilst parents are asleep and wonder around at all times of the day and night. He has been found in various parts of the city and will ask strangers for money. Warnings have been issued to anybody he is found in company of. His parents do report him missing each time. Due to his vulnerabilities he is always deemed a high risk 'Missing from Home' and it is resource intensive on each occasion. There is extensive social care involvement. Social care are the lead agency for child safeguarding but it's the Police that have to respond to each and every missing episode.

*The Committee welcomed the report and discussed the issue of neglect. They acknowledged that missing from home cases took up a lot of police resources. The Committee agreed that although missing from home was a key part of policing, the issue also required strong partnership working and a better solution for all involved, including the appropriate use of technology.*

**Circumstances 3:** A 16 year old female is looked after by social care and lives in a residential placement managed by them. She has historically been involved in child sexual exploitation which made her high risk as she was often in possession of new clothes, expensive trainers, cash and mobiles. She would never make any disclosures around her activities when away from home and believes she is fully capable of making decisions and doesn't feel she is at any risk. Her risk assessment was high when she was suspected of being involved in CSE. One tactic to assist police is to track her mobile phone signal. In the absence of any other information is it appropriate that the police use these tactics regularly to locate her? She has since begun a relationship with a male. She will often stay out overnight and spend time with this male. She is allowed to legally have sex with him and to marry him as she is 16 years old. However she is reported missing if she refuses to answer her phone or return home. She will remain under social care's responsibility until she is 18 years old and an adult. Is she officially missing if she is with her boyfriend? Is this a breach of her human rights if she chooses to remain in a relationship with this male and stay with him overnight? Should the police deal with her as a missing from home?

*The Committee welcomed the report and discussed the female's rights if she chose to remain in a relationship and stay overnight with her boyfriend. The Committee discussed if it was right for the police to deal with her as missing from home given her age. It was explained that Social Services had an on-going obligation to someone who had previously been under their care, even after the age of consent (16) and came to the conclusion that as she had previously been at risk then social services should check to see if her boyfriend was known by the police.*

**Circumstances 4:** A girl aged 13 is chatting on social media to a male whom she believes is 13, he is actually a 45 year old male. The male asks her to send him a naked photograph of herself which she does willingly without undue pressure being applied by the male. Under crime recording standards the male commits an offence of inciting a child to engage in sexual activity and the girl commits an offence of distributing an indecent image of a child, both offences must be recorded. In relation to the sending of indecent images by children National Police Chiefs Council guidance is education not criminalisation. The male would be arrested and if convicted placed on the sex offenders register. A child is deemed to be a child up until they are 18 years old and any sending or possession of such images if indecent would be an offence. Is it ethical that the female is recorded as a suspect for sending it to a person she thinks is of the same age and has willingly sent it? In these circumstances the victim would also be criminalised.

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*Members felt that in this circumstance this was a vulnerable young woman and that being criminalised would only add to her problems.*

**Circumstances 5:** An elderly male reported that he has been a victim of fraud which was being investigated by Action Fraud and not the Police. The male has reported to Action Fraud that his health was severely deteriorating due to the stress of the offence. Action Fraud requested that the police conduct a welfare check on the victim. Should the Police complete this as it is a medical condition? What if the male did pass away would this reflect on the police in any way as he is a victim of crime that is under investigation albeit by a partner law enforcement agency?

*Members agreed that it was not the role of the police to undertake welfare checks on individuals in such circumstances. Members also commented on the role that banks, pensions and benefits agencies had in combatting fraud and that the police were not the only agency who 'police'.*

**Circumstances 6:** Chief Officers would shortly be making a decision as to whether to introduce the 'name and shame' dimension into the NPCC Drink/Drug – Drive Summer Campaign.

*The Committee welcomed the report and questioned the proportionality as to whether such a course of action was appropriate. It noted that ethically nobody should be named before they were convicted. Members also queried whether there was any evidence or research which indicated that this would be an effective deterrent. The Committee felt that if someone drove for a living or had a high profile job they might be dissuaded from drink driving by a naming and shaming policy but there was probably little to be gained in doing so if the driver was not well known.*

**Circumstances 7:** A phone call was received from an adult mental health practitioner requesting that the police assist in taking an elderly male patient to the Leicester Royal Infirmary for a life-threatening medical emergency. He had Alzheimer's and had historically hit out and spat at people in the past. He was being aggressive but hadn't been violent. This is primarily a health issue and East Midlands Ambulance Service are the most suitable agency to deal with such incidents and they have a duty to equip their staff to deal with foreseeable risks and are trained in restraint. Do the police attend? Do the police assist East Midlands Ambulance Service? This is particularly sensitive as due to his age and frailty if the police attended any use of force would have to be proportionate and this would immediately place the officers and organisation under scrutiny.

*The Committee noted that under the Mental Health Code of Practice, patients should only be transferred via a medical vehicle in case treatment is required enroute. In the case of this particular patient who was elderly, frail and unwell, it was felt that an ambulance would be the best mode of transport and that police should not attend or transport the individual.*

**Circumstances 8:** A member of the CRISIS mental health team contacted police to say that they had a patient who had been released from the Bradgate Unit a week ago and was still in a mental health crisis. She received daily visits from the CRISIS team however due to a visit being really late the patient had become significantly upset. The female lived alone with her

## NOT PROTECTIVELY MARKED

dog and was a recluse and rarely went out. She could be aggressive and was annoyed at the delay. Two hours later, when the CRISIS team arrived, they couldn't get into the address and they couldn't reach the female on the phone. There was no dog at the address nor was her car there. The CRISIS team member had contacted the police to assist her. There was a keysafe at the address and the control room held the code however she was refusing to enter the house alone due to the patient's previous aggressive behaviour. No information known as to the car registration. PNC checks didn't have any vehicle registered to the address. What is required of the Police? Should the police take any action, is it their responsibility? There are no grounds for powers of entry into the address as it's believed the lady in question is not present. Should the police treat her as a Missing From Home given her previous suicidal tendencies and actively try and locate her?

*Members of the Committee discussed in detail the pros and cons of Leicestershire Police assisting with such matters. The Committee recognised the fact that the police would try to be helpful in a situation such as this where there was the potential for violence and that there was frustration regarding demand. It was felt that in partnership work, a partnership agreement needed to be in place. The DCC commented that strategic level discussions were ongoing with other emergency agencies regarding the lead agency for such circumstances.*

**Circumstances 9:** A male is lawfully arrested and taken into police custody. It became very apparent that he was not well and was assessed by a mental health custody nurse. He was deemed as unfit to detain in police custody due to his mental health. Contact was made with the place of safety unit and the mental health team, however there were no beds available. It was another 13 hours before a bed became available so he remained in custody for this whole duration. Legally he should have been released as there was no power to detain him. Is this ethical?

He is a danger to the public and a risk to himself. Should he have been taken to another place of safety? Whose responsibility does he become at the point he is no longer a prisoner and requires mental health intervention?

*Members asked if it was ethical and legal to put someone known with a Mental Health condition in this environment. The dilemma was that whilst this was not illegal, in contrast, it was also not ethical. It was agreed that ideally such individuals should always be taken to a place of safety.*

- **Consideration of Force Policies**

### New Grievance Resolution Procedure 2019

A new Force Grievance Resolution Procedure was presented to the Committee for their comment. The policy provides guidance to those wishing to raise a grievance on the process to be followed. Those raising a grievance are asked to identify if the grievance is about behaviour, management style or an unfair process. The policy also gives a number of categories for what type of resolution the aggrieved might want.

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*The Committee were happy with the policy but asked how organisational learning would be picked up. It was noted that this would be identified through inspections undertaken by Her Majesty's Inspector of Constabulary and Fire and Rescue Service.*

- **Other Matters Considered by the Committee**

### Police Promotion Selection Processes

The processes in place for the promotion of officers, together with how talent is identified, and the outcomes, including equality data and external scrutiny applied was considered by the Committee.

Members made the following observations:

- There was no defined vision, or position statement in place from senior officers in respect of diversity or equal opportunities within the processes.
- The promotion process was not clear on how talent was identified or how 'effective' current processes were.
- The process for promotion from Inspector to Chief Inspector rank included an external independent person on the Panel whereas promotions below that did not. Members strongly advised that external independent representation across all levels of promotion should be built into the process particularly as Leicestershire was a small force.

Members were pleased to hear that a refreshed approach to talent management would be in place by March 2020 and that this would fit with the workforce strategic assessment within the corporate planning cycle.

### Civil Claims

The Committee considered the civil claims made against the Force as at 15 March 2019, this also included employers' liability. The Committee noted that the trend in claims had increased, which was a concern.

*Members questioned whether, under the Police Reform Act the Police and Crime Commissioner and Chief Constable considered whether civil proceedings involved or could involve conduct matters. They were pleased to hear that as far as conduct matters arising from civil claims were concerned staff in the Professional Standards Department identified such issues which were properly assessed and acted upon. It also noted that civil claims that required signing off by the Police and Crime Commissioner were entered onto a Decision Log which was published on the OPCC website and that a quarterly report on civil claims was presented to the Commissioner's Strategic Assurance Board.*

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### The Force Race, Religion and Belief Group

The Committee were informed of a new internal support group being convened within the Force entitled the Race, Religion and Belief Group. This was in response to a huge amount of new staff joining the organisation over the next five years. It was hoped that this new group would encourage new staff to talk about “uncomfortable issues”.

*It was agreed, on request from the Force, that a member of the Committee would sit on the new group to have insight of the work being undertaken.*

### Review of Expenses Paid to Officers

The Committee considered expenses claimed by senior officers of Leicestershire Police and also the Office of the Police and Crime Commissioner. It was confirmed that mileage expenses were calculated by subtracting the home to work mileage. The Committee found it commendable that expenses were published on the Force and OPCC website and that the PCC particularly was to be commended for reducing a mileage claim by five miles when he felt the journey had been too long.

### Gifts and Gratuities

Members of the Committee examined the Gifts and Gratuities register for both the Force and the OPCC. It was noted that the register encouraged staff to be transparent. It was also noted that recent gifts from Leicester City Football Club were presented to the first responders who attended the recent helicopter crash at the football ground. The Committee made a recommendation that a column be added providing the approximate value of the gift, gratuity or hospitality.

The Committee were also pleased to see that some gifts had been donated to charity. In response to a question about the collection of “Nectar” points which were collected via tax payers money it was confirmed that all points were placed into a central pool.

### Stop and Search

As part of its forward workplan the Committee receive regular reports providing an overview of the use of and scrutiny of Stop and Search powers in the Force area. During consideration of the use of stop and search for the period of 1 April 2018 to 31 March 2019 questions were asked about groups of individuals being stopped and searched and disproportionality in respect of how some of the figures within the report were calculated. It was felt by Committee members that the figures within the report did not confirm that more people were being caught, but that certain groups were more likely to be targeted resulting in the perception that knife crime was a black issue, when in fact it is not as the raw data shows primarily that knife crime was more likely to happen in a white community. It was agreed that this was more likely to be a matter of how the data was presented and it was accepted that differential did not mean discrimination. Members suggested that the narrative should say that stop and search was being undertaken in an area because a community was at risk rather than saying this is what our intelligence is telling us.

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## Cyber Crime

The Committee received information on cyber-crime including how Leicestershire Police deal with such crimes and the approach of the 4 P's: Pursue, Protect, Prevent and Prepare.

It was noted that nationally there was no agreed definition of Cybercrime and that in an average Leicestershire Police dealt with 5 offences a week from Action Fraud.

Members questioned the prevent-side of cybercrime in relation to youth culture and enticement over social media platforms and preventative measures used by Leicestershire Police over social media platforms. It was explained that the Force take a generic prevention approach including information on how to behave on social media, engaging with schools and working with prevent officers who provide some key messages.

Members were interested to hear that at least 90% of cybercrime was preventable, but that came with the dilemma of having the resource available to tackle the issue. It was also recognised that it was difficult for the police to address this type of crime when the law had not yet caught up with technology. The Committee recognised that the current situation was that the Force do not have the resources to proactively access social media platforms but do respond when matters are reported to them.

## People Zones

The Committee was interested to hear about a community-based initiative called People Zones (PZ) created as a collaborative multi-agency approach to build a stronger, safer community; empowering people to become more resilient. The initiative has been introduced and supported by the Office of Police and Crime Commissioner. The purpose of PZ is to take a two-pronged multi agency approach to problematic behaviour. Firstly, the need to identify and manage those individuals displaying harmful behaviour, and secondly prevention and intervention. This includes supporting and building the resilience of the offender's family members; reducing the risk of them establishing similar behaviour patterns. This is to be done through collaborative working to provide the necessary resources and opportunities to enable communities to make better life choices.

Ultimately the end goal is for the local community to be independent of statutory bodies and organisations and to fundamentally develop its own ability to address local problems and find suitable solutions.

*Members felt that moving forward People Zones should focus on engaging and on-boarding the local community and therefore should be community led. They also felt that evaluation should not be about the success of the model but the outcomes for people and the important aspect of People Zones was about whether there was change and whether requests for change were addressed.*