



Leicester  
City Council

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

**DATE:** THURSDAY, 1 OCTOBER 2020  
**TIME:** 2:00 pm  
**PLACE:** Virtual Meeting using Zoom

**Members of the Panel**

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 (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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It is important, however that the Panel can discuss items without disruption.

### Joining the Meeting

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### Conduct Guidance

The behaviour of people at meetings is important to the success of the meeting. Everyone attending today's meeting is kindly asked to comply with the following arrangements:

- Respect the views of others
- Keep to the Agenda
- One person speaks at a time
- Keep disruption to the minimum and no side discussion.

### Further information

If you have any queries about any of the above or the business to be discussed, please contact: **Anita James, Senior Democratic Support Officer on 0116 4546358**. Alternatively, email [committees@leicester.gov.uk](mailto:committees@leicester.gov.uk), or call in at City Hall.

For Press Enquiries - please phone the **Communications Unit on 0116 454 4151**.

## **PUBLIC SESSION**

### **AGENDA**

#### **NOTE:**

**This meeting will be a virtual meeting and will be streamed live.**

#### **PUBLIC LINK TO LIVE STREAM**

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)

An archive copy of the webcast will normally be available on the Council's website within 48 hours of the meeting taking place at the following link: -

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

#### **1. APOLOGIES FOR ABSENCE**

#### **2. DECLARATIONS OF INTEREST**

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

#### **3. MINUTES OF THE LAST MEETING 28TH JULY 2020 Item 3**

The minutes of the meeting held on 28 July 2020 are attached and Members will be asked to confirm they are an accurate record.

#### **4. PUBLIC QUESTIONS**

None received.

#### **5. POLICE & CRIME COMMISSIONERS ANNUAL REPORT Item 5**

Members to receive the first draft of the Annual Report for the PCC.

Members will be asked to discuss and approve the report.

#### **6. REGIONAL COLLABORATION AND PARTNERSHIP WORKING Item 6**

Members to receive a report outlining the regional collaboration and partnership activities that the PCC engages in, the purpose of the work and the

benefits that arise from that.

Members are asked to provide feedback and note the contents of the report.

**7. OPCC PERFORMANCE REPORT - QUARTER 1 (1 APRIL 2020 TO 30 JUNE 2020) Item 7**

Members to receive an update of the performance of the Office of the Police and Crime Commissioner for Quarter 1 20/21 (1 April 2020 to 30 June 2020).

Members will be asked to comment on discuss and note the contents of the report.

**8. QUARTER 1 FORCE PERFORMANCE EXCEPTION REPORT 1ST APRIL 2020 - 30TH JUNE 2020 Item 8**

Members to receive an update of the performance exceptions of Leicestershire Police for the period April 2020 to 30 June 2020 (Qtr. 1).

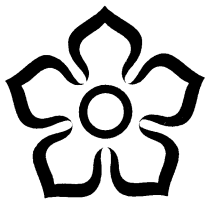
Members will be asked to comment on the recommendations for further analysis based on exceptions and to note the contents of the report.

**9. IICSA FINANCIAL IMPACT - VERBAL UPDATE**

**10. DATE OF NEXT MEETING**

To note the next meeting will take place on Wednesday 9<sup>th</sup> December 2020 at 2pm, venue to be confirmed.

**11. ANY OTHER URGENT BUSINESS**



Leicester  
City Council

# Item 3

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

Held: TUESDAY, 28 JULY 2020 at 1:00 pm as a Virtual meeting using Zoom

P R E S E N T:

Cllr Orson (Chair)  
Cllr Pantling (Vice-Chair)  
Cllr Kaur Saini      Cllr Leigh Harper-Davies  
Cllr Loydall      Cllr Mullaney  
Cllr Phillimore      Cllr Rae Bhatia  
Cllr Rahman      Cllr Taylor  
Cllr Walters      Cllr Woodman  
Mr Culverwell      Ms 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 Dawkins – Chief Finance Officer (temp), OPCC  
Simon Down – Head of Strategy and Commissioning, OPCC  
Grace Strong – Performance Manager, OPCC  
Andrew Furlong – Advisor to Lord Bach, OPCC  
Angela Perry – Executive Director, OPCC  
Kamal Adatia – Monitoring Officer

\* \* \* \* \*

## 13. ELECTION OF CHAIRMAN

The Monitoring Officer invited nominations for the role of Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel.

It was proposed, seconded and upon being put to the vote carried that Joe Orson take the position of Chairman for the municipal year 2020/21.

**RESOLVED:**

1. That Joe Orson be elected as Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel for the municipal year 2020/21.

#### **14. ELECTION OF VICE CHAIRMAN**

The Chairman invited nominations for the role of Vice-Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel.

It was proposed and duly seconded that Elaine Pantling take the position of Vice-Chairman. It was also proposed and duly seconded that Deborah Taylor take the position of Vice-Chairman.

Upon being put to a ballot, Elaine Pantling was elected as Vice-Chairman for the municipal year 2020/21.

RESOLVED:

2. That Elaine Pantling be elected as Vice-Chairman for the municipal year 2020/21.

#### **15. APOLOGIES FOR ABSENCE**

The Chairman led introductions including new members to the panel 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.

Apologies for absence were received and accepted from Simon Whelband.

It was also noted that Sharmen Rahman and Alan Walters needed to leave the meeting before its conclusion.

#### **16. DECLARATIONS OF INTEREST**

Members were asked to disclose any pecuniary or other interest they may have in the business on the agenda.

Keith Culverwell made a standing declaration that two family members were in the Police Force.

There were no other declarations of interest.

#### **17. MINUTES OF THE LAST MEETING 15TH JUNE 2020**

RESOLVED:

- That the minutes of the meeting held 15<sup>th</sup> June 2020 be confirmed as an accurate record.

#### **18. PUBLIC QUESTIONS**

There were no public questions submitted.

## 19. QUARTER 4 FORCE PERFORMANCE EXCEPTION REPORT 1 JAN 2020 - 31 MAR 2020

The Police and Crime Panel considered a report providing an update of the performance exceptions of Leicestershire Police for the period 1 January 2020 to 31 March 2020.

Panel members noted that:

- Violence with Injury offences had seen a reduction throughout Quarter 4 however there had been an increase in the most recent data point (March 2020) and a comparison to the same quarter of the previous year indicated a 25% increase.
- The increase in these offences was attributed to an adjustment to correctly classify crimes as Common Assault (Violence without Injury) to Actual Bodily Harm offences (ABH, Violence with Injury).
- Burglary Residential offences were showing a month on month reduction with comparison to the same quarter of the previous year indicating a 21% decrease.
- Stalking and Harassment offences showed a prolonged increasing trend with an average monthly volume increase by approximately 100 offences and a comparison to the same quarter of the previous year indicating a 18% increase.

The ensuing discussion included the following points:

- In relation to the increased reporting of incidents and call handling the introduction of new software had enabled call handlers to switch more easily between 999 and 101 calls improving performance throughout the year. Online crime reports remained stable.
- The purpose of providing comparison data of response times to 2018 was to generate an idea of longer trends, 2018 was a notable year as it was the World Cup and there were other large events taking place across the County. Overall the data showed response times were quite steady and had recovered from a difficult period. It was also hoped that the introduction of the new Target Operating model in March 2020 during the Covid 19 impact would show further improvement on call handling response times.
- It was suggested that the report could be more consistent in the presentation of data and simplified rather than a statistical manner.
- Regarding the missing person data and how that related to Looked After Children, there were 2 elements, children from Leicester who were looked after in Leicester and children from outside Leicester/Leicestershire who were placed here. For the latter group it was not always clearly communicated who had been placed where and when. It was recognised this was a challenging area with 62% of those “missing” being repeaters for a variety of reasons.

Action: Chief Constable to provide a breakdown of the missing person data related to Looked After Children to panel members.

1.40pm Alan Walters left the meeting.

- In terms of harassment and stalking offences it was suggested this was often linked to domestic violence and so some of those offences should be categorised as such. It was clarified that many offences featured in more than one category, but each crime was reported and categorised through Home Office rules. Crimes were being assessed to try and analyse other factors surrounding the crime such as domestic violence.
- It was noted that there had been a slight increase month on month of hate offences, and it was queried whether this was linked to the challenges of Covid 19. It was acknowledged there had been some increase in this type of crime month on month however this data was only up to the end of March 2020, so before the Covid 19 lockdown began. More often this type of crime was linked to neighbour disputes.
- In relation to Stop and Search data, each Stop and Search had to be documented and the act of searching must be recorded, if a search was conducted the reasonable grounds for that search were also noted. Police Officers had been told to use their body cams at each stop and search and there was a process for dip sampling and watching recordings of stop and searches by an independent panel.
- Stop and Search was carried out in areas where there was a focus on crime e.g. knife crime, and a third of stop and searches turned up a positive result of some sort. An officer could only stop and search if they had reason to suspect a person had certain articles upon them. Stop and search was a legitimate tool and the force tried to use it reasonably, the data in charts within the report showed the 3-5 year trend and indicated the volume of positive outcomes achieved was proportionate to the volume of searches.
- The use of Prevention Orders had risen by 60%, this was a relatively new piece of legislation that allowed the Superintendent to issue a Prevention Order with conditions around domestic violence incidents and used to provide protection to victims of domestic abuse and control of offenders.

**RESOLVED:**

1. That the Chief Constable provide a breakdown of the missing person data related to Looked After Children to panel members.
2. That the proposals for further analysis of exceptions be supported,
3. That the contents of the report be noted.

**20. PEER MENTORING WITHIN SUBSTANCE MISUSE PROVISION - DEAR ALBERT REPORT**

The Police and Crime Panel considered 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.

The panel noted key points that:

- within a relatively small area of Leicester there were three places using



peer mentoring: – Turning Point; Number 5 and Dear Albert.

- Dear Albert, provided mentoring to people over 18 years and Turning Point had provision for younger people.
- Dear Alberts approach was unique as the whole organisation was 100% peer led and every mentor had overcome an addiction to drugs or alcohol.
- PCC Funding had expanded the “through the gate” provision enabling more individuals to be met at the prison gate and supported in the community.
- The Violence Reduction Network were also looking at opportunities with the providers as a means of recognising effective violence prevention.

Lord Bach, Police and Crime Commissioner referred to the Safer Streets Home Office ambition to give grants to various OPCC so that towns and small areas could take steps towards Safer Streets and advised that the OPCC had applied for grants for three areas and had been successful in securing that funding which would enable increased spending towards Safer Street initiatives in the following areas:

- West Bridge/Narborough Road - £550k
- New Parks/Braunstone Frith - £420k
- Warwick Way/Loughborough - £550k

The panel welcomed the report on peer mentoring and congratulated the OPCC team on securing additional funding that would help make safer streets.

RESOLVED:

1. That arrangements be made for panel members to visit Dear Albert once lockdown and social distancing measures had eased.
2. That the contents of the report be noted.

## **21. VIOLENCE REDUCTION NETWORK OVERVIEW**

The Police and Crime Panel considered a report providing an overview of the Violence Reduction Network (VRN) with a focus on the programme for 2020/21.

The panel noted that:

- This was an important piece of work reliant on a Home Office grant given to certain police areas to look at initiatives and cut serious violence in the area.
- The Home Office prescribed the function and core membership of the VRN and there had been excellent partnership involvement including the voluntary and community sectors.
- There had been significant progress and developments since the VRN was established in September 2019 with several interventions commissioned including the Violence Intervention Project based in the Emergency Dept at Leicester Royal Infirmary and a Community Grant Scheme aimed at grass root community groups and organisations.
- The VRN continued to focus on serious violence in public places with a

priority on under 25's, and despite the Covid 19 pandemic progress was still being made, the programme plan for 2020/21 had been drawn from the findings of the Strategic Needs Assessment and the Response Strategy setting out projects, key priorities and activity within each project.

- The VRN were monitoring the three success measures set by the Home Office which were also monitored centrally although no feedback has been received to date.

There was a brief discussion around continuation of funding from the Home Office in 2021/22 and it was noted that currently there was no indication of future funding. All VRNs had made approaches to the Home Office and were expecting to hear more after the forthcoming spending review. Funding had been secured in the sum of £880k for this year and where possible the VRN were commissioning with sustainability in mind, investing in such things as train the trainer to build capability and become more self-sufficient.

Panel members discussed the report noting the following comments:

- In relation to planned work with children and young people it was intended to introduce interventions and services across Primary and Secondary prevention as well as tertiary to ensure we reduce reoffending.
- In terms of seeing the impact of initiatives on reducing crime the first quarter performance report was being compiled for the VRN Board and this could be shared with panel members in future too.

Action: to provide more performance data in future reports.

Action: to share the Young People Involvement Strategy with panel members.

- Work was ongoing to develop and review progress in relation to known risk factors regarding Young People such as attendance and exclusion rates in schools.
- A core principle of VRN was to link with others and VRN were seeking to collaborate and strengthen links with projects/services such as Troubled Families and Early Help to avoid duplication.
- It was planned to spend around £364k on interventions which was more than the Home Office required (set at 20%). It was suggested it would be useful to benchmark that expenditure with other VRN's.

Action: Grace Strong to explore other VRN expenditure and provide a comparison of units across England/Wales.

There was discussion around the VRN priority focus on crime committed by under 25's and whether serious sexual crime was included within that as it was suggested a lot of serious sexual and domestic violence crime was harvested in the home. At this stage, the focus was public place serious violence although it was acknowledged that there are links between different types of violence and a link between children experiencing violence in the home and future violent behaviours.

**RESOLVED:**

1. That the contents of the report be noted.
2. That officers provide more evidence in future reports of working with

- Young People and the impact of that work upon reducing crime.
3. That the Young People Involvement Strategy be shared with panel members.
  4. That officers explore other VRN expenditure on interventions and provide a comparison of VRN units across England/Wales.

## **22. ETHICS COMMITTEE ANNUAL REPORT**

The Police and Crime Panel considered the annual report December 2018 to March 2020 of the Ethics, Integrity and Complaints Committee for the purpose of informing them of the work of that committee.

The panel noted that the period of the report had been altered to align with reporting periods of the OPCC, and the current membership of the Ethics, Integrity and Complaints Committee.

RESOLVED:

That the contents of the report be noted.

## **23. ANY OTHER URGENT BUSINESS**

The Chairman agreed to take an item of urgent business to allow the Police and Crime Panel to consider a report on the financial liability arising to Leicestershire OPCC as a result of the Independent Inquiry into Child Sexual Abuse (IICSA).

The panel noted that IICSA was due to sit in October 2020 to hear evidence about historic allegations concerning the late MP Greville Janner and the local police's management of them. Leicestershire Police was a core participant at IICSA as are several former police officers. The former police officers are separately represented as they face challenge regarding their individual conduct during the investigation.

The cost of the Leicestershire Police's preparations has been anticipated and built into the budget for 2020/21. However, the OPCC is also responsible for meeting the legal costs of the core participant officers, in accordance with the provisions of Home Office Circular 010/2017. These costs have not been budgeted for because, until recently it was uncertain whether IICSA would go ahead; whether these individuals would be called as witnesses and whether the OPCC was responsible for meeting their costs. The OPCC have only recently been able to estimate the likely overall costs of IICSA to the OPCC and still await complete clarity regarding these costs due to uncertainty over other former officers being given core participant status.

The OPCC has fully investigated the extent of their liability to meet these costs and have estimated the likely total sum of meeting the legal costs of former employees of Leicestershire Police covering the duration of the investigation up to £1.2m plus VAT. It was noted that there may be additional costs once the proceedings concluded.

The panel were asked to write to the Home Secretary to request support and financial assistance to meet the anticipated liability.

Panel members were satisfied that Leicestershire Police and Leicestershire OPCC have acted entirely appropriately in response to this issue, alerting the panel members of this liability and its impact on the budget approved in February 2020, and agreed to write to the Home Secretary to lobby support.

The Chairman asked officers to provide a brief update on the financial position to the next meeting.

**RESOLVED:**

1. That the financial liability and its impact on the OPCC budget approved in February 2020 be noted,
2. That a letter be written to the Home Secretary to request support and financial assistance to meet the anticipated financial liability,
3. That an update on the financial position be provided to the next meeting on 1<sup>st</sup> October 2020.

**24. DATE OF NEXT MEETING**

Date of the next meeting noted on Thursday 1<sup>st</sup> October 2020 at 2pm. Venue to be confirmed.

There being no further business the meeting closed at 3.30pm

# Minute Item 23

Joe Orson JP CC

**Priti Patel MP**  
**Home Secretary,**  
Home Office  
2 Marsham Street  
London  
SW1P 4DF

3 August 2020

Dear Priti Patel MP,

I am writing on behalf of the Leicester, Leicestershire and Rutland Police and Crime Panel regarding costs related to the Independent Inquiry into Child Sexual Abuse (IICSA).

I understand that IICSA is due to sit in October 2020 to hear evidence about historic allegations concerning the late MP Greville Janner and the local police's management of them. Leicestershire Police is a core participant at IICSA as are several former police officers. The former police officers are separately represented as they face challenge regarding their individual conduct during the investigation.

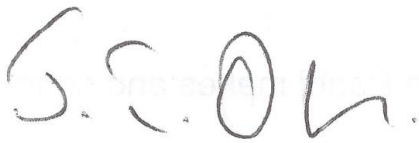
The cost of the Leicestershire Police's preparations has been anticipated and built into the budget for 2020/21. However, the Office for the Police and Crime Commissioner (OPCC) is also responsible for meeting the legal costs of the core participant officers, in accordance with the provisions of Home Office Circular 010/2017. These costs have not been budgeted for because, until recently it was uncertain whether IICSA would go ahead; whether these individuals would be called as witnesses and whether the OPCC was responsible for meeting their costs. The OPCC have only recently been able to estimate the likely overall costs of IICSA to the OPCC and still await complete clarity regarding these costs due to uncertainty over other former officers being given core participant status. For all these reasons IICSA costs were not included in the budget that was approved by the Leicester, Leicestershire and Rutland Police and Crime Panel in February 2020.

The OPCC has fully investigated the extent of their liability to meet these costs and have estimated the likely total sum of meeting the legal costs of former employees of Leicestershire Police covering the duration of the investigation up to £1.2m plus VAT.

I would submit that Leicestershire Police and Leicestershire OPCC have acted entirely appropriately in response to this issue, alerting the Leicester, Leicestershire and Rutland Police and Crime Panel members of this liability and its impact on the budget approved in February 2020, but they have no control over the total liability that the OPCC is likely to incur and I would therefore ask you to give full consideration to whether the Home Office can provide financial assistance to meet the anticipated liability during the current financial year. All Leicester, Leicestershire and Rutland Police and Crime Panel members are very much in support of this request.

I look forward to hearing positive news on this matter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J. Orson'.

**Joe Orson JP CC**

Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel

## **POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE**

### **POLICE AND CRIME PANEL**

Report of	<b>OFFICE OF POLICE AND CRIME COMMISSIONER</b>
Subject	<b>ANNUAL REPORT</b>
Date	<b>THURSDAY 1 OCTOBER 2020 – 2:00 p.m.</b>
Author	<b>PAUL HINDSON CHIEF EXECUTIVE</b>

#### **Purpose**

1. This document provides the Panel with the first draft of the Annual Report for the PCC.

#### **Background**

2. It is a requirement for the PCC to prepare an Annual Report and submit it to the Panel for consideration. The document attached is a draft and the final version will contain photographs and will be formatted in a style consistent with previous OPCC publications. However, the text has been finalised, with no intention to change it, subject to any views expressed by the Panel.

#### **Recommendations**

3. The Panel is asked to approve the report.







**POLICE & CRIME  
COMMISSIONER**  
for Leicestershire

Prevention | Partnership | Protection

# ANNUAL REPORT

## 2019/2020

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## INTRODUCTION

Welcome to my Annual Report for the year ending March 2020, which looks back at the achievements against my Police and Crime Plan.

Launched in 2017, it was based on an overarching theme of 'Prevention', delivered by five key strategic objectives.

- Visible Policing
- Viable Partnerships
- Victims Services
- Protecting the Vulnerable
- Value for Money



This year, we saw the new Violence Reduction Network (VRN) focusing on long-term prevention of violent crime. Prevention has been the main theme underlying my Police and Crime Plan and all of my work since my election, so I'm very pleased to have such a strong multi-agency team to tackle violence over the long term. We have worked to prevent young people becoming involved in a life of crime with funding from the Early Intervention Youth Fund. Work is now embedded to help those most at risk of harm; and we have funded cyber-specialists to help tackle cyber and cyber-enabled crime.

A fundamental aim of my plan has been to increase the capacity of the police and I'm delighted that my latest budget, approved by the Police and Crime Panel in February 2020 has funded a further 100 police officers for LLR in addition to the 107 officers that I funded in the 2019/20 budget. On top of this the government has funded 89 new officers during the year as part of its Uplift Programme, with more to come in subsequent years.

We are recruiting for these new posts and I'm especially pleased to see that we have more applicants than ever before from a BAME background. We are going to considerable lengths to support their applications. The diversity of the force is continually improving across the recruitment, retention, and progression landscape, but it still needs to go much further.

The year also saw the development of a new police service delivery programme, which puts policing services firmly back into the heart of communities, with more response officers, detectives and investigators.

Our partnerships are known to be effective and progressive. The success of the VRN, projects such as People Zones, Street Lifestyles and the approach to the pandemic show how partners can really pull together.

The support provided to victims and witnesses has gone from strength to strength. The feedback from service users regarding the redesigned service has been very positive and to confirm their comments, the service has also received two awards for the quality of its service.

Earlier this year, I hosted the first Safer Community Celebration Awards. It was an evening to recognise and celebrate those individuals and key partners who have played a vital role in helping to achieve the objectives in my Police & Crime Plan. Nominations were awarded against the five 'V's and it gave me the opportunity to recognise the hard work by so many partners and groups.

I have to say that I am profoundly grateful to the communities who have welcomed me, talked to me, and enabled me to try and shape an affordable service that meets their needs.

The work to protect the most vulnerable in our society has continued. For example, the successful Pro-active Vulnerability Engagement (PAVE) Team and triage car have now been integrated into mainstream activities, the work to support those at risk of abuse has been boosted with additional funding from my office, and those at risk of reoffending have been offered support out of the cycle of crime.

I am especially pleased to report that Her Majesty's Inspectorate graded Leicestershire Police as 'Good', in all three key areas of assessment, reflecting its effectiveness in reducing crime and keeping people safe as well as the high levels of legitimacy it achieves through its relationships with the public.

In March, the local elections for Councils and PCCs that were scheduled for May 2020 were cancelled owing to the Covid-19 pandemic. It was my intention to stand down as PCC, but my term was extended for a further year. The pandemic brought numerous difficult challenges and I am grateful to my Deputy Kirk Master and the entire support team for their hard work and commitment.

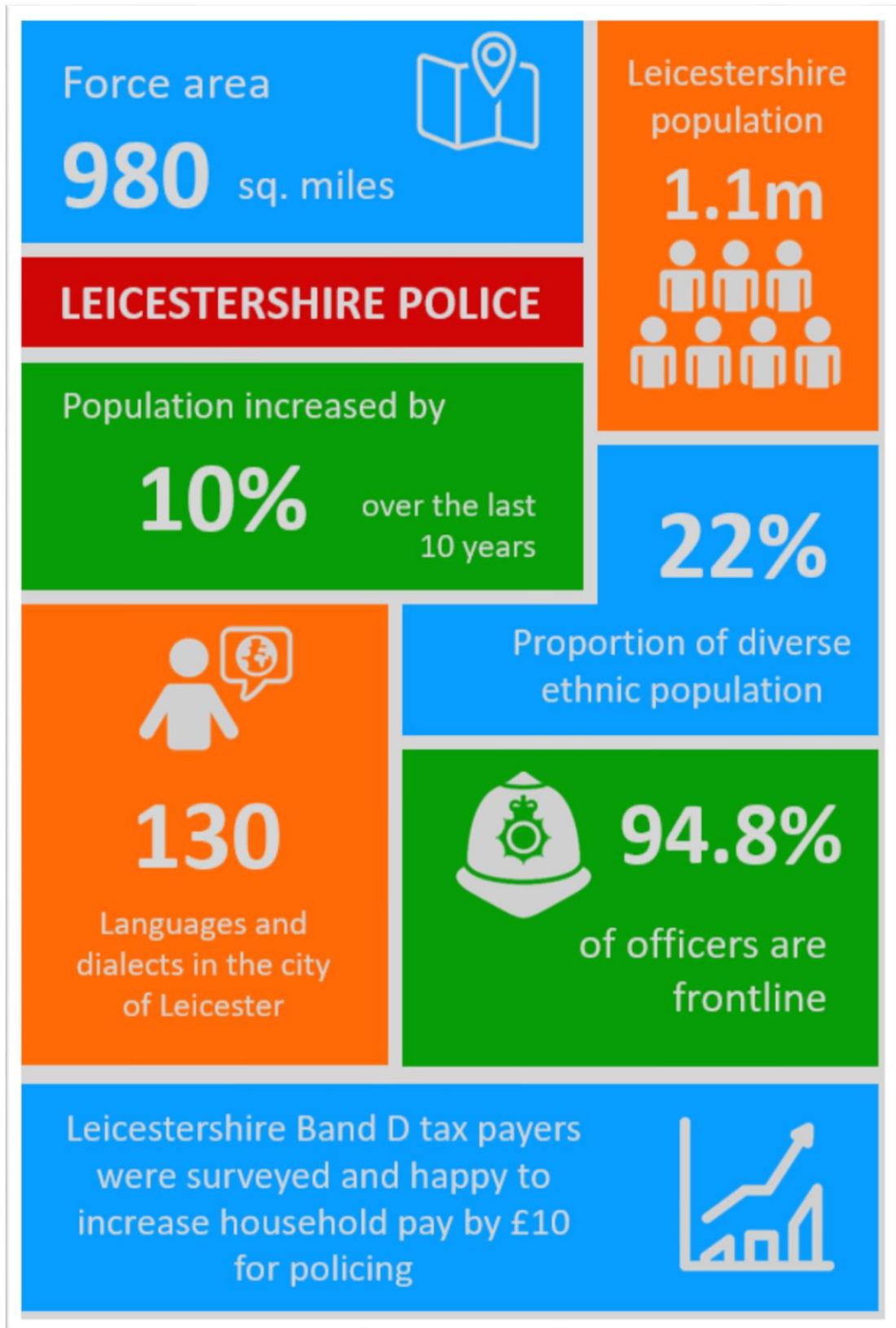
Looking forward, next year's report will undoubtedly be heavily influenced by the response to Covid-19. Having seen first-hand the skill and speed with which all the public services have attempted to keep up with developments and meet the challenges posed by lockdown, I think it will be a very positive reflection on a difficult year.

Thank you all.

*Willy Bach*

**Lord Willy Bach**  
**Police and Crime Commissioner**

# THE COMMUNITY WE SERVE





## VISIBLE POLICING

“The public want more visible policing, but it is equally important that we provide accessible policing based on threat, risk and harm.”



Over the year, police numbers have increased, mainly via my budget increases, but also through the Government’s Uplift Programme. The pace of recruitment has been accelerated. 107 extra officers were funded from the PCC budget approved last year. My budget for 2020-21 will deliver a further 100 officers and Operation Uplift will deliver 89 on top of that.

- In line with my approach to prevention of crime I have been actively involved with strategic discussions around approaches to gang-crime, drug dealing and serious violence.

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- Cybercrime continues to grow. In response I supported the expansion of Leicestershire Police's Digital Hub and Cybercrime Unit. Both teams are working to raise awareness in the wider community, provide support both to victims and protect potential victims of cybercrime. Funding has been provided for:
  - An additional investigator and community support officer in the Cybercrime Unit.
  - New software which allows up to 300 officers to complete online investigative work in a timely, safe, and evidentially sound manner.
  - Cyber-safety training to over 5,000 individuals from a range of businesses and communities.
  - Two conferences at Leicestershire Police Headquarters providing information and guidance to the Charity Sector - an area identified as at heightened risk to attack.
- Operation Lionheart, designed to tackle illegal drugs, resulted in 116 arrests. To date, 105 individuals have been charged and 95 successfully prosecuted, including sentences totalling 35 years for a gang of ten men, aged between 18 and 25, who were convicted in October 2019 for storing and selling class A drugs in Loughborough.
- Work to tackle rural crime has been strengthened with a new rural crime team for NW Leicestershire and a fleet of new 4x4 vehicles. In addition, a tri-force operation to tackle rural crime in partnership with Northamptonshire Police and Warwickshire Police saw 268 vehicles stopped, 18 farm visits and a suspicious incident attended.

### **Knife Crime**

This year the work to tackle knife crime has intensified. Extra funding from the Home Office has been invested carefully into proactive policing operations, education with young people and heightened policing presence at known 'hotspots'.

In addition:

- The Force launched the hard hitting '#LivesNotKnives' campaign
- In one week of action, 13 arrests were made, 19 knives were seized and eight were surrendered.
- There were 8,414 violence with injury offences, the majority of which were low-level injuries, for example a scratch or a bruise being caused. The figures also include attacks on officers themselves.
- The force has the lowest rate of violence with injury incidents, per 1,000 head of population, in the region.



## VIABLE PARTNERSHIPS

“The importance of partnerships, streamlining and dovetailing services cannot be over-estimated.”



- I chair the Strategic Partnership Board (SPB). This pan-LLR group has focussed on specific areas of harm including public place violence, children missing from home, issues arising from certain traveller sites, the night-time economy and issues arising from mental ill-health.
- Working with the Community Safety Partnerships (CSPs) I have seen some outstanding examples of good practice
  - Blaby, Hinckley & Bosworth Community Safety Partnership – support to Victims Services, Youth Engagement and the Endeavour Model, which is widely recognised as a model of best practice.

- Charnwood Community Safety Partnership – development of a partnership Knife Crime Strategy / People Zone
- Safer Leicester Partnership – Street Lifestyles (SLOG) Project
- Thematic partnerships such as Integrated Offender Management (IOM) bring a cross-agency response to crime and threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.
- The Violence Reduction Network has been established and is working alongside the police Surge Programme to tackle the issues driving violence and seek sustainable solutions.
- Along with organisations including Leicester City Council’s Employment Hub, Leicestershire Cares and The Department for Work & Pensions (DWP) we set up a partnership working group named ‘Fair-chance Recruitment; Employment’ with the aim of supporting businesses to look at employing ex-offenders into their workforce.



As PCC I have:

- Engaged with and consulted the public, participated in local community meetings and built strong links with a number of Independent Advisory Groups (IAGs), such as the GOLD Community Group, which represents a number of different communities across Leicester, Leicestershire and Rutland (LLR)
- Used surveys, social media, newsletters plus media relations to communicate with diverse audiences, including those acknowledged as difficult to access.



- Held ‘What Matters To You’ events across the area with the Chief Constable
- Taken part in locality-based Patch Walks to meet local residents and attended local community events, such as PRIDE, the Caribbean carnival, faith events, Emergency Service Days and Farmers’ Markets.
- Explored new ways of engaging with young people by working with established groups such as Leicestershire’s Youth Parliament, council led youth groups, youth clubs, charities and social enterprises to ensure that young people have a voice in policing.

- Continued to develop People Zones (PZs), the community-led and public service partnership in New Parks, Loughborough and Coalville working to build resilience in communities. Key partnerships include the Leicester Premier League KICKS programme, which runs successful, diversionary activity sessions within each locality, and the Community Rehabilitation Company (CRC) which deploys its Community Payback scheme in PZs e.g. the redecoration of a local community playgroup in New Parks and the Emergency Services Day in Coalville.

## The Street Lifestyles Project

The Street Lifestyles Project (SLOG) is aimed at tackling all issues related to street lifestyles, such as begging, street drinking and rough sleeping. It focuses on individuals located in and around Leicester City Centre.

At the start of the project, a cohort of 33 key individuals were identified as needing intervention. They were entrenched in street lifestyles behaviour, consistently begging, street drinking, participating in substance misuse and rough sleeping on the streets of Leicester City Centre.

Through a targeted people-centred approach, just three of the original cohort continued to present with street lifestyles behaviour.

The Street Lifestyles Project is ongoing with agencies working hard to reduce the continuing tide of individuals ready to take the place of those they have already supported away from this entrenched behaviour.





# VICTIM SERVICES

“Victims are at the heart of everything we do.”



- £1,356,979 has been invested in victims’ services this year and I have continued to work with services commissioned through my office to ensure that victims’ needs come first.
- Victim First received 13,160 new referrals between April 2019 – March 2020.
- The redesigned victims’ support service was awarded the “Victims Choice Quality Mark”, for its consistently high-quality service.
- Victim First teams are now based within different police stations across LLR and awareness sessions have taken place with local officers.



- A specialist Children and Young People caseworker has increased the number of young service users.
- The service also received the LGBT Inclusion Award for its commitment in supporting LGBTQ+ victims.
- The many changes wrought by the pandemic, introduced of necessity at the end of the year, will help improve services in the future.
- Three additional volunteers have joined the team to provide additional support to service users.
- Communications with victims has been boosted with a new website and integral webchat facility, while a bespoke booklet on Mental Health requirements was produced to aid service access and provision.



## Domestic and Sexual Violence and Abuse

### Key outputs

- The Domestic and Sexual Violence and Abuse Re-Commissioning project has continued with local authority partners: local communities have also been closely involved in the redesign.
- The recommissioning builds on the successful Violence Against Women and Girls Programme.
- The introduction of daily Multi-Agency Risk Assessment Conferences are improving victim safety

Services such as the Domestic Abuse 360 service have continued to deliver excellent provision and the case study below highlights the difference that these services make.

### Case Study

(Abi and Chris are pseudonyms)

Abi and Chris are well known to the Police. They were both in an on/off relationship, for around 20 years. There have been over 103 police call outs from 2015-2018 in relation to Abi and Chris.

Chris is homeless but stays at Abi's house until he gets very drunk then assaults her. Abi is extremely lonely and loves Chris. The response from the statutory providers tended to be a series of civil orders, breaches and fines with Abi reticent to give evidence to support criminal proceedings.

Project 360 engaged with Abi and over a period of time developed a trusting relationship to the point where Abi was supported to provide evidence against Chris in a criminal trial. Abi was also supported to move out of the area to properly escape Chris and his associates. Chris subsequently found out her new address but due to the distance did not visit. Abi was further supported by Project 360 to relocate within her new area. Abi is now well settled and able to live free from abuse.

## PROTECTING THE VULNERABLE

A wide range of initiatives have been supported to ensure that some of the most vulnerable members of society can become more resilient in the face of adversity.



- The learning from Adverse Childhood Experiences and trauma informed practice has been applied to all our work, particularly in relation to children, young people and vulnerable adults whose vulnerability is often trauma related.
- The focus on hidden crime has seen a strategic manager for Child Criminal Exploitation appointed, the establishment of a multi-agency hub and specialist training provider.
- A targeted Modern Slavery campaign has raised awareness of the signs that someone is at risk, with a dedicated helpline for people to call with information or to seek help.

- The successful Pro-active Vulnerability Engagement (PAVE) Team and triage car have been integrated into 'business as usual'

### Case Study

(Dave is a pseudonym)

Dave was referred to PAVE by the neighbourhood policing team due to issues relating to anti-social behaviour, concerns regarding vulnerability and associates frequenting the property, which meant his tenancy was at risk.

Dave had complex health and mobility issues exacerbated by drug use. Historically he had not engaged well with services, then PAVE engaged with Dave, facilitating assessments by social care and Turning Point. An improved relationship was established with his GP practice and housing officer. Demand for services was significantly reduced.

PAVE was contacted six months after discharge as previous associates had returned to his property. PAVE re-opened the case, engaged with other agencies and Dave is now in appropriate accommodation for his care needs and continues to engage with the Turning Point treatment pathway.

- Joint funding of the suicide bereavement service.

- Multi-agency approach to substance misuse, including funding Dear Albert's 'Make a Fresh Start' project aimed at helping those leaving prison to break the addiction and crime cycle.

- Reduction in number of sexual offences, domestic abuse offences and domestic incidents over the year across LLR with a 43.2% uplift in the number of Domestic Violence Protection Orders issued against perpetrators.

- Emergency provision immediately put in place for those at heightened risk due to COVID-19 restrictions.

- £342,000 funding secured through the Early Intervention Youth Fund reaching a total of 538 young people including the Leicestershire Cares 'UP' project.

- The Unlocking Potential (UP) Project supports young people aged 16-25 who are ex-offenders, current offenders or at risk of offending through holistic services to access education, employment or training by addressing social, economic and emotional obstacles.





## Case study: Joe

Joe was referred to UP in January 2020 after receiving a police caution. He had no income, a limited support network and was sofa surfing after being made redundant following the completion of his mechanic apprenticeship.

The UP Project supported Joe to find suitable accommodation; he was offered a place with The Park Lodge Project, is settling in and enjoying having some stability back.

Joe participated in an employability workshop and was matched for a placement at one of Leicestershire Cares' member businesses, Total Motion. The company were really impressed with Joe at his interview and he was given the opportunity to gain some valuable experience working alongside the vehicle management team in Leicester. After successfully completing his placement, Joe was offered full-time employment with Total Motion.





## VALUE FOR MONEY

It is critical that the public receive value for money in the provision of policing, community safety and other services.



- Inspectors from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) assessed the force in three areas – efficiency, effectiveness and legitimacy. All HMICFRS reports are available on its [website](#). The overall assessment for all three areas was “Good” with **no** areas requiring improvement.

## Value for Money Profile

The value for money profile for Leicestershire Police states that the force:

- Provides a high quality of service delivery for a low comparative cost when compared with other most similar and national forces.
- Concentrates its resources on frontline operational service delivery functions, whilst having comparatively lean back office support functions.
- Makes optimum investment decisions, maximising business efficiency and effectiveness in delivering policing services to the citizens of LLR.
- Is agile in responding to significant increase in total recorded crime; adapts to emerging and changing types of crime, responds positively to the additional crime recording requirements set by central government.

## 2020/21 Budget

At the end of 2019/20 the Commissioner set the budget and precept for the following year: 2020/21. The Police Grant Settlement confirmed a revenue grant increase of £7.95m which is intended to meet the infrastructure costs and one-year salary costs of the government uplift programme.

The precept referendum threshold was set at £10 for a Band D property, the figure by which, after public consultation showed support, the Commissioner agreed to increase the precept. This enabled the recruitment of an extra 100 officers in addition to the 89 officers delivered as part of the uplift programme and the 107 officers agreed during the 2019/20 budget setting process.

The budget continues to prioritise resources to front line policing:



# VIOLENCE REDUCTION NETWORK

The establishment of LLR Violence Reduction Network (VRN), as part of the OPCC, was one of the key highlights of the year.



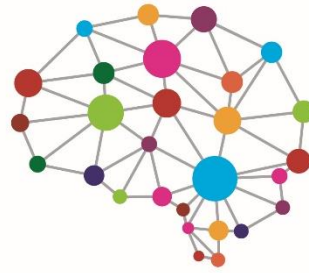
I am immensely grateful to all those who have worked to establish this important arm of our work so quickly and then take such a variety of promising projects forward. We know that violence can be prevented by combining knowledge, experience and multi-disciplinary skills to tackle the root causes. By intervening at the earliest opportunity, we are giving young people a choice about their future and an opportunity to change their path.

The VRN embodies many of the tenets of my original Police and Crime Plan: Prevention, Partnership and Protection. I truly believe that given the time and investment necessary, it will deliver sustainable and long-lasting change.



## Achievements in 2019/20

- Successfully applied for a Home Office grant for £880,000, to establish Leicestershire's Violence Reduction Network (VRN) in August 2019, designed to reduce and prevent serious violence by tackling the root causes.
- Confirmation of second year funding of £880,000 in January 2020, thus securing this valuable asset until March 2021.
- Establishment of the Violence Intervention Project (VIP), a new service delivered by Turning Point, supporting young people who are treated for assault injuries, including stab wounds in the Emergency Department of the Leicester Royal Infirmary
- A range of community engagement activity including a grants round aimed at grassroots community groups – preventing violence through mentoring and support to young people at risk.
- Multi-agency training around Adverse Childhood Experiences and Trauma Informed Practice
- A review of Engage, the young adults' team, to reach even more young adults on the cusp of offending
- The delivery of a street mediation service provided by E2 in priority neighbourhoods to divert children and young people into purposeful activity
- Mobilisation to bring the successful Mentors in Violence Prevention programme to secondary schools across Leicester, Leicestershire and Rutland
- A film focussing on Child Criminal Exploitation
- Leicestershire's first Strategic Needs Assessment on serious violence and a Response Strategy
- A series of Network events held with partners to raise awareness of the VRN's purpose



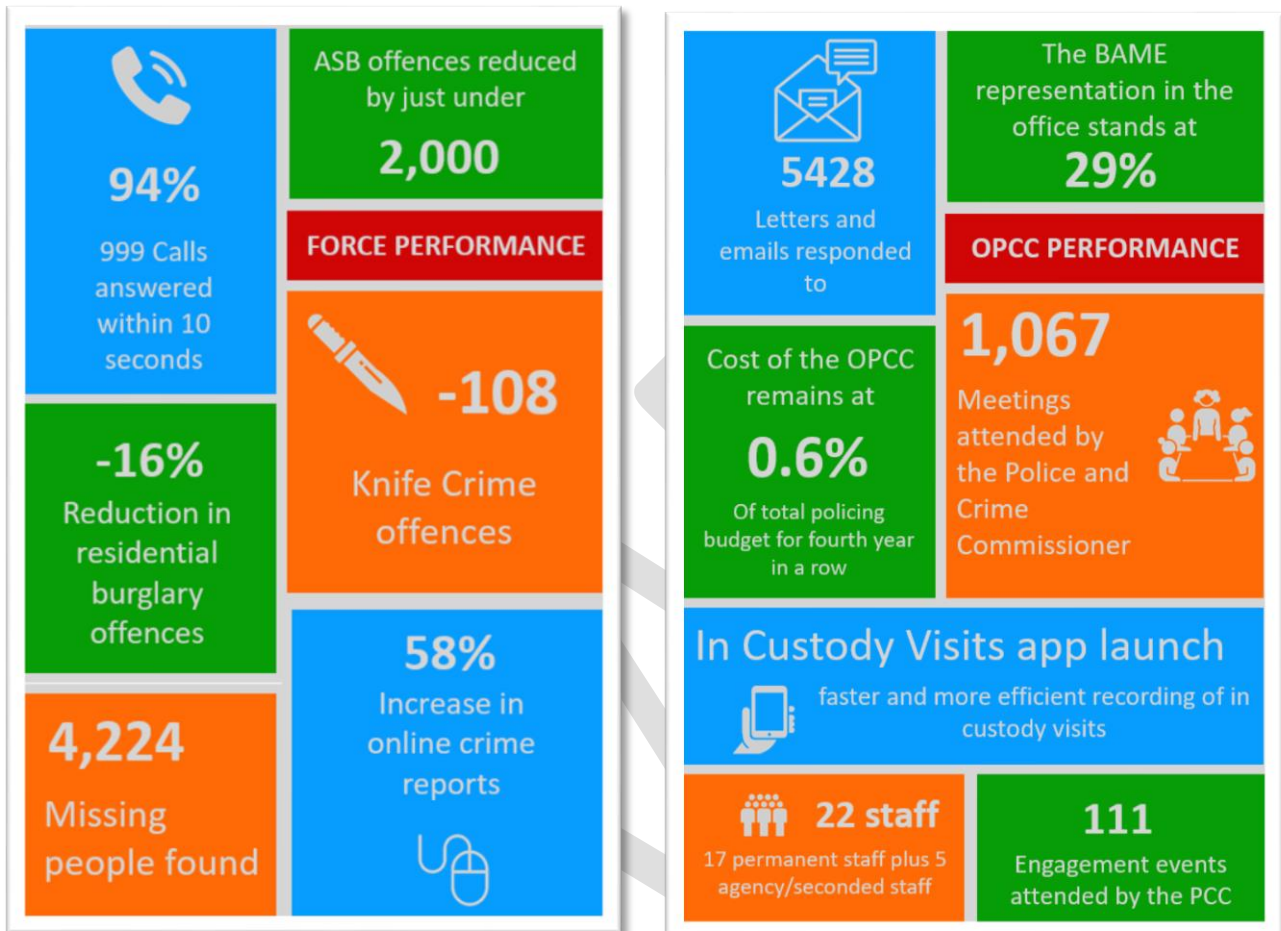
Violence  
Reduction  
Network





## OVERSIGHT AND GOVERNANCE

During 2019/20 I have continued to meet both my statutory duties and the objectives set out in the Police and Crime Plan 2017- 2021. My office comprises a relatively small team of staff. A staffing structure and overview of roles and responsibilities can be found on my website.



- My own work and that of my team has been scrutinised and at times, challenged, by the Police and Crime Panel at our bi-monthly public meetings.
- I have consistently held the Chief Constable to account for his leadership of the force and the delivery of an efficient and effective police service through regular one-to-one meetings, while members of my office attend key Force performance meetings and delivery groups.
- I personally attend the Force's strategic board meetings where discussions take place on performance, recruitment, retention and progression, fairness and equality and workforce development. I also meet regularly with the local Police Federation and UNISON to gain a wider view of the issues facing officers and staff.

- The Joint Audit, Risk and Assurance Panel (JARAP) is an independent body of five members, which meets in public. Its purpose is to seek assurance over the adequacy of the following:
  - The risk management and the internal control framework operated by the PCC and Chief Constable
  - The effectiveness of police/PCC governance arrangements
  - The appointment and quality of the work of internal and external auditors re their assurance of risk management, internal controls and the annual accounts
  - Financial and non-financial performance in relation to risk and value for money
  - The financial reporting process.
- Further scrutiny is provided by my Ethics, Integrity and Complaints Committee which brings a totally independent view of ethical issues with unfettered access to all business areas of the force.
- In addition, the new Complaints Legislation has been introduced and the post of Reviews Officer has been incorporated into the OPCC. Since the change of legislation on 1 February to 31 March 2020, three reviews had been received.

#### **The Office of the Police and Crime Commissioner also:**

- Awarded funding to 37 projects designed to address crime and reduce harm;
- Approved local community grants totalling £376,114;
- Successfully applied for £1.46m of additional funding.
- Social media Twitter – 6000 followers, Facebook – 400 plus followers and a reach of around 29,000
- Handled 15 Freedom of Information Requests,
- Received 441 invitations to events of which 119 were accepted
- Issued two community newsletters, 50 speeches, and over 80 media statements.

#### **Independent Custody Visiting**

All PCCs have a statutory responsibility to have an Independent Custody Visiting Scheme in place. Independent Custody Visitors (ICVs), volunteer members of the local community, pay unannounced weekly visits to the force's main custody centres at Beaumont Leys, Keyham Lane and Euston Street to monitor the standard of facilities and the wellbeing of the detainees.

During 2019/20:

- 140 custody visits were made with 1,026 detainees were in police cells at the time of custody visits, out of 13,168 persons detained during the year.

- The Scheme has a Gold Award for Quality Assurance by the Independent Custody Visiting Association (ICVA)
- Electronic reporting has successfully been implemented
- Despite the numerous challenges brought by Covid-19, our ICV volunteers continued to carry out their vital work during the early weeks of the pandemic.

## The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) requires police forces to provide support to other police areas at times of urgent demand e.g. a terrorist incident, which a single police service could not deal with on its own.

Last year Leicestershire Police assisted other forces over 100 times, in roles ranging from Firearms, Disaster Victim Identification through to Family Liaison officers and officers assisting in 'normal' policing roles.

## Collaboration

The East Midlands Collaboration Programme consists of:

- The five-force East Midlands Special Operations Unit
- The five-force East Midlands Criminal Justice Board (EMCJB)
- The five force East Midlands Collaboration Human Resources Services - Occupational Health Unit
- The four-force Human Resources, Learning and Development collaboration between Leicestershire, Derbyshire, Northamptonshire and Nottinghamshire.

## East Midlands Special Operations Unit (EMSOU)

**Major Crime teams** have investigated nine homicides, including:

- A fatal headlock restraint which resulted in a life sentence for the suspect.
- A man who stabbed his ex-partner to death was given a life sentence. Another man was sentenced for helping him to evade authorities.
- A woman was received a life-sentence for murdering her new-born baby.

## Regional Review Unit:

- Completed 28 reviews, has 18 ongoing reviews and 15 undetected historical homicides which remain open

**Serious and Organised Crime teams** have:

- Seized 3kg of heroin, 5kg of cocaine, and 26kg of cannabis, with 70 offenders convicted and sentences of 318 years

**Forensics:**

- 4,378 occurrences attended by Crime Scene Investigators, 1,037 DNA occurrences with a DNA recovery, 574 fingerprint identifications, including a murder suspect.

**Counter Terrorism Policing East Midlands:**

- Regionally, there were 14 arrests, 3,827 people reached by Counter Terrorism Security Advisors and 27 ongoing investigations at the end of the financial year.

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## USEFUL CONTACTS

### Leicestershire Police

In an emergency always call 999

If you are Deaf, deafened, deafblind, hard of hearing or speech impaired, text **999**  
In a non-emergency situation, call 101 or visit the force website to use the online crime reporting facility <https://leics.police.uk/report-online>

If you are Deaf or hard of hearing send a text message to 07624 818 901

### Useful Numbers

Anti-Terrorist Hotline - 0800 789 321

Call the UK Anti-Terrorism Hotline on if you've seen or heard something that you think could suggest terrorist activity.

Crimestoppers - 0800 555 111 <https://crimestoppers-uk.org/>

Contact Crimestoppers to anonymously report a crime or suspicious behaviour.

Action Fraud - 0300 123 2040 <http://www.actionfraud.police.uk/>

Contact Action Fraud to report fraud and cyber-crime.

Victim First - 0800 953 95 95 <http://victimfirst.org/>

Contact Victim First for information and support for anyone affected by crime.

**Office of the Police and Crime Commissioner for Leicestershire  
Force Headquarters  
St Johns  
Enderby  
Leicester  
LE19 2BX**

**Telephone:** 0116 229 8980

**Website:** [www.leics.pcc.police.uk](http://www.leics.pcc.police.uk)

**Email:** [police.commissioner@leics.pcc.pnn.gov.uk](mailto:police.commissioner@leics.pcc.pnn.gov.uk)



## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	REGIONAL COLLABORATION AND PARTNERSHIP WORKING
Date	THURSDAY 1 OCTOBER 2020 – 2:00 p.m.
Author	PAUL HINDSON CHIEF EXECUTIVE

#### **Purpose**

1. This document provides an outline of the regional collaboration and partnership activities that the PCC engages in, the purpose of the work and the benefits that arise from it.

#### **Recommendations**

2. The Panel is asked to note the report. Any questions raised can be considered at the panel meeting or raised through the PCC's office.

#### **Background**

3. The PCC operates in a complex public service environment with many interrelationships with organisations operating to different priorities, with different levels of resources, operating models and governance arrangements. On top of this the PCC engages with organisations that commission services and those that deliver services and those that do both.
4. The challenges that the PCC was elected to address are laid out in the Police and Crime Plan, recently updated through the addendum that was approved by the panel earlier this year. Broadly speaking those challenges are defined as behaviours, usually crime, that the Police and Crime Plan aims to address. These behaviours cover a wide variety of activities ranging from serious organised crime to the kinds of crime that can arise from mental ill health: all of the behaviours are complex in the sense that they have multiple drivers and multiple organisational responsibilities to address them. The fundamental aim is to achieve a reduction in these behaviours over the duration of the Police and Crime Plan.
5. So the challenge is to change the frequency of complex behaviours in a complex public service environment within a limited budget. This can only be achieved by influencing the work of multiple other organisations and working in collaboration. That is the fundamental rationale for the approach.

## NOT PROTECTIVELY MARKED

### Why do we engage in regional collaboration and partnership working?

6. As mentioned above, in order to achieve the aims outlined in the Police and Crime Plan the PCC needs to influence the work of a number of different organisations. If the broad aim of the plan is to reduce the frequency of harmful behaviours, particularly crime, and if there are many services that can impact on those behaviours, then the need to work in partnership to influence the delivery of services is compelling. For instance issues concerning poor health and poor mental health are often key factors in the propensity to commit crime. Similarly from a health perspective the use of drugs and alcohol are often important issues that drive the commission of criminal behaviours: of course they may in turn be related to health and mental health issues, thus increasing the level of complexity. Limited access to certain core life resources can also drive harmful behaviour, such as employment and accommodation, which may in turn be related to shortfalls in skills or relationships. Underpinning many of these issues is an emerging body of evidence that the propensity to commit harmful behaviours is developed early in life, related to adverse childhood experiences. The recognition of this brings into focus a whole range of early life services that could potentially impact on these experiences.
7. From this perspective it is clear that collaboration and partnership working are essential to the delivery of the Police and Crime Plan. The PCC cannot commission or deliver these services and so he has to achieve the desired impact through collaborative and partnership working.
8. There are four further factors that particularly drive the need for regional collaboration. The first of these is geographical reach. Some of the crimes that are referred to in the Police and Crime Plan transcend the boundaries of LLR. Serious organised crime for instance may have a geographical reach that extends even beyond the East Midlands: it may even extend beyond national borders. For instance a recent case study presented to the PCC from the police regional collaboration service concerned with serious organised crime, EMSOU, focussed on a crime distribution network that originated in Europe. Similarly many cyber-crimes and fraud crimes operate through digital media and are therefore very difficult to address within the jurisdiction of Leicestershire Police.
9. Regional collaboration across police services to address cross boundary threats such as serious organised crime is strongly supported by the government, which has commended the East Midlands for its approach. The approach is likely to be reinforced when the review of serious organised crime conducted by Sir Craig Mackey is finally published. The review was commissioned in 2019 and focussed on the high level of threat posed by serious organised crime, particularly in areas such as people trafficking, drugs, county lines gangs, child exploitation and fraud, estimated to cost the UK economy around £37b per year, orchestrated by around 4500 organised crime groups.
10. The second factor is that of specialist expertise. Some of the crimes identified in the preceding paragraph require specialist skills and knowledge and even specialist equipment to address effectively. This is particularly the case with the growing levels of criminal activity that operate within the digital environment. The specialist equipment that is used to e.g. conduct remote surveillance, has been presented to the PCC during the assurance sessions run by the regional collaborative police services.
11. The third factor is cost. Regional collaborative police functions can be delivered at lower cost when combined across different police services. A good example of this is the legal service that is provided to all police forces in the region. Similar services are provided in HR/training and, from an operational perspective, in roads policing.

## NOT PROTECTIVELY MARKED

12. The fourth and final factor referred to in this analysis is statutory: there are some legal requirements on the police to collaborate and these are referred to in the Police and Crime Plan, particularly focussing on the Strategic Policing Requirement (SPR). Under the SPR the police are often called upon to provide resources to neighbouring areas at times of high demand. For instance, in recent times, Leicestershire Police has provided resources to other police services to support the management of demonstrations, or to assist in the visit of foreign dignitaries or even to assist in specific crises, such as the Salisbury poisoning crisis.
13. These four factors do not only apply to the regional policing services. For instance, the PCC leads on other partnership work that transcends the boundaries of LLR, particularly in relation to the East Midlands Criminal Justice Board, or the related area of the development of a new national probation delivery model. Similarly the PCC collaborates to deliver specialist services and those that require specific skills, particularly in the area of sexual abuse services. In terms of cost the PCC is engaged in a number of co-commissioning services, particularly in the area of domestic abuse and substance misuse. Co-commissioning is about more than saving money: co-commissioning is a partnership of commissioners who bring different perspectives, knowledge and subject matter expertise to enrich and the design and development of services. The PCC co-commissions services with a number of other commissioners across LLR, but primarily with local authorities. Finally there are some statutory responsibilities on the PCC, particularly in relation to Community Safety Partnerships (CSPs).

### What forms of regional collaboration/partnership working do we engage in?

14. As mentioned above, partnership working is almost the default approach of the PCC in addressing any social issue. However, the following are some of the most prominent structures.
15. Regional policing collaboration has already been referred to and encompasses a number of different collaborative services. The full range and costs are included in Annex A.
16. The Strategic Partnership Board (SPB) is chaired by the PCC and includes members at chief executive level across all the public services in LLR. It is also supported by an executive group, which undertakes the work to support SPB, as well as a number of sub-groups focussing on specific areas of work such as protecting the vulnerable, managing offenders, the Violence Reduction Network, preventing harmful behaviour and managing the information sharing requirements of these groups. The remit of the board is to reduce the frequency of the harmful behaviours that threaten our communities.
17. The East Midlands' Criminal Justice Board (EMCJB) is also chaired by the PCC reflecting the "and crime" element of the PCC role. The board brings together the regional leads for all of the key criminal justice organisations across the East Midlands and promotes required changes across the criminal justice system. For instance, one of the key areas of difficulty at the moment concerns the backlog within the sentencing process that has been exacerbated by the COVID crisis. We have now established a cross agency group to problem solve this issue. There are also sub-groups driving forward initiatives in other specific areas such as victims and witnesses.
18. Community Safety Partnerships (CSPs) are a key partnership for the PCC and he hosts regular forums for the CSP leads across the area. The PCC also provides a fund for each of the CSPs to support crime reduction initiatives in each area. CSPs have also been instrumental in driving forward initiatives related to harmful behaviours such as those associated with the night time economy and those linked to certain traveller sites.

## NOT PROTECTIVELY MARKED

19. On a non-statutory basis the PCC engages in many other strategic level partnerships across the area, including Health and Well-being Boards, Youth Offending Boards, Domestic Abuse Forums and many more. These are the primary vehicles through which the PCC's office drives forward changes to support the Police and Crime Plan objectives.
20. The PCC also has a relationship with local communities which is akin to a partnership. These partnerships have been formalised in some instances, as with the establishment of People Zones in certain parts of LLR. But they also operate as informal networks, for instance via the network of grass roots organisations that the PCC has established through the administration of the Prevention Grant.

### What benefits do we derive from regional collaboration and partnerships?

21. There is very robust evidence of the benefits surrounding the work of the regional police collaboration including a report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), regular audit reports and a value for money benchmarking review completed in December 2019 regional collaboration. On top of this there is a performance/assurance process that involves all of the PCCs in the region via the regional collaboration meetings.
22. The HMICFRS report entitled The Hard Yards reviewed police collaboration by focussing on 6 collaborative schemes across the country, including The East Midlands Criminal Justice (EMCJS). The findings of the report focussed on four themes: purpose; benefits and cost analysis; leadership and governance; and skills and capabilities. Broadly speaking it identified areas of good practice but also areas that required improvement and I shall focus on the areas for improvement only.
23. In terms of purpose the report acknowledged the importance of a clear purpose to the collaborations, but felt that the rationale was unduly focussed on cost saving rather than the benefits derived to the public in terms of improved quality of service. In relation to benefits and cost analysis the report emphasised that all of the collaborations identified the proposed benefits at the outset and conducted a post implementation review of benefits achieved, which were mainly cost saving. However, the report felt that there room to improve the quality of the benefits analysis and to maintain it over a longer time period. The report recognised some difficulties in the area of leadership and governance and felt that was room for improvement. The report referenced some internal disputes within collaborations, it did not specify which ones, which undermined trust. Finally the report said that there could be a clearer process of matching those recruited to regional collaborations with the skills and capabilities required.
24. In preparing this report I have reviewed all recent audit reports for the regional collaboration. There are five in total covering financial planning, projected underspends, business planning, risk management and performance management. All are rated as green apart from the audit on projected underspends where a limited assurance rating was given because of an in-year virement of a projected underspend that was returned to forces without a prior approval process. In summary though these audits represent a high level of assurance covering some of the key areas of management within the collaboration.
25. On top of this a full review of the East Midlands' EMSOU, the largest of all, was completed in December 2019 by an independent consultant in advance of the budget round for 2020/21. This concluded that EMSOU provided good value for money when benchmarked against equivalent collaborations across the England and Wales.

## NOT PROTECTIVELY MARKED

26. There is less formal assurance in place for the wider partnership activity described above. However, a full audit of OPCC and police partnership activity was undertaken in November 2019 and was rated as green. The main area for development focussed on how the OPCC assures itself of the benefits arising from some of its grants. This was the subject of a recent report provided to the Police and Crime Panel, which identified the performance measures and performance management process attaching to the provision of grant funding and OPCC contracts.
27. Since then the OPCC has developed a project to record a clearly defined set of outcomes against each of the contracts and grants that it provides. This development is still in progress and once completed it will be applied prospectively to future contracts and grants. If successful the initiative will enable us to identify how each and every grant and contract impacted effectively on the lives of individual participants in the services we commission. A more detailed process is also being developed within the VRN.

## NOT PROTECTIVELY MARKED

### Annex A: Breakdown of Regional Collaboration Services

Arrangements at 1 April 2020 – do not reflect in year changes. Additional Home Office funding increases the budget for EMSOU SOC to £27.5m

PCC Funding Contributions 2020/2021	EMSOU SOC	EMSOU Major Crime	EMSOU Forensics	EMCHRS L&D	EMCHRS OHU	EM Legal Services	Specialist Ops Training	EMCJS Central Costs	TOTAL
	£	£	£	£	£	£	£	£	£
Nottinghamshire (27.3%)	6,129,328	236,881	1,417,853	832,136	466,193	493,753		249,635	<b>9,825,779</b>
Leicestershire (22.9%)	5,141,451	198,702	1,189,335	698,226	417,304	414,174	491,464	247,924	<b>8,798,579</b>
Derbyshire (21.8%)	4,894,482	189,158	1,132,205	664,977	397,258	394,279			<b>7,672,359</b>
Northamptonshire (14.8%)	3,322,859	128,419	768,653	453,283	269,698	267,676	319,615	173,534	<b>5,703,737</b>
Lincolnshire (13.2%)	2,963,631	114,536	685,555		225,412	238,738	283,494	120,884	<b>4,632,250</b>
<b>Total</b>	<b>22,451,750</b>	<b>867,695</b>	<b>5,193,602</b>	<b>2,648,622</b>	<b>1,775,865</b>	<b>1,808,619</b>	<b>1,094,573</b>	<b>791,977</b>	<b>36,632,703</b>
<b>% share of regional NRE (£837,207,000)</b>	<b>2.68%</b>	<b>0.10%</b>	<b>0.62%</b>	<b>0.32%</b>	<b>0.21%</b>	<b>0.22%</b>	<b>0.13%</b>	<b>0.09%</b>	<b>4.38%</b>



# Item 7

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

Report of	POLICE AND CRIME COMMISSIONER
Subject	OPCC PERFORMANCE REPORT – QUARTER 1 (1 April 2020 – 30 June 2020)
Date	MONDAY 24 AUGUST 2020 – 10:00 a.m.
Author	CLARE HAGIOANNU, PERFORMANCE ANALYST & ELIZABETH STARR, PERFORMANCE MANAGER, OFFICE OF POLICE AND CRIME COMMISSIONER

### Purpose of Report

1. To provide the Police and Crime Panel with an update of the performance of the Office of the Police and Crime Commissioner for Quarter 1 20/21 (1 April 2020 to 30 June 2020).

### Recommendation

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

### Background

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

### Highlights

5. Throughout Q1 of 20/21, the whole office has continued to work remotely due to COVID-19. This does not appear to have effected the office performance measures reported in Appendix A. There continue to be some significant changes to some of the metrics which have been highlighted as exceptions below:
  - a. The number of engagement events attended by Lord Willy Bach for Q1 of 20/21 were 6. This is 18 less engagements and 49.5 less hours than the previous quarter, however this can be attributed by the COVID restrictions.
  - b. In the first quarter of the 20/21 financial year, the Commissioner attended 351 meetings. This is an increase of 59 meetings on the previous quarter where the Commissioner attended 292 meetings. This significant increase is likely due to most meetings now being virtual, for example using Skype, and thus attendance was much easier as factors such as meeting location and travel were no longer a concern.

- c. The number of volunteered hours and visits has decreased compared to the fourth quarter of 2019/20. ICVs visited each suite once per month totalling 15hrs 24 mins throughout the quarter. This decrease is due to 15 of the 21 ICVs being risk assessed and deemed vulnerable.

### **Implications**

Financial:	None
Legal:	None
Equality - Impact Assessment:	None
Risks and –Impact:	None
Link to Police and Crime Plan:	The office performance is directly linked to the delivery of the Police and Crime Plan

### **List of Appendices**

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

### **Background Papers**

None

### **Person to Contact**

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COMMISSIONER  
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# **OPCC PERFORMANCE REPORT Quarter 1**

(1<sup>st</sup> April 2020 – 30<sup>th</sup> June 2020)

## Appendix A

### Office of the Police and Crime Commissioner Performance Report

#### 1. Executive Support

KPI	Measure	Performance Q1 2020	Commentary
48 1.1	Number of Emails Received	1515	The Police Commissioner inbox received 1515 emails throughout the first quarter of 20/21. This is 419 more emails than quarter four of 19/20 where the Police Commissioner inbox received 1096 emails.
	Number of Correspondence Received	86	
	% Correspondence Responded to On-time	96%	The number of letters received for the first quarter was 86, 83 of which were responded to within the service standards. Trends in correspondence included 12 emails related to COVID breaches, 9 emails received in relation to ASB and 3 emails regarding the BLM movement.
	Number of Invitations Received	21	The Commissioner has accepted approximately 52% (11) of the 21 invitations received over the quarter. A number of invitations in May and June were cancelled due to COVID.
1.2	Number of FOI received	1	The OPCC has received one freedom of information request in quarter one of 2020/21, which was responded to on time.

1.3	Number of LWB Meetings	351	<p>In the first quarter of the 20/21 financial year, the Commissioner attended 351 meetings. This is an increase of 59 meetings on the previous quarter where the Commissioner attended 292 meetings.</p> <p>In quarter one, 168 of the meetings attended by the Commissioner were internal meetings (48%), such as correspondence, team meetings or 1-1s. The next largest category of meetings was Force meetings. Over the period, the Commissioner attended 88 Force meetings. Other categories include: Media interviews, funding or commissioning meetings, events and regional meetings.</p>
1.4	Number of ICV Volunteers	21	<p>The number of ICVs has remained the same since the previous quarter. Only 6 of the volunteers are currently carrying out visits, as the remaining 15 were risk assessed in light of COVID and deemed vulnerable. There are plans to recruit 10-12 further volunteers later in the year with virtual training being utilised.</p>
1.4	Number of ICV Volunteered hours	15	<p>The number of volunteered hours and visits has decreased compared to the fourth quarter of 2019/20. ICVs visited each suite once per month totalling 15hrs 24 mins throughout the quarter. A temporary closure at Beaumont Leys contributed to the reduction in visiting hours. The travel time to and from the custody suites is included in the total volunteered hours. This quarter the ICVs achieved a 100% visit rate, attending 6/6 scheduled visits.</p> <p>No thematic issues were recorded, and small requests such as medication/food drink were fulfilled either at the time of the visit or shortly after. Many areas of good practice are being recorded such as a care for dignity and welfare in custody, and appropriate adults are being used efficiently. Recording of meetings with solicitors on custody records has improved over the quarter.</p>

	Number of ICV Visits	6	Virtual remand hearings have meant that some detainees are being held in custody for longer than usual.
1.5	Number of A/L days taken by OPCC staff	24	The number of annual leave days taken by OPCC staff in quarter one currently stands at 24 days taken. This is significantly lower than the previous quarter which saw staff take 74 days.
	Flexi time balance held by OPCC Staff	186 hours	Staff accrue approximately two annual leave days per month. Senior members of staff have a larger annual leave allowance and hence are not included in the figures quoted.  The flexi time balance held by OPCC Staff currently stands at 186 hours owed across 15 staff members. This is under the policy cap which is 225 hours for 15 employees.
1.6	Office Sickness	14	During quarter one, 14 calendar days were lost to sickness as follows: 10 days in May and 4 days in June.  This represents that 0.6% of all calendar days available across all staff in the office were lost in quarter one due to sickness.
1.7	OPCC Headcount	17	The Office of the Police and Crime Commissioner currently has 17 permanent employees. In addition, there are also 2 contractors, 3 members of agency and 1 temporary employee within the office, but they are not included in the headcount.

			<p>The proportion of females in the OPCC is 81% and the proportion of males is 19%.</p> <p>The BAME representation of the OPCC at the end of quarter four was 27%.</p> <p>The Violence Reduction Network will be hosted by the OPCC. The headcount will be reported on but not included in the OPCC numbers above. The VRN currently consists of five full time members of the team, including one police officer, and two Public Health England Consultants seconded to the network.</p>
1.8	Number of OPCC Vacancies	2	<p>During quarter one, the OPCC has advertised 2 vacancies. These vacancies were: Partnership officer – interviews have been held and an appointment made (selected candidate currently going through vetting procedures), and Development Officer, which is a completely new post due to an office restructure. Shortlisting for this post will be undertaken in the coming week.</p>



## Office of the Police and Crime Commissioner Performance Report

### 2. Engagement

KPI	Measure	Performance Q1 2020	Commentary
2.1	Number of Engagement Events	6	In the first quarter of 20/21, the Commissioner attended 6 virtual engagement meetings. This is a reduction from the 24 meetings attended in the previous quarter, but this is due to risk of COVID.
52 2.2	Number of Engagement Hours	10.5	<p>10.5 engagement hours were spent by the Commissioner and Deputy during Q1 of 20/21. This is a 49.5 hour reduction, however this will be due to the impacts of COVID and the restrictions as a result of this.</p> <p>Engagements that took place included meetings regarding the Black Lives Matter movement, and meetings with the Youth People's Council.</p>
2.3	Number of Projects	19	<p>As of the end of quarter three of the 19/20 year, the Office of the Police and Crime Commissioner are managing 19 projects, including COVID-19 recovery and the annual report.</p> <p>The OPCC has been improving the way it classifies and reports on the progress of the projects within the office. The Senior Management Team now receive regular Project Highlight Reports with improved reporting metrics.</p>

2.4	Number of Tweets	95	<p>During quarter one, 95 tweets were sent from the Police and Crime Commissioners Corporate twitter account (@LeicsPCC), a 12% decrease from the previous quarter. These tweets have reached 164,721 people with 3,579 engagements.</p> <p>At the end of June 2020, the Police and Crime Commissioner's twitter account had 5,941 followers, 39 more followers than the previous quarter.</p>
2.5	Engagement Events Tweets		<p>During quarter one, engagement events have been virtual due to COVID. These have all been actively posted about on the PCC twitter account, mostly describing meetings the PCC has attended.</p>
2.6	Number of Website Hits	18,444	<p>Throughout the first quarter of the 20/21 financial year, the OPCC website has been viewed 18,444 times, this is 4,694 less views than throughout the last quarter. The views were by 7,911 users, 96% of which are new visitors to the website. The average session length on the website was 1 minute and 19 seconds, which is an 11-second increase on last quarter.</p>

## Appendix B

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

54

# Item 8

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

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>QUARTER 1 FORCE PERFORMANCE EXCEPTION REPORT 1<sup>ST</sup> APRIL 2020 – 30<sup>TH</sup> JUNE 2020</b>
Date	<b>THURSDAY 1 OCTOBER 2020 – 2:00 p.m.</b>
Author	<b>JEMIMA MASON, PERFORMANCE ANALYST, 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 April 2020 to 30 June 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 has been completed by the 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 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 are 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 included in the highlight section of this report to be discussed further at the meeting.

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 4 performance report was showing an increase in the most recent data point (March 2020). Quarter 1 (2020/21) performance report indicated that the most recent data point (June 2020) breached the upper three standard deviation control limit. The comparison to the same quarter of the previous year is indicating a +41% increase (+760 offences) when comparing the two periods. A detailed analysis was prepared for the Strategic Assurance Board in September 2020 and this identified that the breach can be accounted for entirely by the changes made in recording practice, with a far higher proportion of reports being recorded as Assault Occasioning Actual Bodily Harm. There does not appear to have been any change in the prevalence of the actual behaviour.

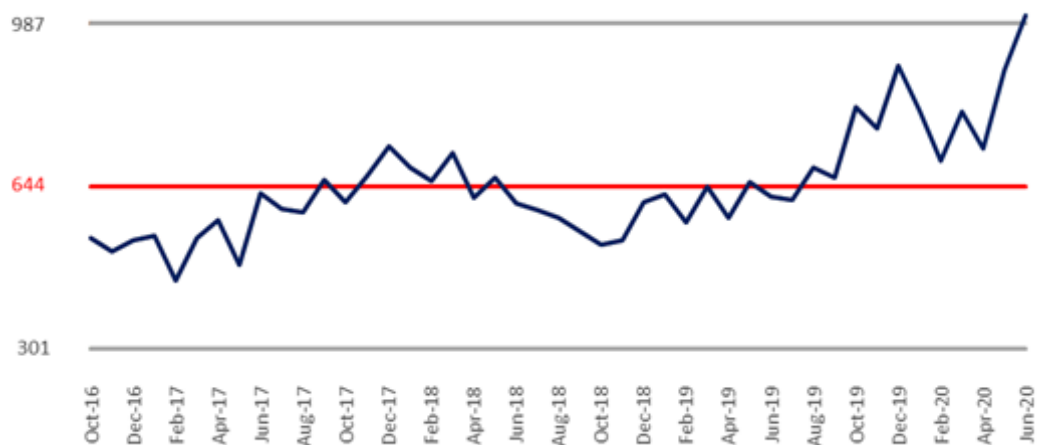


Figure 1. Violence with Injury Chart



Figure 2. Violence with Injury comparators

11. The statistical process chart for Burglary Residential offences has been showing a month on month reduction and the most recent data points have

been close to breaching the lower control limit. A significant drop was seen in April 2020 and since then has remained stable at a low level close to the lower control limit. Further to this, the comparison to the same quarter of the previous year is indicating a -46% decrease (-583 offences) when comparing the two periods. However, this large reduction is likely to have been significantly impacted by Covid-19, however further analysis is required to understand how much of the reduction is due to this, and whether this kind of reduction has been seen in other forces nationally.

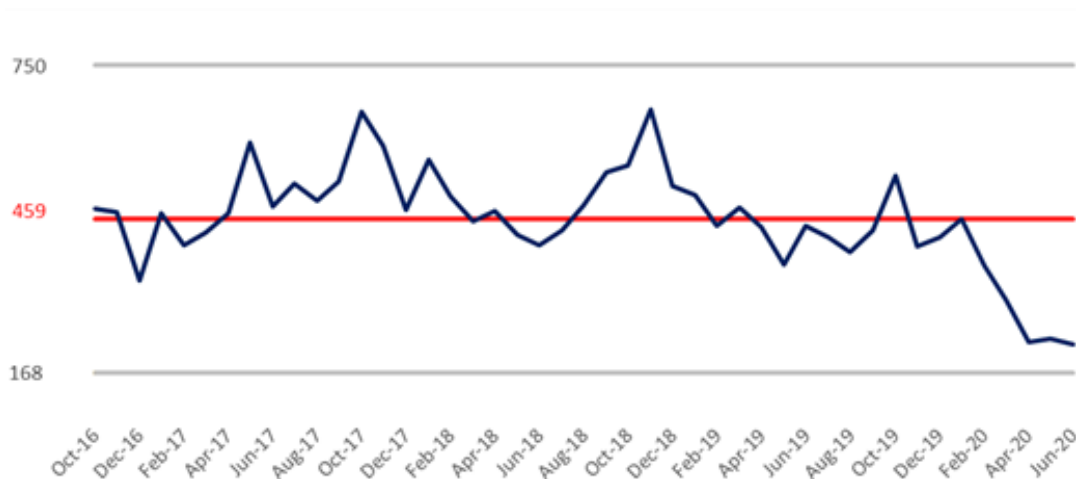


Figure 3. Burglary Residential Chart

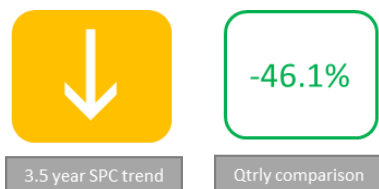


Figure 4. Burglary Residential comparators

- The statistical process chart for Stalking and Harassment offences appears to be showing a prolonged increasing trend, with the most recent data point in June 2020 breaching the upper control limit. Further to this, the comparison to the same quarter of the previous year is indicating a +58% increase (+1083 offences) when comparing the two periods. However, changes in the recording of stalking and harassment offences could be attributed to this increase in the number of offences here and further analysis is also needed into this significant increase here.



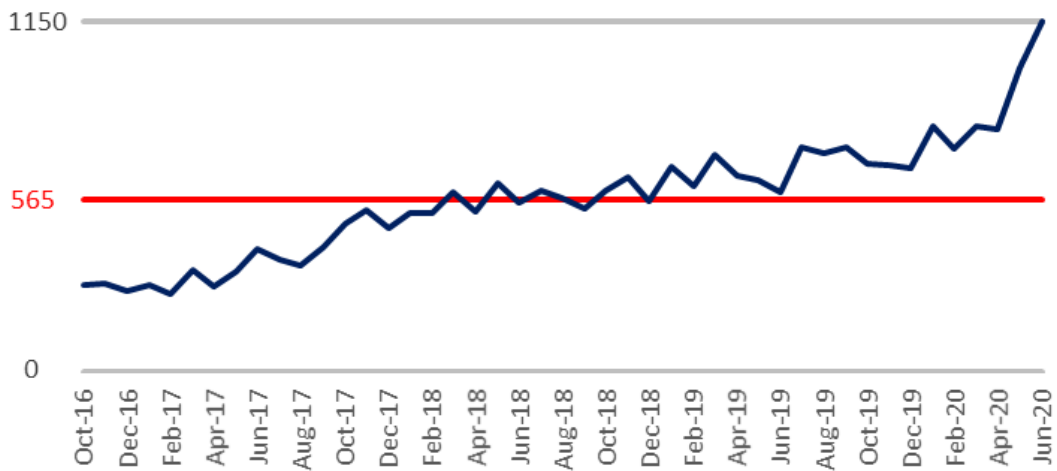
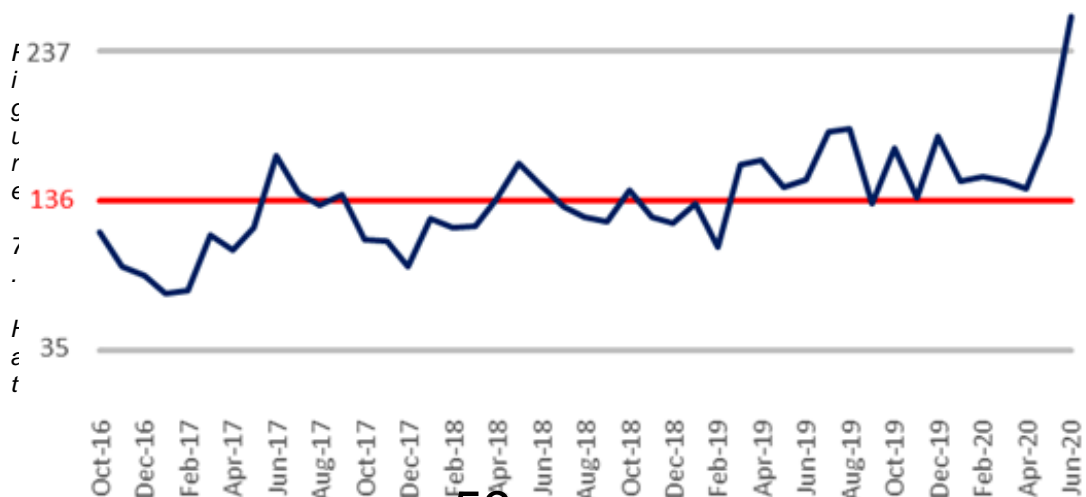


Figure 5. Stalking and Harassment Chart



Figure 6. Stalking and Harassment comparators

- The statistical process control chart for hate offences has breached the upper control limit in June 2020, with large variation in the monthly volumes in the most recent quarter. This is following a period of these offences being relatively stable. Further to this, the comparison to the same quarter of the previous year is indicating a +28% increase (+129 offences) when comparing the two periods. Further analysis is recommended to understand the cause of this breach.



e Offences Chart



Figure 8. Hate Offences comparators

14. The statistical process control chart for the number of stop and searches has generally seen an increasing trend, with the volume in May 2020 only just below the upper control limit. Further to this, the comparison to the same quarter of the previous year is indicating a 101% increase (+972 offences) when comparing the two periods. There has been a series of points (23 months data) where the volume of stop searches has been above the mean value, suggesting that some prolonged bias exists.

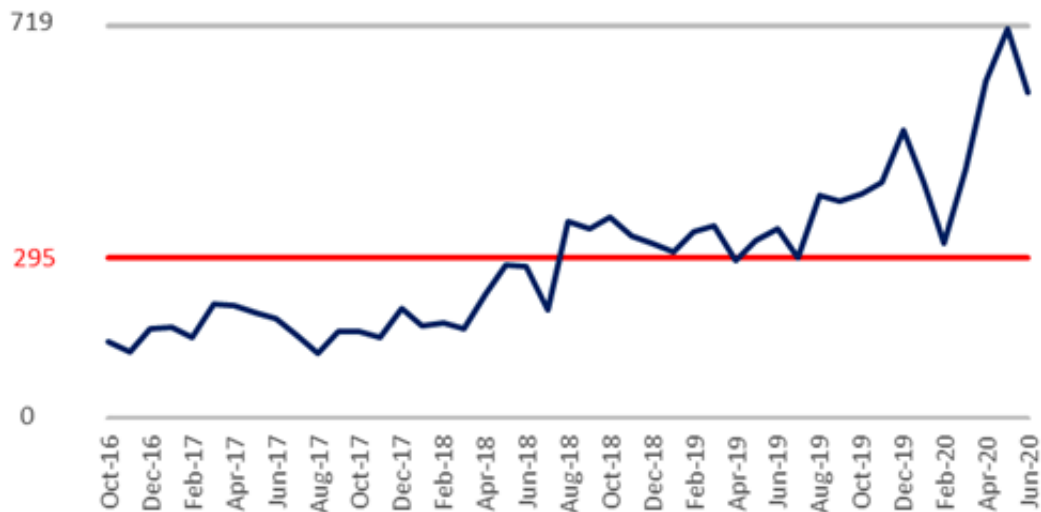


Figure 9. Stop and Search Chart

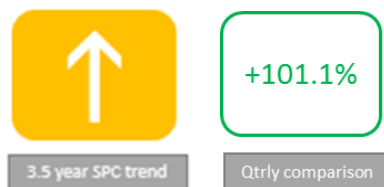


Figure 10. Stop and Search comparators

### **Person to Contact**

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





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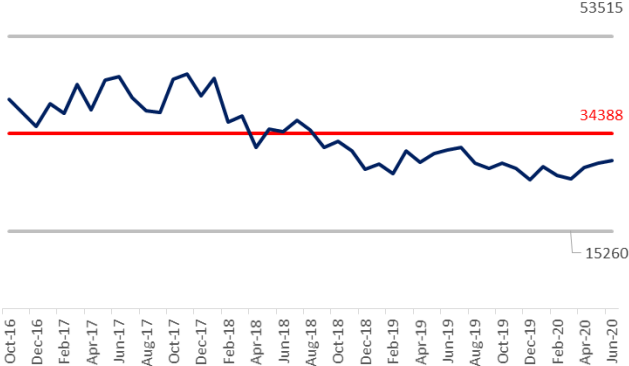


# **PERFORMANCE REPORT**

**Q1 2020/21**

# Leicestershire Police Performance Report

## 1. Calls

KPI		Performance	Commentary
1.1	Number of 999 Calls <b>64</b>	<p>15808</p> <p>12159</p> <p>8510</p> <p>3.5 year SPC trend</p> <p>-19.6%</p> <p>Qtrly comparison</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 last financial year this appears to be at a higher level. However the volumes of 999 calls recorded over the last quarter have seen a drop, resulting in the monthly volumes being below the mean.</p> <p>The quarterly comparison to the previous year suggests a -19.6% decrease.</p>
1.2	999 Calls answered within 10 seconds	<p>100%</p> <p>94%</p> <p>86%</p> <p>3.5 year SPC trend</p> <p>+2pp</p> <p>Qtrly comparison</p>	<p>At the end of quarter 1, on average, 96% of all 999 calls were answered within 10 seconds.</p> <p>Performance has improved throughout last 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.</p> <p>The quarterly comparison to the previous year suggests an increase of 2 percentage points in the number of 999 calls answered within 10 seconds.</p>

<p>1.3</p>	<p>999 Abandonment Rate</p>	 <p>Q1 2020/21 99.7%</p>	<p>The abandonment rate at the end of quarter one 2020/21 was 0.3%.</p> <p>The average time to answer a 999 call for quarter one was 2 seconds, which has increased from the previous quarter four (2019/20) performance (1.3 seconds).</p>	
<p>65 1.4</p>	<p>Number of 101 Calls</p>	 <p>53515 34388 15260</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 Apr-20 Jun-20</p>	 <p>3.5 year SPC trend</p>  <p>-5.5%</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 (22 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 and for better statistical monitoring it is recommended that the control limits are reset.</p> <p>The quarterly comparison to the previous year suggests a -5.5% decrease, which supports the above theory.</p>



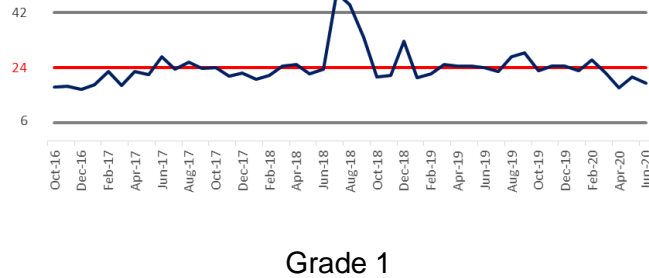
1.5	101 Calls answered within 30 seconds		<p>3.5 year SPC trend</p> <p>+12pp</p> <p>Qtrly comparison</p>	<p>At the end of quarter one, on average 67% of all 101 calls were answered within 30 seconds. This represents a significant improvement in performance when compared to the proportions seen earlier in the year.</p>
1.6	101 Abandonment Rate			<p>The abandonment rate at the end of quarter one was 11.2%. The largest abandonment recorded over the first quarter was 13.4% in April 2020.</p> <p>The average time to answer a 101 call for quarter one (2020/21) was 1 minute and 2 seconds, which has increased from Quarter 4 performance (41 seconds).</p>
1.7	Number online crime reports		<p>3.5 year SPC trend</p> <p>-40%</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 12 months have remained stable with approximately 650 reports recorded each month.</p>

# Leicestershire Police Performance Report

## 2. Incidents

KPI	Performance	Commentary
2.1 Total number of Incidents	<p>The chart displays the monthly number of incidents from October 2016 to June 2020. The y-axis ranges from 16,050 to 24,434. A red horizontal line represents the 3.5-year SPC trend at 20,242. The data points generally stay within the control limits, showing a seasonal peak in summer months. A red box indicates a +3% quarterly comparison.</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 following a period where the monthly variation has been much smaller, in the most recent quarter there has been a larger increase in the number of incidents recorded.</p> <p>The quarterly comparison represents a small increase in incidents recorded.</p>

Response Time by grade



3.5 year SPC trend

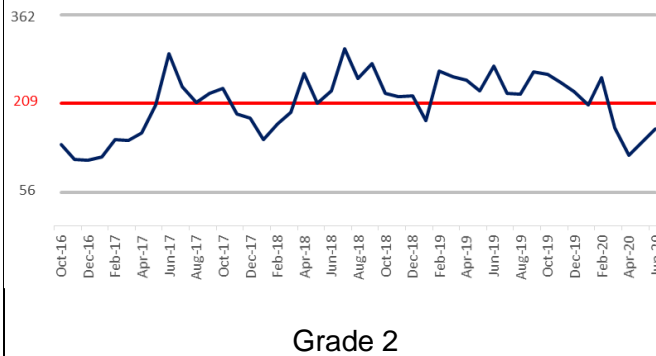
-21.8%

Qtrly comparison

The statistical process control chart for Grade 1 response time indicates that the average time to respond to a grade 1 incident has generally been stable around the mean value of 24 minutes, but in the most recent quarter, this is now below the mean. This shows that response times have improved meaning officers are attended grade 1 incidents in a shorter amount of time.

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 time.

The quarterly comparison suggests that there has been an improvement in response times, with a significant decrease in the Grade 1 response times compared to last year.



3.5 year SPC trend

-42.9%

Qtrly comparison

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 and below the mean.

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.

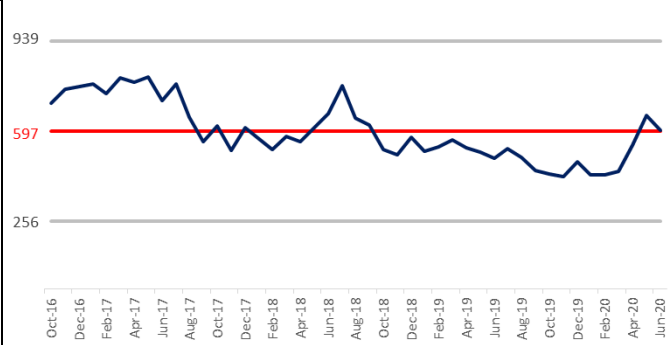
The chart suggests more monthly variation when compared to the response times for Grade 1 incidents. The chart does also display a slight seasonal pattern with an increase in average response times over the summer months, this correlates with the seasonal trend in the number of incidents recorded, however this is not so prominent in the more recent months.

The quarterly comparison suggests that response times for grade

				<p>2 incidents have improved in the most recent quarter, with a significant decrease being seen, compared to the same quarter of the previous year where grade 2 response times were higher.</p>
<p>2.3 69</p>	<p>Number of ASB Incidents</p>		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>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.</p> <p>A seasonal trend clearly exists in the chart, which is supported by the peaks in ASB incidents in the most recent quarter (2020/21 Q1). This is supported by the large percentage increase in ASB incidents reported in the quarterly comparison. However, it is likely that COVID-19 could be attributed to this increase.</p>
<p>2.4</p>	<p>Number of Missing Person Incidents</p>		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The statistical process control chart for missing person incidents is stable around the mean and within the control limits.</p> <p>The quarterly comparison suggests that there has been a significant decrease in the number of missing person incidents in this quarter, compared to the same quarter of the previous year.</p>

2.5

### Number Domestic Incidents



3.5 year SPC trend



Qtrly comparison

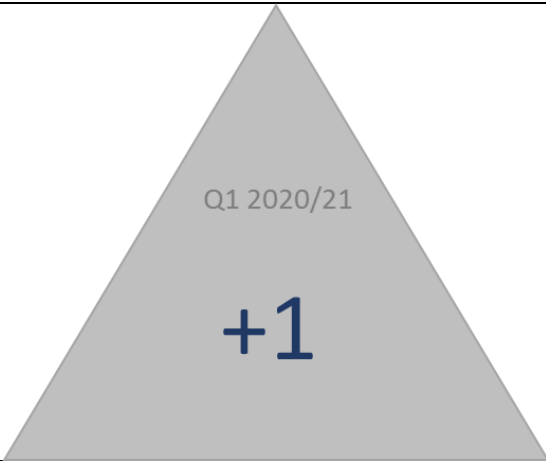
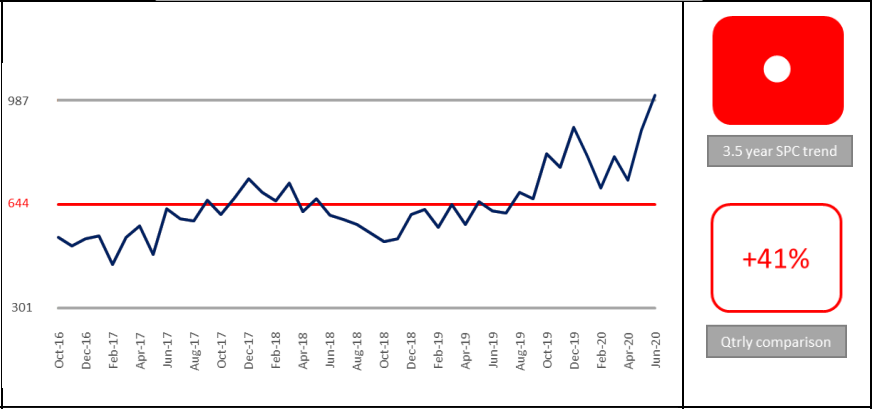
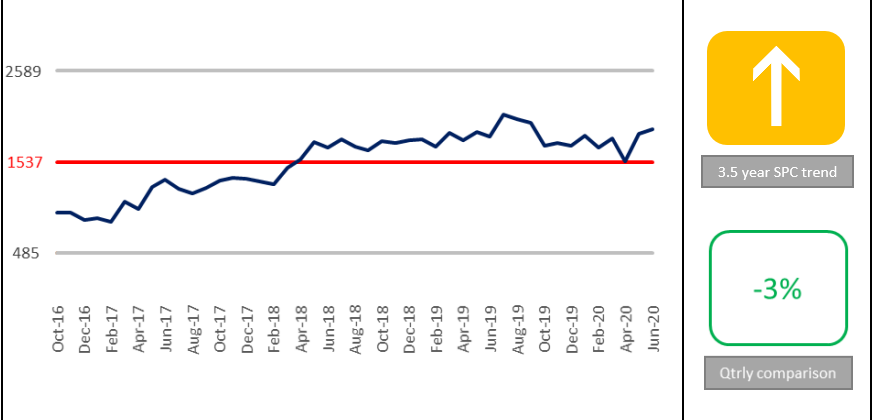
The statistical process control chart for the number of Domestic incidents indicates that previously, the number recorded on a monthly basis has remained stable below the mean, until the most recent quarter whereby there has been an increase in the number of domestic incidents towards the mean.

The quarterly comparison shows that there has been a significant increase in the number of domestic incidents recorded, thus confirming what is stated above.

# Leicestershire Police Performance Report

## 3. Crime

KPI		Performance	Commentary
3.1 71	All Crime	<p>The chart displays the monthly volume of recorded crime from October 2016 to June 2020. The y-axis represents the number of crimes, with a mean of 7297 and control limits at 9364 (upper) and 5231 (lower). A blue line shows the monthly data, which remains mostly within the control limits. A red horizontal line indicates the 3.5-year SPC trend at 7297. A yellow square icon with a white dot is labeled '3.5 year SPC trend'. A green box with a white border shows a quarterly comparison of -14.1%, with a grey label 'Qtrly comparison' below it.</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 relatively slight shift from the mean since April 2018, other than a slight drop in April 2020.</p> <p>Following on from the slight reduction in the total number of crimes recorded in February and March 2020, there has been a further reduction in April 2020, with the number of crimes still below the mean in May 2020 and only just returning to mean values in June 2020. This can be attributed to COVID-19.</p> <p>The quarterly comparison showing a significant reduction in the number of total crimes recorded compared to the same quarter of the previous year approves the above theory.</p>

3.2	Homicides		<p>In quarter one 2020/21 there has been 3 homicides, which is one more homicide than in the same period of the previous year.</p>
3.3 72	Violence with Injury offences		<p>The statistical process control chart indicates that the number of violence with injury offences recorded throughout quarter 1 2020/21 have breached the upper control limit in June 2020. Further analysis is recommended to understand the cause of this breach, but it is believed that changes to the recording of violence with injury offences may have something to do with this significant increase.</p> <p>The above is supported by the quarterly comparison which is significantly higher than the previous year.</p>
3.4	Violence without Injury offences		<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 a large proportion of the category.</p>

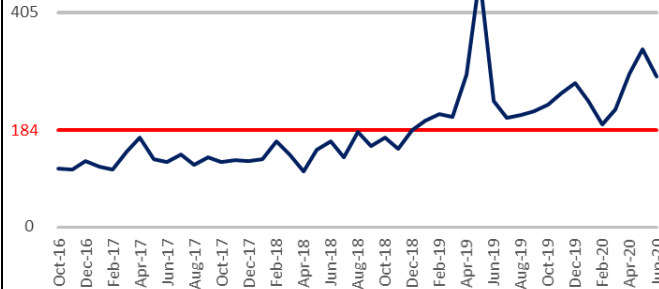


<p>3.4.1</p>	<p>Stalking and Harassment Offences</p>		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of stalking and harassment offences recorded has remained relatively stable within the upper and lower control limits, up until June 2020 where there has been a large spike in these offences, with the volume in that month only just being under the upper control limit.</p> <p>There has been a series of points (since April 2018) where the volume of stalking and harassment offences has consistently been above the mean value and the trend appears to be continually increasing. Further investigation needs to be conducted to understand the drivers of this increase. This is also supported by the quarterly comparison which also suggests a large increase when compared to the previous year.</p> <p>However, these large increases could partly be explained by the change in recording of stalking of harassment offences.</p>
<p>73</p> <p>3.5</p>	<p>Knife offences</p>		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of knife offences recorded has been extremely stable around the mean and within the upper and lower control limits.</p> <p>In the most recent quarter the number of knife offences has remained stable, and the quarterly comparison is only showing a small increase in knife offences when compared to the same quarter of the previous year.</p> <p>There have been changes in the way that knife offences are recorded due to them previously being quite inaccurate. The data is currently reviewed and updated to increase accuracy which has caused changes to previously reported data. Therefore, only data from April 2019, where it was first updated has been included and the control limits reset to be able to analyse the data more accurately. Without doing this, a significant decrease in knife offences would have been seen, which would only have been attributed to inaccurate recordings of knife offences and unlikely to be a decrease in actual knife crime.</p>

3.6	Rape Offences		<p>3.5 year SPC trend</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>The most recent quarter has generally seen lower levels of rape offences, particularly in April and May 2020, however, this is still within the control limits and close to the mean volume of rape offences.</p> <p>The above is supported by the quarterly comparison whereby there has been a significant decrease in the number of rape offences recorded in the last quarter when compared to the same quarter of the previous year.</p>
74 3.6.1	Historical Rape offences		<p>3.5 year SPC trend</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 previous financial year. However, in the last quarter, the month on month variation has been smaller than previously, and the volume of historic rapes each month in the most recent quarter has been below the mean.</p> <p>The above is supported by the quarterly comparison whereby there has been a significant decrease in the number of historic rapes recorded when compared to the same time period of the previous year.</p>

3.7	Hate Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the volume of hate offences recorded has breached the upper control limit in June 2020 after a period of being relatively stable. Further analysis is recommended to understand the cause of this breach.</p> <p>The quarterly comparison shows a significant increase in the number of hate offences recorded in the most recent quarter compared to the same quarter of the previous year. In the most recent quarter, there has been a large variation in the monthly volumes recorded compared to previous months where this has been more stable.</p>
75 3.8	Burglary Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</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 quarter has volumes of burglary offences nearing the lower control limit. It is likely that these reductions can be attributed to COVID-19.</p> <p>The quarterly comparison shows a significant decrease in burglary offences in the most recent quarter when compared to the same quarter of the previous year. This reduction approves the above theory.</p>

3.9 Drug Offences



3.5 year SPC trend



Qtrly comparison

The statistical process control chart indicates that the volume of drugs offences recorded is stable within the upper and lower control limits.

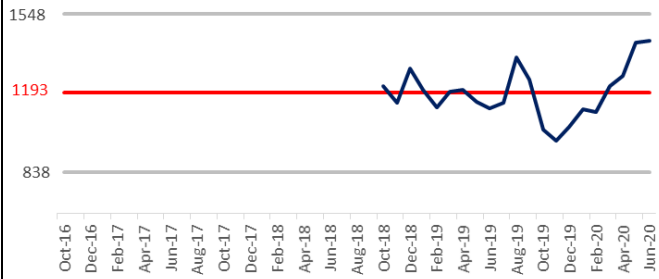
The trend appears to be generally increasing overall, however there is a large variation in the volume of drug offences month on month, with a peak in drug offences being seen in May 2020.

The quarterly comparison shows that there has been a moderate reduction in the number of drug offences recorded in the most recent quarter, when compared to the same quarter of the previous year.

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.

76

3.10 Domestic Abuse Crimes



3.5 year SPC trend



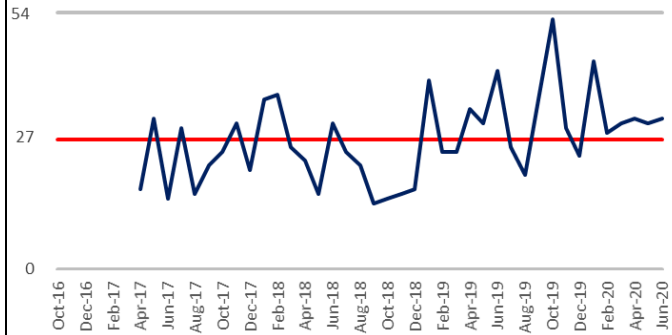
Qtrly comparison

The statistical process control chart indicates that the volume of domestic abuse crimes recorded is stable within the upper and lower control limits, but in the most recent quarter has been above the mean value.

There was a significant reduction in domestic abuse offences in November 2019, and since then the monthly volumes recorded have been increasing, with the monthly values now above the mean and nearing the upper control limit. If this trend continues further analysis could be warranted.

The quarterly comparison supports the above, with a significant increase seen in the most recent quarter.

3.11 CSE Offences



3.5 year SPC trend



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. However, the most recent quarter, there has been less month on month variation, with the volume of CSE offences remaining at similar levels just above the mean.

The quarterly comparison supports the above, with there being a moderate decrease in the number of CSE offences recorded in the most recent quarter, compared to the same quarter of the previous year.

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
78	4.1	<p><b>Volume of positive outcomes</b></p> <p>3.5 year SPC trend</p> <p>Qtrly comparison: 6.1%</p>	<p>The statistical process control chart indicates that the volume of positive outcomes recorded is stable within the upper and lower control limits. In the last quarter, the volume of positive outcomes has remained above the mean.</p> <p>The quarterly comparison shows that there has been a small increase in the number of positive outcomes in the most recent quarter.</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>
	4.2	<p><b>Outcomes 16: Victim declines support</b></p> <p>3.5 year SPC trend</p> <p>Qtrly comparison: 0.5%</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 (20 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>The quarterly comparison shows that the number of Outcome 16s has not significantly changed in the most recent quarter when compared to the same quarter of the previous year.</p>

4.3	Victim Satisfaction	 <p>The chart shows victim satisfaction fluctuating around a mean of 77% over a 3.5-year period. The most recent quarterly comparison shows a slight increase of 1 percentage point.</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, however in the most recent quarter, the percentage of victim satisfaction has remained stable and around the mean.</p> <p>The quarterly comparison supports the above with there only being a slight increase of 1 percentage point in the most recent quarter compared to the same quarter of the previous year.</p>
67 4.4	ASB Satisfaction	 <p>The chart shows ASB satisfaction fluctuating around a mean of 70% over a 3.5-year period. The most recent quarterly comparison shows a significant increase of 3 percentage points.</p>	<p>The statistical process control chart indicates that ASB satisfaction is stable within the upper and lower control limits.</p> <p>For the most recent quarter, the percentage ASB satisfaction has been above the mean and there has been a significant increase in June 2020 in ASB satisfaction which is also shown by the quarterly comparison increase of ASB satisfaction.</p>
4.5	Hate Crime Satisfaction	 <p>The chart shows hate crime satisfaction fluctuating around a mean of 72% over a 3.5-year period. The most recent quarterly comparison shows an increase of 2 percentage points.</p>	<p>The statistical process control chart indicates that Hate crime satisfaction is stable within the upper and lower control limits.</p> <p>In the most recent quarter, the percentage of hate crime satisfaction has remained below the mean, but the quarterly comparison shows that there has been an increase in satisfaction when compared to the same time period of the previous year.</p>

<p>4.6</p>	<p><b>Violent Crime Satisfaction</b></p>		<p>3.5 year SPC trend</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 previous quarter there were two months the violent crime satisfaction has returned to satisfaction levels around the mean, however this has returned to below the mean in the most recent quarter.</p>
<p>4.7</p>	<p><b>CSEW: Police doing good or excellent job</b></p>		<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 March 2020, 54.6% of people surveyed believed that Leicestershire Police do a good or excellent job. This is an increase of 0.6 percentage points when compared to the previous period ending December 2019 (54%) and an increase of 2.8 percentage points when compared with the figure at March 2019</p> <p>More recent CSEW data has not been updated.</p>	



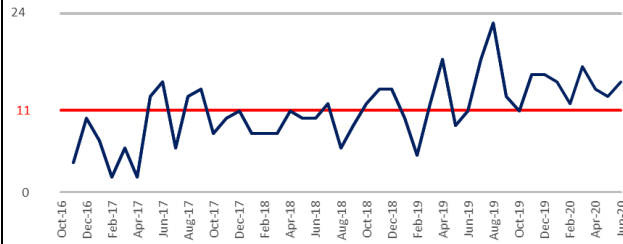
# Leicestershire Police Performance Report

## 5. Prevention

KPI	Performance	Commentary
<p>5.1</p> <p>Number Stop and Searches</p> <p>81</p>	<p>719</p> <p>295</p> <p>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 Apr-20 Jun-20</p> <p>3.5 year SPC trend</p> <p>+101.1%</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 limits, there is a shift above the mean. In the most recent quarter there has been a significant increase in the number of stop and searches, with the volume in May only just below the upper control limit.</p> <p>The quarterly comparison supports the above with there being a significant increase in the most recent quarter compared to the same quarter of the previous year.</p> <p>There has been a series of points (23 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>
<p>5.2</p> <p>Stop and Search Arrests</p>	<p>103</p> <p>47</p> <p>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 Apr-20 Jun-20</p> <p>3.5 year SPC trend</p> <p>+9.4%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart indicates that the number of stop and search arrests has remained stable between the upper and lower control limits.</p> <p>In the most recent quarter, the number of stop and search arrests has been above the mean. The quarterly comparison shows that there has been a moderate increase in the number of stop and search arrests compared to the same quarter of the previous year.</p>

5.3	Stop and Search Positive Outcomes		<p>3.5 year SPC trend</p> <p>+67.2%</p> <p>Qtrly comparison</p>	<p>In line with the volume of stop and searches, with 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>
5.4	82 Deaths on Roads		<p>3.5 year SPC trend</p> <p>-20%</p> <p>Qtrly comparison</p>	<p>The statistical process control 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. However, due to the small monthly values of death on roads recorded each month, the quarterly comparison can exhibit large percentage changes.</p>
5.5	Fatal4 offences			<p>Due to COVID-19, this information has not been recorded.</p>

5.6 DVPO



3.5 year SPC trend

+10.5%

Qtrly comparison

The number of domestic violence prevention orders remains within the control limits, although the monthly variation of violence prevention orders varies significantly. However this variation appears to have narrowed over the most recent months.

Due to the small monthly number of Domestic Violence Prevention Orders recorded, the quarterly comparison can exhibit large percentage changes. However, the quarterly comparison does show that there has been a higher percentage of DVPOs in the most recent quarter when compared to the previous quarter of the same year.

