

Leicester
City Council

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

DATE: THURSDAY, 25 MARCH 2021
TIME: 1:00 pm
PLACE: Virtual using Zoom

Members of the Panel

Councillor Orson (Chair)
Councillor Pantling (Vice-Chair)

Councillors Harper-Davies, Kaur Saini, Loydall, Mullaney, 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:

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Leicester City Council, 3rd Floor Granby Wing, City Hall, 115 Charles Street

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Further information

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

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

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PUBLIC SESSION

AGENDA

NOTE: Live Stream of Meeting – Member of the public and press can follow a live stream of the meeting on the following link:

<https://www.youtube.com/watch?v=hhGSSFtDGCQ>

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<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: 27TH JANUARY 2021 [Appendix A pg 1](#)

The minutes of the meeting held on 27th January 2021 are attached and Members will be asked to confirm they are an accurate record.

4. PUBLIC QUESTIONS

A question has been received from Chris Collins as follows:

“My understanding with the precept is that due to the Council Tax Band D payments Rutland County Council receive, that residents of Rutland will be paying more per head towards this increase. Will there be a document or information released that will outline the exact benefit Rutland will receive from the precept?”

This question will be considered and responded to in accordance with the procedure set out in the Police and Crime Panel's Constitution.

5. COVID-19 PANDEMIC, 1 YEAR ON [Appendix B pg 9](#)

Members to receive a report highlighting the impact of the Covid-19 pandemic on the budget position, funding and delivery of operational policing and community safety.

6. POLICE RECRUITMENT, RETENTION AND DISMISSALS [Appendix C pg 13](#)

Members to receive a report updating on current recruitment processes including targets as well as retention and dismissal levels within the police.

7. SECTION 106 FUNDING REPORT [Appendix D pg 21](#)

Members to receive a report providing details of section 106 funding and the Leicestershire Police approach to s106/CIL.

8. END OF TERM DELIVERY UPDATE ON POLICE AND CRIME PLAN [Appendix E pg 29](#)

To receive a report updating on progress made by the police and OPCC towards the Police and Crime Plan 2017-20.

9. OPCC PERFORMANCE REPORT - QUARTER 3 [Appendix F pg 47](#)

Members to receive an update of the performance of the Office of the Police and Crime Commissioner for Quarter 3, 20/21.

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

10. QUARTER 3 FORCE PERFORMANCE EXCEPTION REPORT [Appendix G pg 67](#)

Members to receive an update of the performance exceptions of Leicestershire Police for the period of 1st October 2020 to 31st December 2020.

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

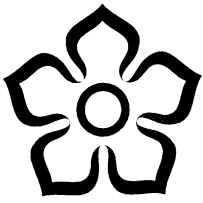
11. WORK PROGRAMME [Appendix H pg 91](#)

Members to note the ongoing work programme.

12. ANY OTHER URGENT BUSINESS

13. DATE OF NEXT MEETING

To note there will be a special meeting on Thursday 20th May 2021 at 1pm, this will be a Members only briefing.



Leicester
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Appendix A

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

Held: WEDNESDAY, 27 JANUARY 2021 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 Mullaney, Cllr Harper-Davies
Cllr Phillimore, Cllr Westley (substitute), Cllr Woodman
Cllr Rahman, Cllr Taylor, Cllr Walters,
Mr Culverwell, Cllr Loydall, Cllr Whelband, Ms M Lalani

In Attendance:

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

Also, Present:

Angela Perry – Executive Director, OPCC
Paul Hindson, Chief Executive Officer, OPCC
Paul Dawkins – Chief Finance Officer (temp), OPCC
Andrew Furlong – Advisor to Lord Bach, OPCC
Sallie Blair – OPCC
Kamal Adatia – Monitoring Officer
Anita James – Senior Democratic Support Officer

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44. APOLOGIES FOR ABSENCE

The Chairman led introductions 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 from Councillor Rae Bhatia

It was noted that Councillor Westley was in attendance as a substitute for Councillor Rae Bhatia.

45. DECLARATIONS OF INTEREST

Members were asked to declare any pecuniary or other interest they may have in the business on the agenda. There were no such declarations.

46. MINUTES OF THE LAST MEETING:

RESOLVED:

That the minutes of the meeting held on 9th December 2020 be confirmed as an accurate record.

47. PROPOSED PRECEPT 2021-22 AND MEDIUM TERM FINANCIAL PLAN (MTFP)

The Police and Crime Commissioner (PCC) submitted a report for consideration concerning the proposed precept for 2021-22 and the medium term financial plan (MTFP).

The PCC and his Chief Finance Officer introduced the report setting out the Leicester, Leicestershire and Rutland context, history in relation to previous funding and the split between Home Office funding and council tax (precept).

Attention was drawn to several points including:

- Typographical errors at para 10 and para 76 should refer to a Band D property not Band B.
- The Police Grant settlement figure referred to in the report was still provisional and the final settlement should be confirmed by the end of January.
- In relation to para 23 of the report, it was clarified that the extra £4.5m was the net difference in precept plus collection fund from 2020/21 to 2021/22. The collection fund deficit for 2021/22 was an estimate and still to be confirmed.
- The tax base used in setting the budget was 330,081 Band D equivalent properties which was a modest rise in tax base Band D properties at 0.2% compared to 2020-21.
- The Home Office has confirmed to maximise council tax income for 2021/22 that PCC's can increase their precept on a Band D property up to £15 without triggering a referendum.
- In terms of budget risks: the Force were continuing their staff evaluation scheme which would be delivered upon in the year ahead, £204k of revenue costs had been included in the base to cover this; a view had been taken in relation to pay inflation with a pay freeze for the police service in 2021/22 but expectation of a rise in 2023. There was also a national issue regarding pensions around age discrimination. The force had 144 claims that may attract some degree of compensation pending the Employee Tribunal outcome on that, however it was not known what those costs will be or whether there would be additional funding in future to address that.
- The Emergency Service Network (ESN) is the national replacement Airwave radio/data communication system used by emergency services.

This project has been delayed by several years, it is hoped ESN will be implemented by end year although at considerable cost. It is estimated to cost £0.6m in 2021/22 with a further £5.2m in 2022/23 and no current indication of additional funding to meet that, so this risk had been built into the medium term financial plan and capital plan.

- Regarding police officer growth, the PCC made it clear that it was always his ambition to restore police numbers to pre-austerity levels as part of his original campaign and subsequent Police and Crime Plans. Last year's target was to recruit 100 officers during 2020/21. In 2021/22, 88 officers funded by the Home Office would be recruited as part of the government uplift programme, however the uplift programme was not enough to restore police officer numbers to pre-austerity levels, to address that the PCC had agreed to recruit an additional 50 officers in the financial year 2021 into 2022, those 50 officers costs would be supported through precept funds. All the officers the PCC had committed to recruit previously had been recruited and by next year that would include the 88 officers under the government's uplift programme as well as the additional 50 officers mentioned.
- The total cost of the Office of the Police and Crime Commissioner (OPCC) is £1.40m, which is a net increase of £70k from 2020-21, however it was noted that £20k of that increase was due to external audit charges, this was a national issue that had increased costs for the year ahead not just at LLR.
- 97.3% of the net budget requirement would be allocated to the Chief Constable for use on local policing and regional collaborations.

The Chief Constable addressed the panel and indicated his support for the proposed £15 precept rise which would enable enhancement of support to local communities across the whole Force area. Responding to the points made about police officer growth it was noted that the police service was in constant demand and the additional officers would be put to effect in neighbourhood teams; increasing school liaison posts; creating a rural crime team to augment work already being done in Leicestershire/Rutland; to increase the "missing from home" team as well as provide extra officers to road traffic investigations; prison intelligence; management of sex offenders; fraud and other teams.

The Chief Finance Officer confirmed that the budget had been prepared on a robust and prudent basis and with due regard to the police and crime plan.

The Deputy Police and Crime Commissioner drew the presentation of the proposed precept 2021/22 to a close, emphasising the PCC's commitment to engagement with communities/constituents and to increase officer numbers, noting also there had been considerable communication and planning around this budget which would deliver a range of different matters and reflected what communities and residents have been asking for.

Members of the Panel discussed the report which included the following points:

A Member queried Section 106 funding and it was explained this was used to fund capital expenditure directly related to a specific development. The

processes used by local authorities across the force area vary, whereas some insisted the Force spend first and produce invoices before releasing funds, others would advance funds. It was noted that Planning authorities were yet to release funds for 2020/21 before considering release of funds for 2021/22. The uncertainty around this meant no receipts were included within the Capital Programme 2021/22. There was further uncertainty about housing thresholds being met that trigger release of s106 funds and currently the OPCC were still trying to evidence where things stood with planners to factor into the Capital programme. It was agreed that a report on section 106 funding would be brought to the next Police and Crime Panel meeting.

Members expressed disappointment that there was a lack of detail given about efficiency savings. It was noted that the plan was work in progress that would be completed and shared with Members by the commencement of the new financial year 2021/22. Members were given assurances that there was little doubt that further efficiencies would be identified as the OPCC and Force were always looking to work more efficiently and smarter to save monies.

There was some discomfort with the statement in the report that the survey showed support from a “strong majority of residents”. Members discussed the relevance of a small focus group and whether this truly represented the views of the majority of LLR residents. Members suggested the survey numbers were from too small a sample to accurately reflect LLR. Concerns were also expressed that the survey script made no reference to an additional £7million in the government settlement prior to asking if they agreed a precept increase. Officers explained the rationale for the survey and that a robust methodology was used to achieve a representative nature. It was accepted that whilst numbers taking part in the survey were not large, the method used was the same as IPSOS/MORI and the survey was undertaken completely independently by a renowned company. Although numbers taking part in the survey were low, this still gave a very even proportionate split with a balanced response demographically and geographically across LLR. Members were informed that the findings also tallied with results of other surveys and engagements the OPCC and Police have conducted throughout the year with the public of LLR. In terms of the core script it was confirmed that information was provided to the company who determined the questions to be asked and although it did not specifically say that monies were separately provided to increase officers, it did include the government funded police officers in all the calculations, so participants could see the full picture.

Members welcomed the excellent presentation of the report commending the way it was set out and easy to follow however there was some dissatisfaction at the lateness of the provision of papers for the meeting. The PCC apologised for the lateness advising Members that ongoing robust discussion about the budget, balances etc had in part led to that.

It was noted that core grant funding had reduced since 2011-12, this was estimated in real terms to be a reduction in funding up to 2018-19 of 30%. Members expressed their concerns at the year on year reduction of Home Office funding and the disparity of funding allocation to LLR compared to other

forces around the country. Members were in support of increasing police numbers and were in no doubt that residents wanted extra police officers, however they were concerned that they were having to raise council tax (precept) in order to do that, particularly at a time when people were struggling due to the Covid-19 situation. There was also a concern that raising funds through the precept had a disproportionate effect on residents based on value of homes.

The PCC recognised that there had been much suffering during the pandemic and raising the precept had been heavily reflected upon, however there was an opportunity to increase police numbers and the amount that rate payers were being asked to pay was still a very small amount when compared to the council tax rate increases of local authorities.

It was queried whether the 50 new recruits might roll over and be levied next year to ease burden upon local taxpayers; in response it was advised that last year's police officer recruitment had already been settled and would be in post before 1 March. The police increase cost 2021/22 was a small part of the total precept that constituents will have to pay but the good that it will do is what panel were being persuaded of today, i.e. to get police numbers up, to protect against crime, to protect vulnerable and be able to help people when they need help. There was also a risk of not knowing what funding mechanism and funding would be available next year and beyond.

Drawing the debate to a close the Chairman commented that policing was a massive issue for many, in rural areas crime was rife and people did not feel safe so he understood the rise proposed and the desire to get back to policing numbers similar to 2010.

It was moved by the Chairman and seconded by Councillor Pantling that:

- a) The information presented in the report and during the meeting be noted, including:
 - The total 2021-22 net budget requirement of £212.572m
 - A council tax (precept) requirement for 2021-22 of £81.936m
- b) The proposal to increase the 2021-22 precept by £15 per annum (6.43%) for police purposes to £248.2302 for a Band D property be supported
- c) The future risks, challenges, uncertainties, and opportunities included in the precept proposal, together with the financial and operational considerations identified be noted
- d) The Home Office grant allocations notified through the provisional settlement and the Band D council tax base and estimated collection fund deficit received from the billing authorities be noted
- e) The current Medium Term Financial Plan (MTFP) contained in Appendix 1, the Capital Strategy at Appendix 2 and the Treasury Management Strategy at Appendix 3 be noted.

After careful consideration Members expressed their support for the proposed increase to the precept albeit with a heavy heart and upon being put to the vote

the motion was CARRIED by a majority.

RESOLVED:

1. That the information presented in the report and during the meeting be noted, including:
 - The total 2021-22 net budget requirement of £212.572m
 - A council tax (precept) requirement for 2021-22 of £81.936m
2. The future risks, challenges, uncertainties and opportunities included in the precept proposal, together with the financial and operational considerations identified be noted,
3. The Home Office grant allocations notified through the provisional settlement and the Band D council tax base and estimated collection fund deficit received from the billing authorities be noted,
4. The current Medium Term Financial Plan (MTFP) contained in Appendix 1, the Capital Strategy at Appendix 2 and the Treasury Management Strategy at Appendix 3 be noted.
5. The proposal to increase the 2021/22 precept by £15 per annum (6.43%) for police purposes to £248.2302 for a Band D property be **SUPPORTED**.

RECOMMENDATIONS:

That the Police and Crime Commissioner shall:

- Take note of the comments and concerns raised by Members of the Panel during consideration of this item as set out above,
- Provide a report on Section 106 funding to the next meeting,
- Provide a report detailing the Efficiency Savings to be made during 2021/22, including details of performance uplifts or return on investment to a future meeting,
- Provide regular updates on recruitment and retention numbers to future meetings.

48. ANNUAL REPORT OF COMPLAINTS RECEIVED AGAINST THE LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME COMMISSIONER

The Chief Constable and the Police and Crime Commissioner left the meeting at this point.

The Police and Crime Panel considered a report by Kamal Adatia, Monitoring Officer, providing an update on complaints relating to the Police and Crime Commissioner over the last 12 months.

The panel were reminded of the policy framework and procedure for handling complaints and noted that the panel had reviewed and updated the complaints procedure as part of its review of the panels Constitution in December 2020, but the process remained unchanged.

The panel noted that five complaints were referred to the Monitoring Officer during 2020 alleging to impugn the Police and Crime Commissioner, in terms of

outcomes, one was referred to the IOPC who found that the allegations were without foundation, the other four also had no substance.

RESOLVED:

That the contents of the report be noted.

49. WORK PROGRAMME

Members of the panel noted the ongoing work programme.

50. ANY OTHER URGENT BUSINESS

None notified.

51. DATE OF NEXT MEETING

The Chair thanked everyone for their contributions to the meeting today.

It was noted that the next meeting was scheduled to take place on 25th March 2021 at 1pm.

There being no further business the meeting closed at 16.15pm

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	THE POLICE AND CRIME COMMISSIONER
Subject	HIGHLIGHT REPORT: IMPACT OF THE COVID-19 PANDEMIC ON THE BUDGET POSITION FUNDING AND DELIVERY OF OPERATIONAL POLICING AND COMMUNITY SAFETY
Date	THURSDAY 25 MARCH 2021 – 13:00 HRS
Author	SERGEANT MARK BRENNAN

Purpose of Report

1. The purpose of this report is to highlight the impact of the Covid-19 pandemic on the budget position, funding and delivery of operational policing and community safety.

Recommendation

2. The Police and Crime Panel note the contents of this report.

Background

3. Since March 2020 the Covid-19 pandemic has brought new and additional demands to operational policing. It has required Leicestershire Police and partners to rapidly adapt and innovate to maintain community safety and engagement.
4. Despite this Leicestershire Police has not only maintained a good service to the people of Leicester, Leicestershire and Rutland but has improved the delivery of operational policing by implementing a new target operating model on March 11th, 2020. The early assessment of the impact of this new model is positive with measures showing improved public service outcomes.
5. The total cost of Covid-19 at the time of writing to Leicestershire Police is over £1.9 million of which all of this cost will be covered by government therefore protecting our budget position.

The Impact on Policing Demand

6. **25,076 Covid-19 related incidents** - This has contributed to a 13% increase in total priority response incidents between the year March 2020 - March 2021 compared to the same period the year before. This increase was particularly marked in April and May 2020 with priority incidents being between 33-36% higher than the same period in the previous year. However, priority incident demand has also risen during the November and the January 2021 lockdown by between 14-21% on previous years.

7. **Requirement to police over 300 different COVID-19 related regulations which in turn have been amended a total of 16 times since enactment** – This has required police officers and staff to respond quickly to rule changes some of which have been announced prior to any legal framework being attached. Additional complexity has come from the requirement to police separate regulations in different areas of the force such as when the city of Leicester was placed into local restrictions in June 2020.
8. **Police recorded crime initially dropping significantly but more recently returning to normal levels** – In the period April-June 2020 police recorded crime in Leicestershire was 13% down on the same period in the previous year. This included a 45% decrease in residential burglary. However, in the period July-September 2020 recorded crime was only 2% down on the same period.
9. **Domestic abuse crime and incidents increased by 10.8%** – For the year March 2020 to February 2021 total domestic abuse crimes and incidents were 10.8% higher than the same period in the previous year.

The Policing Response

10. **Identifying a command structure, convening a gold group and creating a Covid-19 Delivery Cell** - A Gold Commander Temporary Assistant Chief Constable Kerry Smith and Silver Commander Superintendent Alistair Roe were identified to lead delivery supported by a COVID operational delivery cell who inform the policing response as well as the internal response to maintain health and safety.
11. A Gold group was convened and has met weekly since March 2020 to co-ordinate the policing response locally and to incorporate learning and direction from the National Police Chiefs Council (NPCC). The office of the Police and Crime Commissioner has been represented at this meeting to allow the Police and Crime Commissioner to hold the Chief Constable to account for delivery, and to represent local people.
12. **Working as a multi-agency partnership to manage the local response** - Leicestershire Police has been part of the local Strategic co-ordinating group (SCG) taking multi-agency responsibility for the management of the local response.
13. Other partnerships work has included a memorandum of understanding for the enforcement of breaches involving businesses where local authorities initially take the lead in engaging, explaining and encouraging compliance with referrals made to the police if breaches continue.
14. A partnership approach has been taken to safeguarding the highest risk domestic abuse victims where victims received targeted engagement from police or partners where lockdowns present risks of under-reporting.
15. **Utilising technology to maintain and improve service delivery** – A rapid acceleration in the use of technology took place to enable officers and staff to work effectively from home where required. This included moving partner and community meetings online, expanding use of our messaging service Neighbourhood link and social media to maintain engagement with our communities as well as increasing the scope for victim statements to be taken remotely.
16. **Targeted enforcement to address demand whilst maintaining positive community relations** – The requirement to police a public health crisis presented new challenges for policing between ensuring that new laws were adhered to while at

the same time continuing to police by consent and maintain community confidence and support.

17. The approach taken has incorporated College of Policing guidance taking a '4 Es approach' where officers and staff engage, explain, encourage and only in the last resort enforce in response to clear breaches. National research by Crest Advisory ([Policing the COVID lockdown - what the public thinks nine months on | Crest Advisory](#)) shows that this approach has maintained public support nationally with over 60% of the public surveyed supporting the police's approach on the whole.
18. Police enforcement is targeted in areas of high reports or community concern. Police officers are utilised following bespoke patrol plans developed at neighbourhood policing area level. As of 1st March 2021 2,582 fixed penalty notices have been given with 37.5% paid within 28 days (N.B. A large proportion of currently unpaid FPNs are awaiting process in the courts). This approach is supported by a co-ordinated media campaign to encourage understanding and compliance of regulations.
19. **Supporting officer and staff health, safety and welfare** - Through the provision of PPE, Covid secure working practices, the use of anti-body testing (of which Leicestershire Police were the first force to participate) and lateral flow testing, as well as a dedicated HR and wellbeing team each member of the organisation has been able to work in a safe manner throughout. Furthermore, each member of the organisation will receive a call from a wellbeing champion to discuss their personal well-being and how the organisation can help it to be maintained or improved.
20. **Planning for a future roadmap out of lockdown where demands for policing will likely increase** - Most notably this includes the return of policing of the night time economy, the European Football Championships, the return of capacity football crowds at Leicester City Football Club, the return of over 50,000 students to the area for the 2021-22 academic year, significant local events and the UN Climate Conference in Glasgow during November 2021.

Impact on Policing Delivery and Community Safety

21. The response to Covid-19 as well as the implementation of the new target operating model has led to a number of improved public outcomes between this year to the year previous including:
 - 30,000 online reports.
 - 101 calls being answered 25 seconds faster between 2019 and 2020.
 - Average response times for emergency incidents reducing by almost 3 minutes and priority incidents by almost 45 minutes.
 - Positive crime outcomes improving by 2.2%.
 - Overall victim satisfaction improving by 6.9%.
 - 75% of respondents to our January 2021 Neighbourhood Link survey reporting that we did a good or excellent job which was an improvement of 3% since May 2020.

Implications

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

List of Appendices

Not applicable.

Persons to Contact

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	POLICE RECRUITMENT, RETENTION AND DISMISSALS
Date	THURSDAY 25 MARCH 2021 - 13:00 HRS
Author	PAUL HINDSON CHIEF EXECUTIVE

Purpose of Report

1. This report provides assurance around the following issues:
 - that processes are in place to ensure that the recruitment targets agreed at the Police and Crime Panel budget meeting on 27 January are achieved;
 - that recruitment targets for 2020/21 will be achieved;
 - that monitoring of recruitment targets takes into account retention and dismissal levels within the police; and
 - that an arrangement is in place to provide ongoing reports on recruitment to the Police and Crime Panel

Recommendation

2. That the Panel notes the report and approves the proposed future monitoring arrangements.

Assurance

3. ***That processes are in place to ensure that the recruitment targets agreed at the Police and Crime Panel budget meeting on 27 January are achieved.***
4. There are two main drivers of police officer recruitment. The PCC has agreed budgets with the Police and Crime Panel to achieve a specified number of additional police officer posts. The number agreed for the 2020/21 budget is 100. The other driver of police officer recruitment is Operation Uplift, which has committed to an additional 20,000 police officers across England and Wales. This national figure is broken down into specific recruitment targets for each individual police service. Leicestershire's target for 2020/21 is 89.
5. Both targets are interlinked as the government has made receipt of funds for Operation Uplift the dependent on achievement of locally agreed recruitment targets. Clearly, the government wanted to avoid individual services disinvesting in local recruitment and thereby undermining the aims of the national uplift.
6. The police monitor the achievement of these recruitment targets and report to the PCC via a number of forums, but mainly through the Strategic Assurance Board. This is a high profile target for the PCC and is therefore the subject of regular internal assurance.
7. ***That recruitment targets for 2020/21 will be achieved***

8. At the time of writing, there are around three weeks of the financial year remaining. However, the recruitment targets for 2020/21 are well on course to be achieved. The target is measured as follows:
9. The establishment figure at the start of the year plus the in-year recruitment targets for PCC and Operation Uplift recruitment combined, defines the end of year target. For 2020/21 the relevant figures are 1915 + 189 = 2104. This calculation automatically accounts for retention and dismissal rates because it only focusses on the end of year total police officers in post. This target has been achieved.
10. Annex A provides an example of the latest monitoring report through Operation Uplift.
11. ***That monitoring of recruitment targets takes into account retention and dismissal levels within the police***
12. The section above describes how retention and dismissal levels are accounted for in the overall recruitment calculation. Nevertheless, retention and dismissal levels are still of considerable significance in ensuring the overall health of the organisation. High levels of retention and low levels of dismissal are indicators of the positive health of the organisation. Equally, the demographic make-up of recruitment, retention and dismissal rates are important indicators of the representative nature of the organisation, with the PCC driving increases in net BAME recruitment to ensure that the police achieves a more appropriate demographic balance amongst its workforce.
13. The police provide assurance to the PCC through a variety of internal meetings, including Attraction Gold; Race, Religion & Belief; and the Strategic Equality and Fairness Board.
14. ***That an arrangement is in place to provide ongoing reports on recruitment to the Police and Crime Panel***
15. The Panel has asked for regular updates on progress towards recruitment targets. The PCC's proposal to address this request is that recruitment targets are added to the quarterly performance report prepared by the OPCC, starting with Quarter 1 2021/22 (bearing in mind that this report covers the recruitment targets for 2020/21). This performance reporting will be in the format described above, namely the net police officers required to be in post at the end of the year, broken down into quarterly numbers on a pro rata basis. This takes into account recruitment levels required after departures are taken into account.

Implications

Financial:	None
Legal:	None
Equality - Impact Assessment:	The report describes the aim to increase the BAME proportion of police officers within Leicestershire Police
Risks and –Impact:	None
Link to Police and Crime Plan:	Increased recruitment is a key aim of the Police and Crime Plan.

List of Appendices

Annex A provides an example of the latest monitoring report through Operation Uplift.

Background Papers

None

Person to Contact

Paul Hindson Chief Executive

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Appendix C

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME COMMISSIONER

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	SECTION 106
Date	THURSDAY, 25 MARCH 2021 AT 13:00 HRS
Author	PAUL DAWKINS TEMPORARY CHIEF FINANCE OFFICER – OPCC

Purpose of Report

1. To update the Panel on the position in relation to Section 106 as requested.

Recommendation

2. The Panel is asked :
 - i) to consider and note the contents of the report, and
 - ii) to support further discussions between the Force and the local authorities with planning powers, to optimise the use of Section 106 funds for operational policing purposes.

Introduction

Legislative Overview

3. Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as S106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of a development.
4. S106 agreements are often referred to as 'developer contributions' along with the Community Infrastructure Levy (CIL) which was introduced in April 2010. Leicester City Council are a CIL authority, Rutland County Council is a CIL and S106 authority, and all other local authorities within Leicestershire are S106 authorities.

Leicestershire Police Approach to S106 / CIL

5. Leicestershire Police is one of only several Forces in England and Wales that has proactively sought to apply for S106 / CIL funds over the past two decades and continues to do. Applications are only made where a significant policing demand / risk has been identified therefore, not every development warrants this. Developer contributions are used by the Force to fund infrastructure costs arising from and linked to, specific housing and commercial developments within Leicester, Leicestershire and Rutland which in turn, will increase policing demand and the need to invest in critical infrastructure in support of service delivery. This includes land and buildings, vehicles, equipment and information technology hardware which may be situated in specific locations, such as the Call Management Centre at Force Headquarters. In the main, developer contributions cannot be used to fund revenue expenditure such as the cost of police officers. Home Office grant funding and precept is used for that purpose.
6. When submitting an application for developer contributions, the Force must ensure the following CIL tests are met:
 - a. necessary to make the development acceptable in planning terms;
 - b. directly related to the development; and
 - c. fairly and reasonably related in scale and kind to the development.

Current Position

7. The Force currently has 102 developer contribution agreements in place totalling £9.2m (see Appendix 1 for further details). Around 80% of the historic bids relate to land and buildings requests. The majority of these may not be drawn down in future as austerity, alterations to the local policing model and digital developments, have altered the use of police buildings.
8. To date, a total of £1.5m has been drawn down from local authorities to fund infrastructure needs arising from developments. A further £2m is held by the authorities pending their approval for draw down by the Force. This is being progressed, but the timing of their release and the process involved is complex and uncertain in most cases.
9. A total of £5.1m has not yet been released by the developers to the local authorities to allow the Force to apply for draw down. This is because a number of agreements are linked to future build completion dates which have not yet been reached. Uncertainty around the timing and release of these funds is a challenge for both the Force and local partners, in considering when to invest in infrastructure to service new developments.
10. A further £0.6m may never be drawn down as developer release trigger points have not been reached. This figure is expected to increase through time which will impact Force and local authority budgets and financial planning.
11. The Force has encountered a number of challenges and uncertainties in applying for the draw down of the £2m funds currently held by local authorities. In some cases, the delayed release of funds has resulted in projects no longer being suitable for S106 funding, as the works were completed or had not been continued due to a lack of funding, such as Digital Kiosks.

12. The processes for the draw down of S106 funds varies across each local authority and is summarised as follows:

Blaby District Council

13. Blaby request a proposal to be sent detailing the projects the Force wish to finance through S106 which is matched with the proposed agreement. Once agreed in principal, an official draw down letter is sent by the Force (template supplied by Blaby), to reflect the exact wording of the S106, together with plans and tender documents, depending on the project. Once the project is complete in its entirety and available for use, relevant and related invoices are required to be sent to Blaby matching the value of the draw down request and only then will the funds be released to the Force. Funds are only released when the Force infrastructure projects are complete.

Hinckley & Bosworth Borough Council

14. Hinckley have supplied templates to draw down S106 funds held by them. These templates provide details of the request, what it will be spent on and how it will improve the police service due to the impact of the development. Some agreements require additional details. A number of templates are being completed by the Force in order to request the release of certain funds. Funds are normally released before Force expenditure is incurred, however, detailed information is required before released which can cause delays.

Harborough District Council

15. Harborough supply a table of S106 agreements which show the amount of police contribution they are holding. The Force requests funds to be drawn down and no information is required in relation to the projects the Force is funding. Once the Force has used the funds, copy invoices are sent to Harborough. The Force is in the process of arranging to draw down further funds. Funds are normally released before Force expenditure is incurred.

Charnwood Borough Council

16. Charnwood supply the templates to draw down funds held by them. The Force has completed and submitted these templates a number of times but some were rejected as Charnwood insist on funding projects which are not yet complete, but the Force was unaware of this at the time. In addition further information was required including queries around proportionality. Charnwood have recently agreed to fund the Front Enquiry Desk at Loughborough but funds will not be released until copy invoices are received. The Force has received £63,485 to date and the Force is currently working with Charnwood to secure funds for further projects. Funds are not released if the Force has already paid the related infrastructure costs as a consequence of the need to do so. The Force continues to challenge this. Funds are being released to support the costs of the Front Enquiry Office conversion at Loughborough NPA whilst the work is ongoing.

North West Leicestershire Borough Council

17. North West have an issue around proportionality and have not released any funds to the Force to date due to the Force apparently not demonstrating proportionality in any draw down requests. Following a recent meeting with the Planning team at North West, it has been agreed that the Force will

resubmit the same draw down requests, together with the same letter that was sent during summer 2020, detailing the projects being funded. In addition some qualitative data will be included and examples of incidents in the area which have seen a response from Force Assets. No funds have been released since 2013. It is currently unclear as to when and how funds will be released. Productive discussions have taken place between Force and North West staff to resolve this.

Melton Borough Council

18. Melton Borough Council notify the Force when they receive any Police Contributions and an invoice is raised by to draw down these funds. Once these funds have been spent, copy invoices are supplied. Funds are normally released before Force expenditure is incurred.

Oadby & Wigston Borough Council

19. Oadby & Wigston notify the Force when they receive any Police Contributions and give the option to raise an invoice or a direct transfer into the PCC/Force bank account. Funds are normally released before Force expenditure is incurred.

Rutland County Council

20. Rutland County Council notify the Force when they receive any Police Contributions and request a document containing full details of the proposed spend. This includes details of the capital expenditure / project, how the spend meets the need arising from the development and benefits of the spend. Funds are normally released before Force expenditure is incurred.

Leicester City Council

21. No CIL applications have been submitted at present.

Funds held by Developers

22. The balance of the £5.1m funds held by developers is usually subject to certain trigger points being achieved around the number of dwellings built. In some cases, this can span 15 to 20 years before trigger points are reached, or indeed may never be reached at all either intentionally or inadvertently, as is the case with the £0.6m referred to above.

Leicestershire Police Capital Programme

23. The capital programme sets out the requirements for future investment over the medium term in land and buildings, vehicle fleet and information technology. The programme is mainly funded through borrowing and a small Home Office capital grant.
24. The ongoing uncertainty around the release of S106 funds by local authorities prevents the inclusion of these funds in the Capital Programme as a guaranteed source of funding moving forward. Only when the funds are drawn down, are they included in the Programme. In some cases, the need to invest in infrastructure has occurred before the release of funds and the costs has been met by the PCC. The subsequent release of developer contributions is then dependent upon the approach taken by the specific local

authority as outlined above. This overall process is managed and monitored by a Force working group.

Implications

Financial : See report

Legal : See report

Equality Impact Assessment : None

Risks and Impact : None

Link to Police and Crime Plan : None

Communications : None

List of Appendices

Appendix A – S106 Agreements Summary

Background Papers

None.

Person to Contact

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S106 Agreements - as at 26/01/2021	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	NW Leics	Oadby & Wigston	Rutland
	£	£	£	£	£	£	£	£
Total Value of Agreements (includes indexed amount)*	1,820,882	3,948,188	526,098	1,420,396	135,569	984,089	240,885	110,176
Total Number of Agreements	21	22	13	11	4	18	4	9
<i>Amount Held by Local Authorities</i>	762,172	814,214	16,516	98,685	-	299,787	-	56,470
-Premises	285,122	533,738	10,787	20,735	-	116,385	-	-
-Equipment (includes ANPR, CCTV, IT)	468,028	196,103	4,742	6,338	-	38,490	-	56,470
-Vehicles	8,602	21,539	987	1,855	-	12,800	-	-
-Crime Prevention (Target Hardening)	420	360	-	13,200	-	21,478	-	-
-Policing requirements linked to development	-	-	-	22,856	-	-	-	-
-Policing in Area (can support capital expenditure)	-	62,474	-	33,702	-	66,238	-	-
-No Prescription	-	-	-	-	-	44,397	-	-
<i>Amount drawn down by Leicestershire Police</i>	492,579	-	463,355	98,225	130,319	74,351	187,729	29,959
<i>Amount not yet released to Local Authorities from developers</i>	29,297	3,133,974	46,227	1,201,039	5,250	609,951	53,156	23,746
<i>Amount that may not be released due to the development trigger point</i>	536,834	-	-	22,446	-	-	-	-
Total Value of Agreements	1,820,882	3,948,188	526,098	1,420,396	135,569	984,089	240,885	110,176
*indexed amount includes the original agreement amount plus interest earned by the Local Authority								

Totals
£
9,186,281
102
2,047,845
966,767
770,170
45,784
35,458
22,856
162,414
44,397
1,476,518
5,102,639
559,280
9,186,281

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	CHIEF CONSTABLE & POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME PLAN 2017-21
Date	THURSDAY 25 MARCH 2021 – 13:00 HRS
Author	SERGEANT SAM PERRY, SIMON DOWN & PAUL HINDSON

Purpose of Report

1. The purpose of this report is to highlight the progress made by the police and OPCC towards the Police and Crime Plan 2017-20 with a specific focus on the five “V”s:
 - Viable Partnerships
 - Visible Policing
 - Victim Services
 - Vulnerability Protection
 - Value for Money
2. The report identifies progress that is drawn from activity delivered by the police and OPCC but also delivered through the partnership work engaged in by both organisations. The format for each of the Vs focusses initially on the strategic intentions and successes of the PCC, followed by the detailed analysis of police contributions and a summary of the indicators of successful outcomes.

Recommendation

3. The Police and Crime Panel is asked to note the contents of this report.

Background

4. **Viable Partnerships** - *“Viable Partnerships sought to enhance the network of partners with whom my office and I engage to capture the views of more individuals and local groups. This will give me a broader and more representative range of opinions. Facilitate more opportunities for disengaged and disadvantaged groups to engage with the Office of the Police and Crime Commissioner (OPCC). Provide a commitment from myself and my office to work productively, openly and transparently with LLR Local Authorities alongside the Community Safety Partnerships, Health Services and Fire and Rescue and the Police. Provide opportunities for all partners to be shaping the future of ‘policing’ across LLR”.*
5. Partnership is at the heart of the PCC’s plan and all of his major initiatives throughout the duration of the plan have been partnership led. For instance nearly all of his funding commitments are co-commissioned with other local commissioning bodies, including services to address domestic abuse, substance misuse, integrated offender

management and suicide prevention. On top of this the PCC continues to fund all of the community safety partnerships across the region, in contrast to the reductions introduced within most other PCC areas.

6. The PCC chairs the Strategic Partnership Board (SPB), which brings together all of the major public services across the region with a specific focus on delivering reductions in harmful behaviour. The work of SPB is enabled through a network of sub-groups, which are referred to in more detail below.
7. The PCC also leads the East Midlands Criminal Justice Board (EMCJB) which enables him to provide leadership for the criminal justice system (CJS) as a whole. The EMCJB has a challenging agenda to modernise the processes operating across the system, to maximise the role of victims and witnesses throughout the system and to ensure reductions in re-offending. In relation to the latter, the PCC has recently established a regional re-offending reduction board in collaboration with the probation service. The most challenging current issue facing the CJS is the impact of COVID, which has negatively impacted the throughput of cases within the CJS. To address this the PCC has developed a multi-agency COVID recovery plan aimed at increasing and modernising the capacity of the system, particularly in relation to court sentencing.
8. Along with his colleague PCCs, the PCC jointly chairs the body overseeing the collaboration of police services across the East Midlands. These are partnerships with other PCCs and police services that offer enhanced protection to our communities by operating across geographical boundaries, deploying specialist equipment and techniques beyond the reach of individual police services and/or achieving savings by operating at a larger scale.
9. The Force has successfully supported partnerships through the Chief Constable's participation in the Strategic Partnership Board (SPB) Executive, which is chaired by the PCC. The SPB successfully reduced bureaucracy through the reframing of governance structures and establishing the Strategic Information Management Group, Vulnerability Executive (chaired by ACC Sandall), Strategic Offender Management and MAPP Board and finally the People and Place Board, which is being replaced by a realignment with the Senior Officer Group. The SPB strengthened links between boards and Community Safety Partnerships by ensuring regular meeting structures with elected representatives and Community Safety Managers, enabling issues and themes to be shared.
10. ACC Debenham joined the Senior Officer Group, which includes representatives from the OPCC and now includes Leicester City and Rutland's community safety teams which allows for one location to share good practice, develop approaches to threats and provide consistent approaches.
11. The People and Place/Prevention Board has successfully developed People Zones currently in designated areas of Coalville, Leicester and Loughborough which were highlighted as areas with significant demands and community networks, ensuring there is sufficient local resilience within key locations and appropriate multiagency collaboration to deal with locally identified issues.
12. The Head of Corporate Communications, LPD senior leaders, NPA Commanders and a cross section of stakeholders from around the Force attend a monthly Communications and Engagement meeting. This meeting seeks to increase public confidence through setting the direction for community consultation, to inform, advise and evaluate Force level campaigns and to improve the quality of public messaging ensuring they are professional and coordinated. This has created a consistent approach to

communicating with partners and the public across the LLR and has greatly expanded the reach of police e.g. through Neighbourhood Link, which now has 25,000 participants, and similar channels.

13. A community safety agreement developed by Leicestershire County Council and districts has been expanded to include Leicester City and Rutland's plans showing clearly on one page the links to the PCC Plans, Police Strategic Priorities and emerging national themes.
14. A Neighbourhood Policing Board was formed to provide strategic oversight and direction for Neighbourhood Policing and problem solving, further demonstrating the Force commitment to ensuring that Neighbourhood Policing is strengthened. The Force also produced a 'Leicestershire Neighbourhood Policing Practitioners Guide' which takes strategy and translates it into role relevant activity which sets clear expectations for NPA staff and includes "live" calendar that covers prioritisation for local threats and is informed by community engagement.
15. The introduction of a new Target Operating Model in March 2020 was designed to enhance neighbourhood policing and has resulted in more police officers and PCSOs operating from local areas and being more directly connected with local communities. This has been reinforced by the PCC's funding of additional police officers in each year of his term.
16. The Force has provided 242,914 hours of time through Special Constables, which is an average over 48,000 hours a year.
17. Investment into the Police Cadets has seen a growth with an increase of 30% more Cadets to date than in 2017, which equates to a current total of 294 in February 2021.
18. Police Volunteers have also expanded with an increase to 273 volunteers in February 2021, the highest since 2017 and representing a growth of 14%. Volunteers have contributed 71,576 hours supporting the Force since 2017.
19. 2020 saw a once in a generation international pandemic sweep around the world. The Force took an active role in the response to Covid-19 through the Local Resilience Forum Executive, chaired by the Chief Constable who also supports the LRF national forum. The Deputy Chief Constable took the role of strategic co-ordinating chair and the Assistant Chief Constables have been active members of the SCGs and various recovery groups throughout the duration. This has been in addition to working in partnership to response to Brexit and winter planning.
20. **Visible Policing** - *"Visible Policing sought to maintain and if possible increase resources for local Neighbourhood Policing Teams. Focus on crime prevention to reduce the number of people needing to use reactive police services or entering the Criminal Justice System (CJS). Develop new channels via the internet and other information technologies to enable easy and timely access to police services for as many people as possible. Ensure there are new and innovative ways for the public to provide information relating to crime and public safety and that the views of the public continue to be sought and reflected in the development of these new services"*.
21. The PCC's strong belief in community based policing emphasises the importance of visibility. The underlying assumption within the plan is that visibility will be perceived by the public as the ease of access to a policing resource. In modern times this encompasses access to a policing resource via digital channels such as social media,

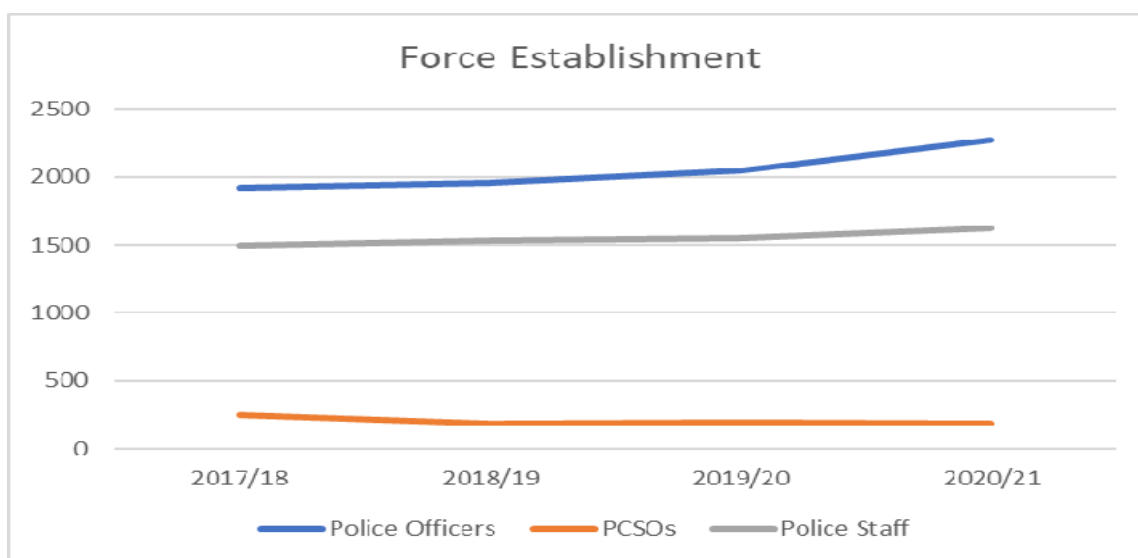
as much as it does to direct physical access. It also includes access to information relevant to policing.

22. In line with this expectation the PCC conducts his own role in a highly visible manner. Throughout his term he has embarked on public facing engagement on a regular basis. These have included regular “What Matters to You” events wherein the PCC and the Chief Constable meet with members of the public in high footfall areas of LLR. On top of this the PCC engages with local communities directly through regular, highly visible patchwalks, which have been scheduled to cover as many districts of LLR as possible. These are highly informal engagement opportunities that have generated lots of interaction with members of the public and local representatives. They have included events responding to specific incidents, such as the patchwalk conducted following events in a local traveller site. In addition the PCC has completed numerous other public meetings and engagements ranging from meeting in local community centres to presentations to local academic bodies. The frequency of these interactions has been reported on since the development of the OPCC Performance Report.
23. Obviously COVID has impacted on the PCC’s ability to conduct direct face to face events and the digital platforms within the OPCC needed adapting to accommodate the option for digital engagement. These have now been put in place through Microsoft Teams events and Facebook Live and have received significant audiences and positive feedback.
24. Visibility comes in many forms, from proactive targeted patrols, neighbourhood patrols and consultations along with visibility on alternative platforms such as social media and the internet. The Force has implemented many significant changes and implemented innovative technological improvements to support Visible Policing.
25. All frontline Police Officers now have Body Worn Video (BWV) personally issued. BWVs have been enhanced through the implementation of the Digital Evidence Management System (DEMS) which efficiently enables officers to produce evidential footage.
26. The creation of a Drone Unit has led to a reduction in the reliance and use of NPAS. Importantly the 24/7 drone deployment capability enables large area searches to be progressed quickly with reduced officer abstractions from core roles in the neighbourhood.
27. Frontline officers have been issued with agile technology which maximises their time in communities and allows for prompt investigations, evidence recovery and appropriate outcomes. This has come through the issuing of hardware such as laptops, blackberries and suitably equipped vehicles complimented by the introduction of new software such as Pronto, Niche, Office 365, Teams and Evidence Works Client.
28. The Force website has been updated and not only gives a wide range of information to help the public resolve their queries, it offers direct incident and crime reporting. The public are able to contact us and report crime via direct email and through social media platforms Facebook and Twitter. The introduction of the Single Online Home platform has allowed for consistent and resilient online reporting of crime, ASB and Covid-19 related incidents. Self-service functionality direct to a department or individual has stabilised 23% of the incoming call volume, enabling the public to reach the service they need via a more direct route. A digital desk has been created in CMD to manage online demand and the digital hub has been created for assisting in dealing with online crime and improved digital investigation techniques.

29. The Force has upgraded 'Neighbourhood Link' software to the latest version and invested significant time in promoting its use. Neighbourhood Link enables officers and staff to target and share key information linked to local concerns, disseminate crime prevention advice, advertise Force campaigns, produce witness/CCTV appeals and conduct local engagement events. Additionally, it allows the Force to conduct bespoke targeted surveys based. The associated use of Mosaic and Origins data has allowed the Force a level of detailed mapping to understand what communities live where, how they are most likely to interact with us and where we have gaps in our coverage. This investment has seen a significant growth in users which is now up to 25,000 across the LLR.
30. Recognising the rural expanse and associated challenges of visible policing across many areas in the LLR the Force has also invested and improved upon Rural Policing through the creation of a Rural Crime Delivery Team, delivered Rural Watch events, adapted Rural Crime workshops, trained Heritage Crime volunteers and proactively policed hunting events and associated criminality through Operation Blackthorn.
31. The Force has established a Communications and Engagement Directorate, which has:
- Introduced a new "show not tell" approach to increase social media engagement;
 - Restructured social media accounts to strengthen accountability/impact;
 - Launched an "inside out" approach to internal communications;
 - Adapted media work to show more of Leicestershire "behind the scenes";
 - Rolled out a revised communications training programme to improve quality, consistency and impact, in particular through social media;
 - Devised and updated multi-media campaigns with new evaluation, prioritisation and measurements;
 - Brought in new ways to connect with specific audiences, e.g. Facebook Live and targeted paid-for content;
 - Procured a new media monitoring and targeting platform to evaluate more effectively the impact, reach and visibility of media services work;
 - Recruited a digital marketer and a recruitment marketer for providing enhanced commercial acumen and experience in our campaigns;
 - Developed an on-line community focussed hate survey to understand local barriers to reporting; and
 - Reached over 333.4 million people through a varied communications strategy and investment in technological solutions.
32. Identifying that being more accessible means greater visibility, the Force has:
- Appointed an Autism SPOC;
 - Trained Dementia Friends and promoted the Herbert Protocol;
 - Completed disability access audits, ensuring all public spaces are fully accessible;
 - All front office enquiry desks now have a customer care kit;
 - Provision of key messages in easy read formats and multi-lingual;
 - Translation services both face to face and telephone;
 - Upgraded the Force website to be more accessible with colour contrasts, magnification and speech software;
 - Delivered a disability communication and awareness campaigns for officers; and
 - Improved accessibility services in custody through expanding diverse reading material, providing autism awareness literature, multi-lingual leaflets and translation services.

33. Visibility has also come through growth in numbers. As evidenced in the chart below, the Force has grown in both police officers and members of staff since 2017:

	Headcount	
	2017	2021
Officers	1,919	2,271 (+18%)
PCSO	249	188 (-24%)
Staff	1,499	1,623 (+8)
Total	3,667	4,082 (+11%)



34. The PCSO numbers are increasing through an active recruitment drive after many have successfully progressed to becoming officers.

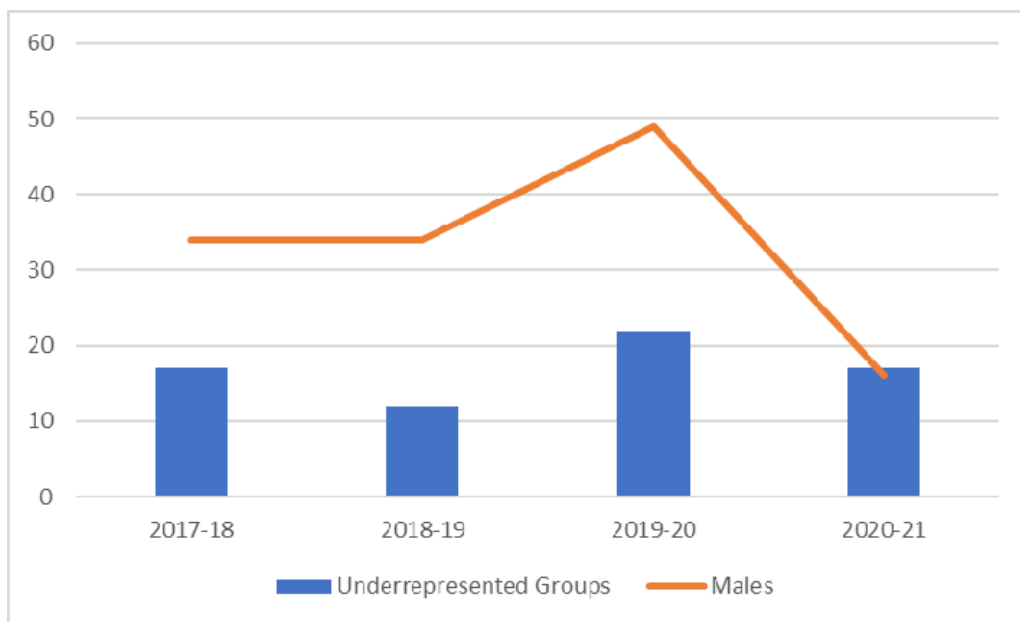
35. The growth in officers has been intertwined with the launch of a new Target Operating Model resulting in extra officers deployed into various teams across the Force including sixty additional response officers, eight additional Designated Neighbourhood Officers, twelve additional locally based Detectives, thirty-nine more Sergeants and an additional Neighbourhood Inspector.

36. Diversity representation across resources, roles and seniority has been central to workforce planning. The Force has taken a multi-faceted approach through engagement, recruitment, development, support and retention which has resulted in:

- The Police Constable Degree Apprenticeship (PCDA) scheme within the Team Leicestershire Academy funding the `Future Inclusive Leicester Leaders` Cadet bursary to support people from under-represented groups/socio-economic backgrounds to continue their studies and to meet the entry requirements for PCDA;
- Partnering of HR and Equality Unit to support positive action recruitment marketing;
- Targeted recruitment campaigns in underrepresented areas and supporting candidates through the creation of recruitment workshops;

- Supporting eight active internal networks through unified governance structures;
- Establishing the Positive Action Programme for BAME groups;
- Introduced Faith Forums and Police Pairings within the community;
- Established Courageous Conversation forums;
- Holding inclusive KIT day events;
- Appointment of a Continuous Improvement Officer to look at issues associated with lower confidence level linked with the black community;
- Appointment of a second Positive Action Officer post which will actively increase engagement to champion Leicestershire Police as a career choice for BAME candidates;
- Appointment of dyslexia assessors; and
- Unconscious bias training has become compulsory for PSD investigators, HR, grievance handlers and the job evaluation panel.

37. Between 2017 and 2021 the positive, determined and committed work to improve the breadth of diversity across the Force has resulted in a consistent average of over fifty percent of new police officer and PCSO recruits coming from underrepresented groups. This is found to be even higher when it comes to police staff. But recruitment has not been the only focus, so has the support, nurturing and development of diverse talent, which has resulted in the closing of the gap for underrepresented groups for police officer promotions across all ranks between 2017 and 2020:



38. Measuring the impact of visibility is a difficult task, but the most effective measure is probably the satisfaction rates that are reported on in the police performance report before the Panel today. Each of the satisfaction rates has seen an increase over the most recent quarter and satisfaction levels have been improving ever since the new target operating model was introduced.

39. The PCC also conducts surveys to get the views of the public on issues such as visibility. The latest survey was conducted in collaboration with all the community safety partnerships and attracted around 3,500 responses. Clearly this was not a representative sample and probably attracted disproportionately high responses from those individuals with specific issues. Nevertheless it does highlight a large majority

expressing satisfaction with the police, but with some issues to address in specific communities surrounding visibility, all of which will be followed up.

Victim Services - *“Victim Services sought to prioritise a Victims Strategy to give further improved services, increasing satisfaction and demonstrating my commitment to this area of work. Review victim’s services to ensure they receive the best possible service, through robust mechanisms focused on the individual. An integral element of this review will include feedback from victims on the service they have received thereby providing a benchmark for future levels of satisfaction. Work more closely with victim groups and individuals to ensure I capture their experiences and understanding when commissioning services. Ensure that support for victims is incorporated into our core business as an integral part of our delivery and not a standalone item. Ensure that the diverse nature of victims is supported by the service in place including the young, the old and all the diverse groups in LLR”.*

40. The commitment to victims’ services is clearly a central plank of the Police and Crime Plan. As the commissioner of the generic victims’ services, branded Victim First, the PCC has enhanced the service in a number of ways over the past four years. This has included the complete re-specification and recommissioning of the service informed by the latest research on effective services for victims and from feedback provided by local service users. The service improvements achieved through re-specification have included:
 - a. A presence within each neighbourhood policing area
 - b. Specialist provision for child victims
 - c. Secure webchat provision via an enhanced website
41. As mentioned in the viable partnership section, the PCC is working on a regional basis to improve CJS services generally. This includes regional initiatives that focus on victims and witnesses. One aspect of the regional improvement is to implement an enhanced Victims’ Code of Practice (VCOP) that the regional board oversees progress against. This work is still in progress and the enhanced VCOP is still being implemented, but the drive being led by the regional board is improving levels of compliance across all participating agencies.
42. In addition to this the regional board also oversees a workstream entitled Better Case Management, which establishes enhanced expectations for how victims and witnesses are supported throughout the court process, particularly ensuring their safety within the court setting and pre-trial familiarisation with court processes. The Better Case Management workstream is on track and meeting required milestones.
43. Finally the impact of COVID on victims and witnesses has been considerable and is likely to be felt for some time to come. At the present time we have not seen any significant spike in incidents of domestic abuse for instance, but the PCC has taken early action to anticipate likely victims’ pressures by funding £200,000 work of additional services, particularly around domestic abuse and support for individuals seeking refuge. These services were generated at very short notice at the very start of the pandemic. More recently the PCC has funded a further £200,000 worth of grants, from an application to the Ministry of Justice to sustain local services supporting victims of sexual violence and domestic abuse.
44. The Force has continually improved victim satisfaction and learnt from feedback. This is evidenced in the following table, which highlights improvements made across all areas since 2017:

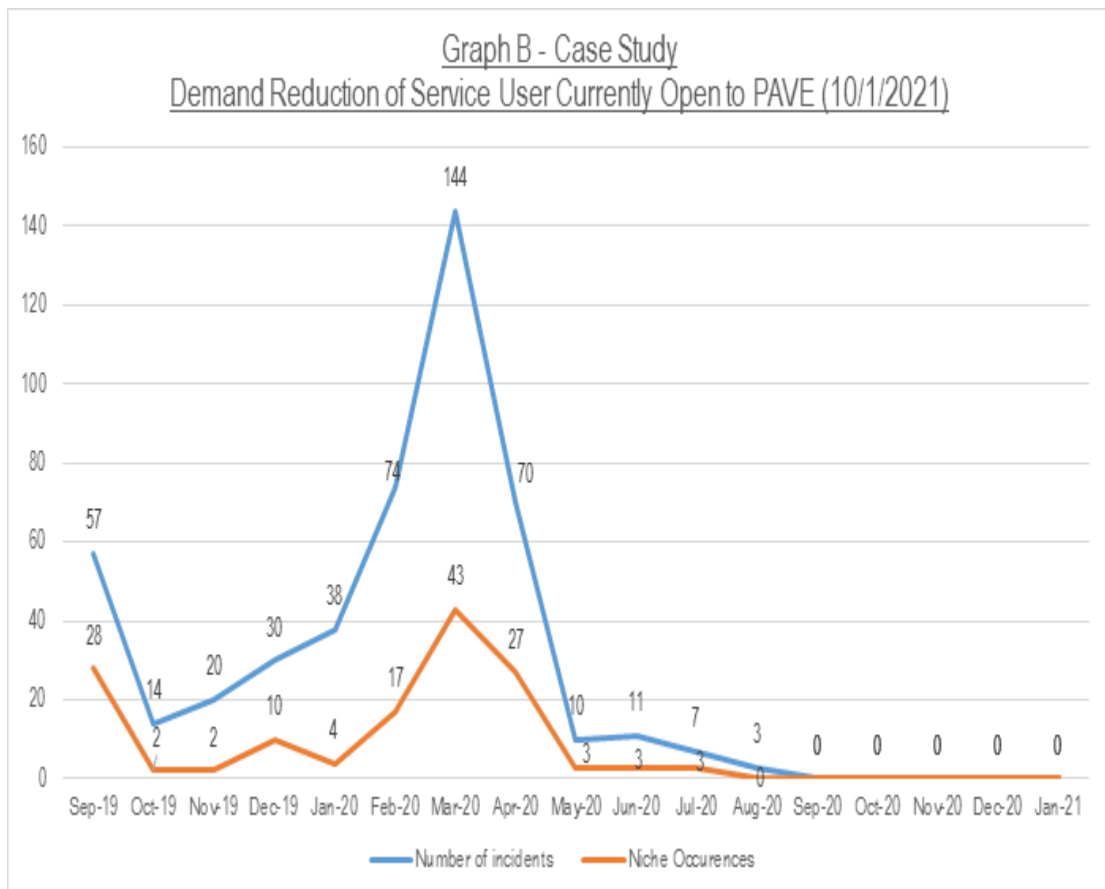
	Nov 16 – Jan 17	Nov 20 – Jan 21	+ / -
All Users	80.3%	88.0%	+7.7%
Burglary	82.8%	92.6%	+9.8%
Violent Crime	77.8%	83.3%	+5.5%
ASB	72.4%	78.1%	+5.7%
Hate Crime	60.0%	81.8%	+21.8%

45. Victim satisfaction is inherently connected to compliance with the Victim Code of Practice, which the Force has seen embedded in Niche and supported through the delivery of regular focussed training to frontline staff. Effective compliance monitoring measures have been recently introduced and will soon enable the Force to accurately produce usable data to continue adherence to the Code and support victims.
46. Vulnerable Victims and Modern Slavery training has evolved and improved across the Force, with officers now submitting more notifications through the National Referral Mechanism than ever before. This is particularly significant when supporting victims committing crime through compulsion and affording them earlier identification and protection during the Criminal Justice journey.
47. The Juniper Lodge Sexual Assault Referral Centre (SARC) has seen continual investment from the Force. A new forensic medical provider has resulted in a nurse led model that focusses on victim welfare alongside evidence recovery. Crisis Workers have also expanded their capability for victims and now give a 24/7 cover. The SARC and Signal Department have also routinely undertaken campaigns to support victims and encourage reporting.
48. Anti-Social Behaviour (ASB) has been targeted by the Force through the development of an ASB “What Works” website offering signposting, advice and diversion projects. There has been the establishment of an ASB lead within the Crown Prosecution Service to improve Criminal Justice outcomes. Young persons have also been reached through a new officer and youth worker toolkit offering training packages, videos and support notes.
49. The Force has implemented measures to screen non-attended incidents for hate offences, repeated victims and to identify vulnerabilities. Supported through onward referrals and close partnership working, ensuring callers are not left without the help they need.
50. The Force has supported the Victim First service to improve technology and implement a web site that provides web chat and assistance features to improve the service to victims through their preferred channel. This is complimented with the commissioning of Victim First services working in NPAs to forge links and improve service delivery. During inspection the HMICFRS has stated that *“the force offers a good service to victims and prioritises their needs”*.
51. In terms of the impact that these measures have had on the lives of victims within LLR, the easiest way to measure this is via the performance of Victim First. The new contract with Victim First has been operating since August 2018 and this was clearly an enhanced level of service compared to the previous contract. At this point in time Victim First’s level of compliance with contractual requirements is excellent, as demonstrated below by victim outcome figures for the 2020 calendar year:

- a. 100% of victims felt that the support they received helped them to better cope with the situation and move forward in their life.
 - b. 99% felt the support they received improved their health and wellbeing
 - c. 99% felt the support they received increased their feelings of safety
52. **Vulnerability Protection** - *“Vulnerability Protection sought to work closely with partners to offer an appropriate service to vulnerable members of society supported by a range of contact channels. Continue and further develop work to encourage better understanding of ‘hidden crime’ with a view to the reporting of this crime becoming less suppressed. Provide a commitment to work with the Chief Constable to tackle knife crime. Adopt a zero-tolerance approach to the supply of Class A drugs across the whole area. Work closely with Health Partners to ensure that the challenges of turning the Crisis Care Concordat into an operational reality are fully met. Develop and improve the ‘101’ non-emergency telephone contact number to act as a gateway to better and wider ranging advice services”.*
53. As is demonstrated below, Leicestershire Police has really grasped the expectations in the Police and Crime Plan surrounding vulnerable people and has delivered a number of changes to enhance the protection of the vulnerable. The PCC’s role has primarily been focussed on developing and implementing strategy, building partnerships and funding initiatives to enhance protection and build resilience to harm. The following examples highlight the effectiveness of this approach.
54. As mentioned above, the PCC chairs the Strategic Partnership Board (SPB) whose remit is to prevent harmful behaviours that primarily threaten vulnerable individuals. It does by focussing on specific behaviours and developing improvements in the system wide management of the inter-agency services that address the specific behaviour. An example of how it does this can be seen in the work on missing children. SPB undertook an in depth analysis of the prevalence of incidents of missing children and the effectiveness of current services. It found that an excellent network of inter-agency services is in place to address missing episodes. But it also found that the existing services are focussed on responding to the issue once established, rather than preventing the issue arising in the first place. SPB Exec therefore generated proposals for the improvement of services to reduce prevalence over time, recognising the strong links that exist between missing episodes and instances of child sexual and criminal exploitation. The improvements are now being managed and monitored by the Vulnerability Executive.
55. SPB is currently working on a number of similar analyses focussing on specific harmful behaviours and addressing the longer term causes of those behaviours. For instance the next one scheduled for consideration at SPB Executive, focusses on harmful behaviours arising from substance misuse. Vulnerability protection is a theme within each and every analysis.
56. One of the risk factors underpinning every single one of the harmful behaviours is that of childhood trauma and SPB Executive has completed an in depth analysis of the underlying research on childhood trauma and LLR’s level of preparedness for addressing it. This has triggered the development of an interagency strategy to build a more system wide approach to childhood trauma, which will have long term benefits in reducing vulnerability.
57. One of the most significant areas of vulnerability surrounds mental ill health. The Police and Crime Plan recognises the connection between unresolved mental ill-health and crime. To address that the PCC commissioned the development of a Proactive Vulnerability Team (PAVE). PAVE focusses on police incidents with a mental health

connection and works with individuals to resolve the issues driving their personal distress. Each case is analysed to assess the volume of incidents pre and post intervention and demonstrates substantial reductions in crisis based demands for service. As well as helping to relieve personal distress this service also provides considerable reductions in cost, as measured by reduced volumes in service demand. For example the following case study highlights the benefits:

58. A service user who was assessed as untreatable from a mental health perspective, but drove high demand on emergency services, particularly around substance misuse and the police, was referred to PAVE in early 2020. The engagement with PAVE resulted in a reduction in his demand for services, but also significantly reduced crime in the local area. From September 2020 there have been no reported incidents by the individual and no known reports by other residents relating to the individual during this period and the service user is currently looking towards discharge.



59. The OPCC has also delivered the programme: Violence against Women and Girls, which sought to achieve a step change in the way services responded to risks of domestic abuse. The programme has been completed successfully and its legacy has changed the way in which agencies manage vulnerability around domestic abuse. For example the Multi-Agency Risk Assessment Conference (MARAC) has moved from a monthly to a daily arrangement and, with funding from the PCC, now provides an instant response to situations of domestic vulnerability. In relation to this the PCC has continued to sponsor Operation Encompass to ensure that schoolchildren are protected from the impact of domestic abuse by ensuring information sharing between criminal justice agencies and schools, which then provide an appropriately sensitive response to distressed children.

60. The Police and Crime Plan recognised the complexity of vulnerability and the need to provide a simple multi-agency response at times of crisis. In the initial stages this was configured as the creation of a unified 101 service comprising a multi-agency response to non-emergency calls. Such a service could not be established on the existing single agency national platforms for responding to callers in distress. However, the overlap of most significance lies at the interface between mental health and police response services. In relation to that the local mental health provider, Leicestershire Partnership Trust (LPT), has now established the Central Access Point for all calls relating to mental health distress and this has achieved the same outcome: calls for service to the police can now be redirected to an appropriate mental health resource, with the backup of a newly established Urgent Care Centre to support individuals needing immediate attention, as well as enhanced arrangements for individuals needing a place of safety. This has been supported by Leicestershire Police's Most Appropriate Agency Programme as well as by police and OPCC engagement in the Mental Health Partnership Board and by direct engagement between police/OPCC and LPT to ensure the effectiveness of the arrangements.
61. The HMICFRS has assessed the Force as "Good" at protecting vulnerable people. The Inspectorate has stated that the Force *"has strong relationships with other organisations working with those in need and a well-established training programme"*.
62. The Force has established the Violent Complex Crime Unit (VCCU) to align the investigation and preventative developments and interventions. This has seen commitments to reducing knife related crime by partnership working and diversionary support. Examples such as the #livesnotknives campaign, the Slice of Reality campaign and the interactive Knife Crime area at Warning Zones. Embedding and developing the PEER educator scheme within Knife Crime Prevention has also been completed.
63. The Force has delivered the CARA (Conditional Cautions and Relationship Abuse) programme which aims to challenge perpetrators' domestic abuse behaviour and seeks to change behavioural attitudes through utilising this outcome to support Community Resolutions and help those who need it. To date there have been over one hundred referrals to CARA.
64. The Force has led on regional changes to the Domestic Violence Protection Notice (DVPN) process through the creation of a more streamlined application process, increased training and the production of new guidance. Since launch of the new improvements the Force has seen an average increase in the number of DVPNs issued per month by 53%, safeguarding more victims of domestic abuse than before and supporting partner agencies the opportunity to engage and prevent further abuse.
65. The hate crime perpetrator programme has been launched for those dealt with by the Force by community resolution.
66. A multi-agency IOM/MOSOVO prison tracking team has gone live, monitoring and interacting with offenders and undertaking the preparation of prison release plans for the onward management of offenders. Engagement work with the Probation Service and local partners has allowed for improved management of risk to victims, restorative measures to be progressed, rehabilitation of offenders and reductions in future victims.
67. The Mental Health Triage car proactively attends incidents and works with the PAVE Team to undertake a problem-solving approach to mental health incidents.

68. A Child Criminal Exploitation team has been formed, consisting of a combination of Police, Social Services and Healthcare specialists. The team focusses on extremely vulnerable children who are being coerced, exploited, controlled, manipulated or deceived into criminality and they undertake a multi-agency approach to intervene and support the child whilst enforcing against the perpetrators. There have been over 35,000 Vulnerable children identified and safeguarded by a partnership approach through the Child Referral Team since 2017.
69. County Lines criminality has been targeted through enhanced training by the Modern Slavery and Human Trafficking Regional Co-ordinator to staff involved in enforcement, prevention and diversion (EMSOU, FIB, NPA & PRT). County Lines disruption has also been successful through Operation Lionheart, which saw 116 arrests, 48 individuals sent to prison serving a combined total of over 130 years. 31 individuals received suspended sentences, 47 people were safeguarded through safeguarding referrals, 6 youths received referral orders and 455 positive outcomes were achieved.
70. 'LLR Modern Slavery Action Group' has been formed to share tactical information, training/awareness to act together.
71. The Force has gone to great lengths to expose hidden crime and ensure recording processes are compliant with the National Crime Recording Standards. This has resulted in more victims being identified, safeguarded and provided with access to Victim First. The Force has achieved this by:
- Creating a crime bureau so more crime reports are recorded as soon as enough information exists to do so;
 - Introduced call-handling quality assurance processes that include checking compliance with the National Crime Recording Standards;
 - Created an incident review team to quality assure incidents and identify actions to address unrecorded crime reports;
 - Redefined the Crime Registrar responsibilities;
 - Increased the number of Designated Decision Makers (DDMs) and implemented a new review process for the previous 24 hours' non-crime domestic abuse and vulnerable victim reports, rape reports and incidents opened as a sexual offence to check for unrecorded reports of crime;
 - Set up a crime data integrity helpline so that officers and staff can call for real time advice; and
 - Introduced a crime data integrity delivery plan.
72. The Force introduced the first Force Management Statement and revised the Force planning cycle to ensure all departments have an enhanced focus on identifying and managing risk.
73. The Force has obtained its first Serious Crime Prevention Order (SCPO), issued by the Courts upon conviction its designed to provide long term disruption upon release for another, this is against a number of individuals of organised crime groups committing high value commercial burglaries.

74. Following the success of Kayleigh’s love story the Force has led a collaboration with three other forces in making ***Breck’s Last Game***. The three-minute film tells the true story of how Surrey teenager Breck Bednar was groomed online through a gaming site run by an older youth, Lewis Daynes. It has now been viewed almost 1.7 million times around the world.
75. In November 2018 a short film produced by the Force about a fictional rape and has won a prestigious award from the Royal Television Society (RTS). The film, produced as part of the All is Not Lost campaign last year, received the Gold Award in the Best Production Craft category in the annual RTS awards. The film had also been shortlisted as a finalist in the Best Short film category. It also won a Silver award in the international Lovies awards.
76. The Lighthouse was officially opened in September 2018, providing a dedicated evidence centre for children who have been the victim or witnesses of crime.
77. Fraud Vulnerability Officer and Fraud Safeguarding PCSOs have been introduced and work with teams across the Force, in particular the Cyber Prevent and Cyber Protect officers in the Digital Hub, to proactively prevent fraud offences. They work in collaboration with a range of agencies and organisations to identify and safeguard potential victims.
78. Assessing long term impact of measures to address vulnerability is a difficult exercise. By its nature vulnerability is often hidden and therefore unreported. Therefore increased reporting is often an indication of enhanced effectiveness. Increased reporting has been particularly successful in the area of hate crime and in relation to stalking and harassment, which have seen substantial recent increases.
79. Effective outcomes can be identified most appropriately through the achievements of services commissioned by the OPCC. Two organisations specifically focussed on vulnerability are the UAVA services that address domestic abuse and the substance misuse service provided by Turning Point. The following performance measures from the latest available data provide an indication of achievements in the area of vulnerability.
- a. 84% of UAVA service users experiencing a reduction in domestic violence
 - b. 80% of UAVA service users experiencing reduced psychological distress
 - c. 79% of UAVA service users experiencing improved health and wellbeing
 - d. 38.7% of alcohol & non-opiate users (criminal justice cohort) completing treatment (national average 30.7%)
 - e. 41.6% of alcohol only users (criminal justice cohort) completing treatment (national average 37.1%)
 - f. 47.8% of non-opiate only users (criminal justice cohort) completing treatment (national average 34.2%)
 - g. 6.7% of opiate only users (criminal justice cohort) completing treatment (national average 3.1%)
80. **Value for Money** - *“Value for Money sought to be more responsive, reflecting changes in budget demand as issues arise. Provide support to groups and projects outside policing who have better knowledge and reach within our hard to reach and hard to engage communities. Focus on the most effective use of public funds whilst being cautious and challenging around private outsourcing proposals to ensure that my principles around added social value are adhered to. I am committed to protecting frontline policing. Revisit the Budget, Grants and Commissioning arrangements to*

ensure greater effectiveness, clarity and simplicity in the way they operate. Have regard to the economic, social and environmental well-being of local communities and how this can be improved through procurement and the supply chain”.

81. One of the key objectives of the Police and Crime Plan has been to build up policing resources to the levels they were pre-austerity. This has resulted in increases in police officer numbers in each of the PCC budgets to the extent that the PCC has now established a pipeline to pre-austerity levels of police officers. This has been achieved whilst maintaining levels of efficiency as is detailed below.
82. At the same time the PCC has reduced the proportionate spending of the overall budget on the OPCC which is now well under 3% from a starting level of around 4%. This has been achieved despite substantial increases in successful applications for external funding over the past three years from a starting point of around £100k to the current level of around £3.6m for 2021/22 – around three times more than the total cost of the office. All of the income generated through the OPCC is for the benefit of the whole community of LLR and is used to commission services to achieve the objectives of the Police and Crime Plan: none of it is for the benefit of the office. The detail of the funding generated by the OPCC was outlined in the budget report presented to the Panel in January 2021.
83. To date the Force has made over £37m in savings from back office, non-people costs.
84. The Force has adopted an Enterprise Architecture (EA) approach which links to other strategic planning activities for assessing and understanding, demand, capacity, capability and performance. EA results in better informed decisions regarding priorities and evaluate when and where to invest time, money and resources to match against key strategic priorities. A strategy on a page (SOAP) has been developed that links strategic objectives to business outcomes that are delivered by projects that identify the required technology to deliver the outcomes.
85. The Force has a greater number of officers per 1000 local population compared with the MSG. Based on frontline officers, the Force is ranked third nationally and first within its MSG for the number of crimes/outcomes per officer. The Force is also in the top ten nationally based on crimes where the suspect has been identified and positive action has been taken.
86. Over the last four years the Force has had an increase in crimes/outcomes per officer by 82% when comparing 2015/16 to 2018/19, which is considerably greater than the average increase nationally and within the most similar forces which have only seen increases of 49% and 55% respectively.
87. The Force has seen a 2% reduction in core grant funding since 2012, estimated by the National Audit Office to be a real term reduction of 30% between 2011-19. However, for total costs per head of population Leicestershire remains below the ‘national’ average at £189 per head and ranking below average for non-employment costs in our MSG. Despite these challenges the Force has continued to police a high level of demand through the continually increasing population.
88. The Force continues to provide good value and can be considered ‘lean’ in terms of costs associated with support functions. Leicestershire is ranked fifth lowest in this area nationally and third lowest out of the MSG.
89. The Force is particularly economical by remaining in the lowest five nationally for expenditure on finance, fleet, estates and training. It has the third highest Reimbursed

Income from police collaborations per head of population due to the Force being the lead for a number of regional jointly controlled operations. The Force is also the second highest out of the MSG for the proportion of staff involved in collaborations.

90. Self-service is further improved with the introduction of an improved payroll service and the National Uniform Management Systems (NUMS).
91. The Force has developed an “Invest to Save” budget completing energy conservation projects such as automatic LED lighting, boiler improvements and increased insulation have taken place. Furthermore, the estates structure has invested in:
 - Full refurbishment of Beaumont Leys;
 - Close and terminated the lease on the Tigers annexe;
 - Created a Dedicated Intelligence Hub;
 - Refurbished the Command Suite in Admin 1;
 - Hinckley Road replacement;
 - Extension to Force gym and changing rooms;
 - New Evidential & Archive Property Store and closed down area stores;
 - Refurbishment of the Lighthouse;
 - CMD improvements to locker rooms, kitchen and offices;
 - SOCO changing rooms refurbishment;
 - Demolition of Wigston and Melton custody suites; and
 - Completed works and leased out space to EMAS at Market Harborough.
92. The Force has also secured value through the procurement of an external Custody Detention Officer provider which in turn has contributed to the Visible Policing objective. The uplift of Detention Officers will enable the Force to realise approximately 6,355 hours of Police Officer time by releasing officers from custody commitments and back to core responsibilities, equating up to £153,918 per year and a contract saving of over £1.2m against an internal provision.
93. The HMICFRS has inspected the Force and seen improvements to the point where the Force has been found to be assessed as “Good” across efficiency, effectiveness and legitimacy. The HMICFRS has stated that the Force is “*good in the efficient way it operates and provides sustainable services to the public*”. Further assessment highlighted that “*The force has also invested in technology to improve its efficiency...and...plans well for the future*”.

Implications

Financial:	None
Legal:	None
Equality Impact Assessment:	None
Risks and Impact:	None
Link to Police and Crime Plan:	Yes
Communications:	None

List of Appendices

Not applicable.

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	OPCC PERFORMANCE REPORT – QUARTER 3 (1 October 2020 – 31 December 2020)
Date	THURSDAY 25 MARCH 2021 – 13:00 HRS
Author	CLARE HAGIOANNU, PERFORMANCE ANALYST 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 3 20/21 (1 October 2020 to 31 December 2020).

Recommendation

2. The Panel is asked to consider the report and raise any relevant questions.

Background

3. The OPCC is constantly developing the report, introducing more indicators with each iteration. On this occasion, the report includes additional information reflecting the work of the Commissioning Team. This has focussed on the successful bidding work of the Commissioning Team and some measures of the largest contract, that of the Victim First service. In future versions the report will include: a cumulative record of the additional funding generated by the Commissioning Team, which currently exceeds the total cost of the OPCC; outcome measures for the Victim First and other contracts; and the new outcome reporting that the OPCC has been developing. Future versions of the report will also include measures from the Violence Reduction Network. Members of the Board can add further suggestions regarding measures they would like to be considered in the report.
4. This report also includes an outline of the projects held across the whole of SPB, as well as the projects internal to OPCC.
5. The performance report itself is attached at Appendix item A, the glossary that accompanies the report is attached at Appendix item B.

Highlights

6. Throughout Q3 of 20/21, the whole office has continued to work remotely due to COVID-19, however staff members have joined a 'bubble' determining the office days available to them. A number of staff members have therefore been attending the office, where there are strict social distancing measures in place.

The restrictions have not had any significant impact on performance levels except in limiting opportunities for face-to-face engagement. The report identifies a number of improvements during Q3 and these are highlighted more fully below:

- a. The number of ICV Volunteered hours have slightly increased since Q2, totalling 35 hours and 41 minutes throughout the most recent quarter - this is despite a reduction of 2 volunteers during the quarter (currently 18, previously 20). A further 11 ICV applicants have

been recruited during Q3 of 2020/21 (not included in the report headcount), and these applicants are currently undertaking training. A total of 12 visits were achieved during Q3 which represents a 100% visit rate, and shows an increase of 4 visits when compared with the previous quarter.

- b. During Q3 of 2020/21 the Commissioner attended 11 engagement events, totalling 18 hours. This is an increase of five events and an increase of 7.5 total hours when compared with Q2 of 2020/21. The commissioner attended 271 meetings during the third quarter of 2020/21, which is the same amount attended in Q2. These included Faith Group meetings to understand the impact of COVID-19 on different communities, and Remembrance Day engagements amongst others.
- c. 0 calendar days were lost to sickness in the office during Q3.
- d. The flexi time balance for the office was under the policy cap during Q3 for the first time during the financial year.
- e. The following two additions have been made in the performance report to further improve the way we monitor office performance, and these will continue to be included in future reports:
 - i. Measure **2.7** details the most popular webpages according to unique user views throughout the quarter. Unique user views are individual views by different users, and at the end of Q3 the total throughout all OPCC webpages stood at 15,460. The most viewed page was 'Contact Leicestershire Police' with 2,422 views, followed by 'Home'- 2,181 views and then 'Community Safety Survey' – 1,165 views. The remaining pages had less than 1000 views each.
 - ii. A 'Reviews' section has been incorporated into the report reflecting the work of the office in reviewing appeals against complaints made by members of the public. This section (4) exhibits visual line graphs and text commentary on a number of measures including reviews received, reviews completed, reviews upheld, reviews not upheld, recommendations and trends. Trend lines date back from February 2020 as this is the earliest data available. No review trends (4.6) were noted during Q3, although these may arise in upcoming quarters.
- f. The reporting of the commissioning team continues into the current report. The below table details the total funding obtained by the commissioning team to date:

Fund name	2017/18 (£)	2018/19 (£)	2019/20 (£)	2020/21 (£)	2021/2022 (£)	Totals (£)
VAWG Transformation Fund	38,582	285,478	332,376			656,436
Serious violence intervention project		82,000				82,000
Early Intervention Youth Fund			342,536			342,536
Violence Reduction Network			880,000	880,000		1,760,000
MoJ Covid-19 Funding Round 1				444,997		444,997
MoJ Covid-19 Funding Round 2				137,326		137,326
HO Covid-19 Funding				74,720		74,720
ISVA funding				69,922	109,274	179,196
Safer Streets Fund initial bid				1,518,306		1,518,306
Safer Streets Fund supplementary bid				100,000		100,000
Domestic Abuse Perpetrator Fund (HO)				246,792		246,792
Winter Violence Prevention Fund				52,080		52,080
Totals	38,582	367,478	1,554,912	3,524,143	109,274	5,594,389

Implications

Financial:	None
Legal:	None
Equality - Impact Assessment:	None
Risks and –Impact:	None
Link to Police and Crime Plan:	Performance of the office is instrumental to the delivery of the Plan.

List of Appendices

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

Background Papers

None

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**POLICE & CRIME
COMMISSIONER
for Leicestershire**

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OPCC PERFORMANCE REPORT

Quarter 3

(1st October 2020 – 31st December 2020)

Office of the Police and Crime Commissioner Performance Report

1. Executive Support

KPI	Measure	Performance Q3 2020/21	Commentary
46 1.1	Number of Emails Received	2213	The Police Commissioner inbox received 2213 emails throughout the third quarter of 20/21. This is 399 more emails than quarter two of 20/21 where the Police Commissioner inbox received 1814 emails.
	Number of Correspondence Received	51	
	% Correspondence Responded to On-time	 92%	The number of correspondence received for the third quarter was 51 and the number responded to on time was 47.
	Number of Invitations Received	23	<p>No trends in correspondence were recorded in October and November, however a small trend of correspondence from victims of online fraud was noted in December (4).</p> <p>The Commissioner has accepted approximately 52% (12) of the 23 invitations received over the quarter.</p>
1.2	Number of FOI received	2	The OPCC received 2 freedom of information requests in the third quarter of 2020/21, which were both sent out on time.

1.3	Number of LWB Meetings	271	<p>In the third quarter of the 20/21 financial year, the Commissioner attended 271 meetings. This is the same number of meetings attended by the commissioner during Q2 of 2020/21 and shows no monthly change. The majority of these were attended virtually.</p> <p>In quarter three, the majority of these meetings were internal, such as senior management meetings, internal briefings and decision-making meetings. The next largest category of meetings was External Meetings such as the Faith Group meetings, followed by Force Meetings. Other categories include: Media interviews, funding or commissioning meetings, events and regional meetings.</p>
47 1.4	Number of ICV Volunteers	18	<p>The number of ICV volunteers has reduced by two from the previous quarter.</p> <p>As a result of ICV recruitment which took place during Q3, there are 11 successful applicants (not included in the reporting figures) who are currently going through vetting, with virtual training due to commence on 28th January 2021.</p>

	Number of ICV Volunteered hours	35	<p>The number of volunteered hours and visits has slightly increased compared to the second quarter of 2020/21. From September 2020, ICVs have visited custody on a fortnightly basis, totalling 35 hours and 41 minutes throughout the quarter. Beaumont Leys Custody Suite remains closed. The travel time to and from the custody suites is included in the total volunteered hours.</p> <p>In quarter 3 of 2020/21, the average travel time for all volunteers to all suites was approximately 40 minutes and the average length of visit across all suites was 48 minutes, making the average visit length 1 hour 28 minutes. This quarter the ICVs achieved a 100% visit rate, attending 12/12 scheduled visits.</p>
	Number of ICV Visits	● 12	<p>Two thematic issues were recorded – ‘adequate drink not issued’ and ‘medication requested awaiting healthcare professional’. Issues followed up by the OPCC were resolved and detailed within the custody records.</p>
1.5	Number of A/L days taken by OPCC staff	● 86	<p>The number of annual leave days taken by OPCC staff in quarter three currently stands at 86 days taken. This is slightly lower than the previous quarter in which 112 days were taken.</p> <p>Staff accrue approximately two annual leave days per month, which, when multiplied by staff numbers, generates the target. Senior</p>

	Flexi time balance held by OPCC Staff	● 233	<p>members of staff have a larger annual leave allowance and hence are not included in the figures quoted.</p> <p>The flexi time balance held by OPCC Staff currently stands at 233 hours owed across 16 staff members. This is within the policy cap. The maximum carried by one staff member was 59 hours, with 5 other members of staff carrying more than 15 hours on their flexi time balance.</p> <p>Not all members of staff are on the flexi time scheme, senior managers being the exception. Policy guidance states that an employee should not be carrying more than 15 hours at one time.</p>
1.6	Office Sickness	0	<p>During quarter three, no calendar days were lost to sickness.</p> <p>This means that 0% of all calendar days available across all staff in the office were lost in quarter three due to sickness.</p>
1.7	OPCC Headcount	19	<p>The Office of the Police and Crime Commissioner currently has 19 permanent employees. In addition, there are also 2 contractors, 1 temporary employee and 1 member of staff currently on maternity leave within the office. These are not included in the headcount.</p> <p>The proportion of females in the OPCC is 84% and the proportion of males is 16%.</p> <p>The BAME representation of the OPCC at the end of quarter three 2020/21 was 26%.</p> <p>The Violence Reduction Network is hosted by the OPCC. The headcount will be reported separately to the Panel, but are not included in the OPCC numbers above. The VRN currently consists of 7.4 full time members of the team.</p>

1.8	Number of OPCC Vacancies	7	During quarter three, the OPCC has advertised 7 vacancies, 6 of which have been filled. These include: Reviews and Complaints officer, Partnership officer, The Commissioning and Contracts Officer, Head of Partnership and Communities and Head of Strategy and Commissioning. The role of Engagement Officer was advertised during Q3 and recruitment for that role will continue into Q4.
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Office of the Police and Crime Commissioner Performance Report

2. Engagement

KPI	Measure	Performance Q3 2020/21	Commentary
2.1	Number of Engagement Events	11	<p>In the third quarter of 20/21, the Commissioner attended 11 engagement events. These included meetings regarding safer streets funding, faith meetings to discuss how COVID is impacting communities and Remembrance Day events amongst others. This is an increase of engagement events from the previous quarter where the commissioner attended 6 events.</p> <p>A further two engagement events were attended by members of the OPCC on behalf of the Commissioner.</p>
2.2	Number of Engagement Hours	18	<p>The PCC and Deputy PCC have spent 18 hours on direct engagement activity during Q3 of 20/21. This is an increase on the number of hours in the previous quarter (10.5hrs).</p> <p>The commissioner has also continued to post a weekly blog on the OPCC Facebook page, which has had a positive effect in terms of increasing engagement with the public and has covered a variety of topics.</p> <p>Members of the OPCC have completed a further 13.5 engagement hours on behalf of the Commissioner.</p>

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2.3	Number of Projects	64	At the end of quarter three of the 20/21 year, the Office of the Police and Crime Commissioner is managing 20 internal projects. A few projects have had to be put on hold because of COVID. There were 44 projects ongoing throughout quarter three which were managed by the Strategic Performance Board and its sub-groups.
2.4	Number of Tweets	151	<p>During quarter two, 151 tweets were sent from the Police and Crime Commissioners Corporate twitter account (@LeicsPCC). This is a 15% increase from the previous quarter. These tweets have reached 176.5K people with 2,907 Profile visits.</p> <p>At the end of December 2020, the Police and Crime Commissioner's twitter account had 5,993 followers, the number of followers increasing month on month.</p>
2.5	Number of Facebook Reaches	58,594	The number of people who had any content from our page enter their screen. By the end of December 2020, the Office of the Police and Crime Commissioner Facebook page had 504 unique user likes, acquiring 90 likes throughout the quarter.

2.6	Number of Website Hits	19,572	Throughout the third quarter of the 20/21 financial year, the public has viewed the OPCC website 19,572 times. This is 170 more views than throughout the last quarter. The views were from 9,047 users, 88% of which were new visitors to the website. The average session length on the website was 1 minute and 13 seconds.
2.7	Unique page views	15,460	The total unique page views, which are unique views by different users, stood at 15,460 for Q3 of 2020/21. The most viewed page was 'Contact Leicestershire Police' with 2,422 views, followed by 'Home'- 2,181 views and then 'Community Safety Survey' – 1,165 views. The remaining pages had less than 1000 views each.

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Page description	Total unique page views during Q3 2020/21
1. Contact Leicestershire Police	2,422
2. Home	2,181
3. Have-Your-Say Community Safety Survey	1,165
4. Contact Us	897
5. Transparency/Meetings/Out-Of-Court-Disposals	604
6. About-Us/The Office of the Police and Crime Commissioner	430
7. News and Events	385
8. About-Us/The Commissioner/About Your New PCC	341
9. Planning and Money/Commissioning/Current Funding Available/PCCs Prevention Fund 2020-21	267
10. Planning and Money/Police and Crime Plan	250

Office of the Police and Crime Commissioner Performance Report

3. Commissioning

KPI	Measure	Performance Q3 2020/21	Commentary
3.1	Number of Contracts	109	The commissioning team hold 109 contracts (funding agreements) on the Master Contract Register (MCR).
3.2	Number of Bids Awarded	3	The commissioning team secured 3 bids in quarter 3 of 2020/21. These include MoJ (Ministry of Justice) additional funding of £137,326 for domestic abuse and sexual violence services in light of pandemic, Domestic Abuse perpetrators funding (£246,792) awarded by the Home Office to expand the perpetrator behaviour change programme, and an additional £100k for the Charnwood (Warwick Way and Dishley Estates) Safer Streets project through which acquisitive crime will be further tackled in the area. The funding awarded this quarter for the Domestic Abuse perpetrators is a result of a bid submitted during Q2.
	Number of Bids Submitted	2	The Commissioning Team has submitted two new bids during this quarter. These include the MoJ funding and Safer Streets funding.
3.3	Number of New Contracts	4	The Commissioning Team issued 4 new grant contracts during the quarter.

3.4	Number of Applications for Prevention Funding	6	The commissioning team received 6 applications for Prevention Funding in Quarter 3 of 2020/21.
3.5	Amount of Prevention Funding Paid to Organisations	£65,314	The Commissioning Team paid £65,314 of prevention funding to local organisations in the third quarter of 2020/21.
3.6	Victim First – Number of Referrals	3,823	Victim First received 3,823 referrals throughout Quarter 3 of 2020/21, 24 more referrals than the previous quarter.
	Victim First – Number of Victims Provided with 'Enhanced' Support	622	622 victims received enhanced support from Victim First during the quarter, including cases requiring emotional support. This is 38 less than the previous quarter, and accounts for 20% of all referrals made during the quarter.

Office of the Police and Crime Commissioner Performance Report

4. Reviews

KPI	Measure	Performance Q3 2020/21		Commentary																								
4.1	Reviews received	17	<p>Reviews received</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Reviews received</th> </tr> </thead> <tbody> <tr><td>Feb-20</td><td>0</td></tr> <tr><td>Mar-20</td><td>3</td></tr> <tr><td>Apr-20</td><td>3</td></tr> <tr><td>May-20</td><td>5</td></tr> <tr><td>Jun-20</td><td>9</td></tr> <tr><td>Jul-20</td><td>6</td></tr> <tr><td>Aug-20</td><td>6</td></tr> <tr><td>Sep-20</td><td>8</td></tr> <tr><td>Oct-20</td><td>3</td></tr> <tr><td>Nov-20</td><td>7</td></tr> <tr><td>Dec-20</td><td>7</td></tr> </tbody> </table>	Month	Reviews received	Feb-20	0	Mar-20	3	Apr-20	3	May-20	5	Jun-20	9	Jul-20	6	Aug-20	6	Sep-20	8	Oct-20	3	Nov-20	7	Dec-20	7	The reviews team received 17 reviews during quarter 3 of 2020/21.
Month	Reviews received																											
Feb-20	0																											
Mar-20	3																											
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Dec-20	7																											
4.2	Reviews completed	13	<p>Reviews completed</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Resolved</th> </tr> </thead> <tbody> <tr><td>Feb-20</td><td>0</td></tr> <tr><td>Mar-20</td><td>0</td></tr> <tr><td>Apr-20</td><td>1</td></tr> <tr><td>May-20</td><td>1</td></tr> <tr><td>Jun-20</td><td>1</td></tr> <tr><td>Jul-20</td><td>2</td></tr> <tr><td>Aug-20</td><td>3</td></tr> <tr><td>Sep-20</td><td>2</td></tr> <tr><td>Oct-20</td><td>4</td></tr> <tr><td>Nov-20</td><td>5</td></tr> <tr><td>Dec-20</td><td>4</td></tr> </tbody> </table>	Month	Resolved	Feb-20	0	Mar-20	0	Apr-20	1	May-20	1	Jun-20	1	Jul-20	2	Aug-20	3	Sep-20	2	Oct-20	4	Nov-20	5	Dec-20	4	Throughout the quarter, 13 reviews were completed. Upon completion of a review, an outcome letter is sent to the complainant informing them of the PCC's decision and the reason(s) for it.
Month	Resolved																											
Feb-20	0																											
Mar-20	0																											
Apr-20	1																											
May-20	1																											
Jun-20	1																											
Jul-20	2																											
Aug-20	3																											
Sep-20	2																											
Oct-20	4																											
Nov-20	5																											
Dec-20	4																											

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	Reviews upheld	2	<p>Reviews upheld</p>	2 reviews were upheld during quarter 3 of 2020/21. Reviews are upheld if the outcome received by the complainant from the Professional Standards Department was not reasonable or proportionate.
4.3	Reviews not upheld	11	<p>Reviews not upheld</p>	11 reviews were not upheld. Reviews not upheld occur when the outcome received by the complainant are reasonable or proportionate.
4.4	Recommendations	10	<p>Recommendations</p>	The reviews team received 10 recommendations during quarter 3 of 2020/21. These are recommendations/feedback for PSD and/or the Force as a whole to consider acting upon. Recommendations could be regarding any of the stages of complaint, whether that be service

				from individuals during the original police incident, during the course of complaint handling, or regarding a Leicestershire Police policy/procedure.																								
4.5	Recommendations accepted	10	<table border="1"> <caption>Recommendations accepted</caption> <thead> <tr> <th>Month</th> <th>Accepted</th> </tr> </thead> <tbody> <tr><td>Feb-20</td><td>0</td></tr> <tr><td>Mar-20</td><td>0</td></tr> <tr><td>Apr-20</td><td>2</td></tr> <tr><td>May-20</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Jul-20</td><td>3</td></tr> <tr><td>Aug-20</td><td>1</td></tr> <tr><td>Sep-20</td><td>1</td></tr> <tr><td>Oct-20</td><td>3</td></tr> <tr><td>Nov-20</td><td>6</td></tr> <tr><td>Dec-20</td><td>1</td></tr> </tbody> </table>	Month	Accepted	Feb-20	0	Mar-20	0	Apr-20	2	May-20	0	Jun-20	0	Jul-20	3	Aug-20	1	Sep-20	1	Oct-20	3	Nov-20	6	Dec-20	1	The reviews team accepted 10 of these recommendations.
Month	Accepted																											
Feb-20	0																											
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Nov-20	6																											
Dec-20	1																											
4.6	Trends	0		Trends data will be reported on over the coming quarters as more data is recorded.																								

Appendix B

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

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	QUARTER 3 FORCE PERFORMANCE EXCEPTION REPORT 1 OCTOBER 2020 – 31 DECEMBER 2020
Date	THURSDAY 25 MARCH 2021 – 13:00 HRS
Author	CLARE HAGIIOANNU, PERFORMANCE ANALYST, OFFICE OF POLICE AND CRIME COMMISSIONER

Purpose of Report

1. To provide the Police and Crime Panel with an update of the performance exceptions of Leicestershire Police for the period 1st October 2020 to 31st December 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 in the OPCC following discussion at the last Strategic Assurance Board meeting.
4. 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.

Key To Symbols Used

5. The measures reported in the full report have been analysed on the performance based on the Statistical Process Chart principles 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. Usually this warrants further analysis to understand the cause.
 - 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 a trend of reporting above or below the mean and may justify resetting the control limits following further analysis.
 - 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 or lower reporting which needs to be investigated. Further analysis is recommended to understand the drivers of the change.

6. The measures showing indicators for further analysis will be included in the highlight section of this report to be discussed further at the meeting.
7. The quarterly comparisons will still be reported on in the report to supplement the longer term trend analysis as set out above.

Quarter 3 Performance Exceptions:

Hate Offences

8. The statistical process chart for hate offences presented in the Quarter 3 performance report shows a continued breach of the upper control limits. Figure 1 shows how the trend for hate offences had continually breached upper control limits since June 2020, and has only returned to within the control limits at the end of the most recent quarter (December 2020). The increased trend could be a result of a number of factors, such as the increased encouragement of hate crime reporting via social media campaigns such as Facebook live events which have proven to be successful, and other activities such as Hate Crime Week. Further monitoring of the trend chart in future reports will indicate whether the figure is returning to a stable level around the mean, or whether December 2020 was an exception from a continuously high trend. Bearing in mind the increases in satisfaction rates around hate crime, the more visible, locally based policing introduced by the target operating model, and the improvements in recording practices that have been highlighted in previous reports, the core assumption is that increases in hate crime are indicators of higher confidence and awareness.

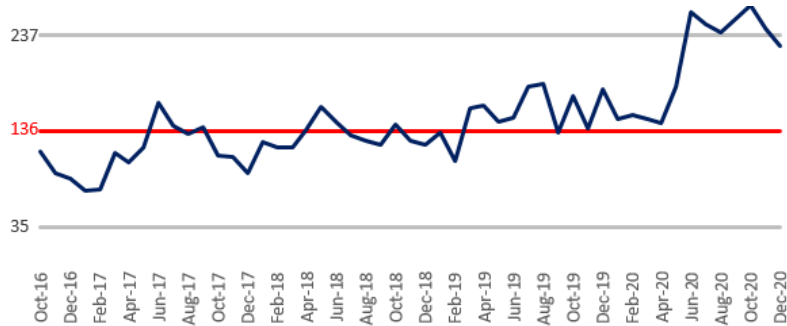


Figure 1. Hate Offences Chart

Child Sexual Exploitation

9. The statistical process chart for Child Sexual Exploitation (CSE) offences shows a breach of the upper control limits in Q3 of 2020/21. The breach occurs in October 2020 where 60 offences were recorded, breaching the upper control limit of 54. This is the highest recording of offences since October 2019 where 53 offences were recorded. CSE reporting campaigns have been a key objective of Leicestershire Police and it is possible that circulation of these reporting campaigns gained momentum around the time of the breach. On the 14th of October 2020, Leicestershire Police shared the news article ‘The Role of a Child Exploitation Specialist nurse’ which encouraged the public and healthcare workers to know the signs of CSE and encourage reporting. This article was widely circulated on Leicestershire Police’s social media and may have influenced reporting.

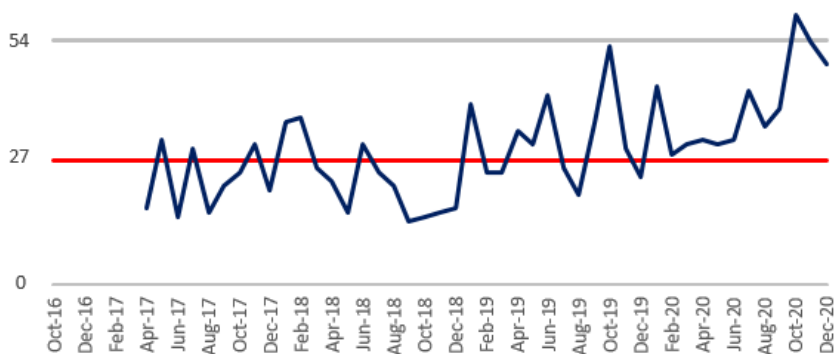


Figure 2. CSE Offences Chart

Victim Satisfaction

- The statistical process chart for victim satisfaction has seen a significant increase during Q3. Prior to Q3, the trend had continuously been around the mean, however since October 2020, the levels of victim satisfaction have seen a significant increase of 3-4%, with satisfaction being over 80% for the first time since May 2017 (81% in November 2017, and 82% in December 2017). ASB satisfaction has continued to breach the upper control limits for a second quarter, and Hate crime satisfaction is also seeing an increased upward trend since July 2020. Further to this, as of December 2020, 74.4% of 700 persons surveyed said Police are doing a good or excellent job, which is a 3.4% increase when compared to results from the previous year.

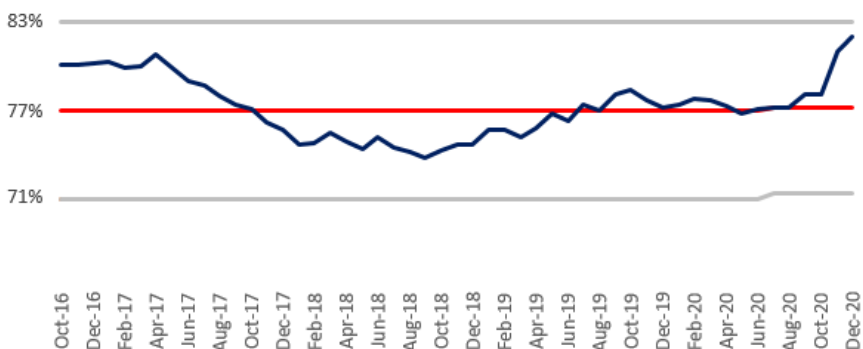


Figure 3. Victim Satisfaction Chart.

Recruitment Data

- Recruitment data has been added to the report and will continue to be reported on in the future. The purpose is to monitor the recruitment figures of police officers in relation to the commitments made at the budget setting meeting in January 2021. This includes the recruitment targets set by the PCC and those set by the national initiative, entitled Operation Uplift.
- The total number of police officers recruited during Q3 of 2020/21 was 97, which is on target to meet the annual target, taking into account retention and dismissal figures. The separate report on recruitment, retention and dismissal provides the detail to the end of the financial year so reporting on Q3 and Q4 on recruitment is not particularly relevant at this point. There is a discrepancy between the recruitment figures in the appendix and the recruitment, retention and dismissal report because

of the different methods of recording; whether based on full time equivalent posts or straight headcount and whether we take account of the numbers recruited or the numbers recruited less the number of departures. The full analysis on recruitment will begin from Q1 2021/22 as described in the separate report

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**POLICE & CRIME
COMMISSIONER
for Leicestershire**

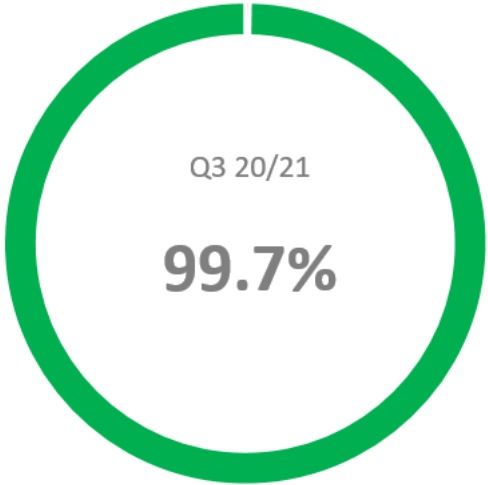
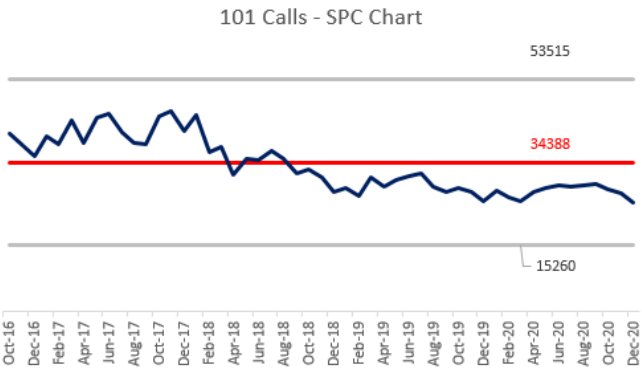


Prevention | Partnership | Protection

PERFORMANCE REPORT Q3 2020/21

Leicestershire Police Performance Report

1. Calls

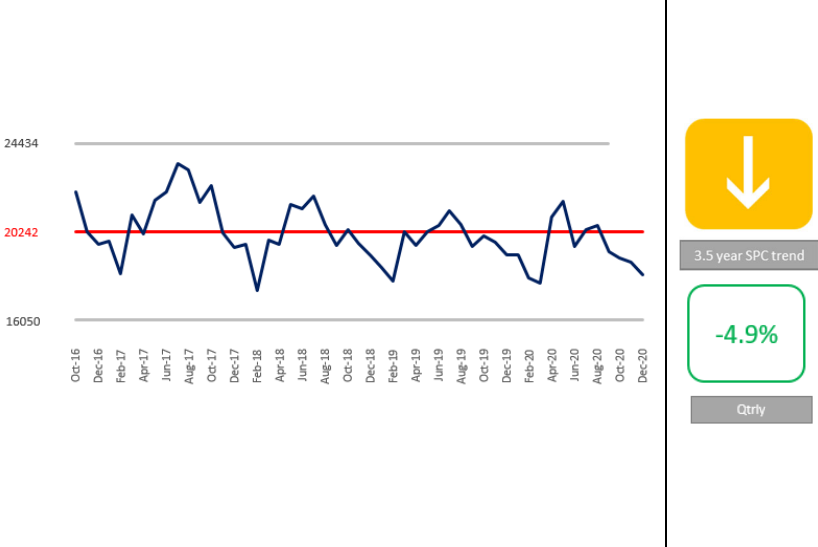
KPI		Performance	Commentary
99	1.1	<p>Number of 999 Calls</p> <p>999 Calls - SPC Chart</p> <p>15808</p> <p>12159</p> <p>8510</p> <p>3.5 year SPC trend</p> <p>-14.8%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart (SPCC) indicates that the number of 999 calls is stable within the 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 lower level. The volume of 999 calls recorded over the last quarter have seen a decrease, resulting in the average being below the mean.</p> <p>The quarterly comparison to the previous year suggests a -14.8% decrease.</p>
	1.2	<p>999 Calls answered within 10 seconds</p> <p>100%</p> <p>94%</p> <p>86%</p> <p>3.5 year SPC trend</p> <p>+0pp</p> <p>Qtrly comparison</p>	<p>At the end of quarter 3, 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 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 0 percentage points in the number of 999 calls answered within 10 seconds.</p>

1.3	999 Abandonment Rate	 <p>Q3 20/21 99.7%</p>	<p>The abandonment rate at the end of quarter 3 20/21 was 0.3%.</p> <p>The average time to answer a 999 call for quarter one was 2 seconds, which has remained stable.</p>	
67 1.4	Number of 101 Calls	<p>101 Calls - SPC Chart</p>  <p>53515 34388 15260</p>	 <p>3.5 year SPC trend</p>  <p>Qtrly comparison</p>	<p>The SPCC indicates that the number of 101 calls is stable within the upper and lower control limits. There has been a series of points (28 months' data) where the volume of 101 calls has been below the mean value. 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 -1.1% decrease, which supports the above theory.</p>

1.5	101 Calls answered within 30 seconds		<p>3.5 year SPC trend</p> <p>+17pp</p> <p>Qtrly comparison</p>	<p>At the end of quarter three, on average 76% of all 101 calls were answered within 30 seconds. This is 7% higher than the previous quarter and represents a significant improvement in performance when compared to the proportions seen earlier in the year.</p>
1.6	101 Abandonment Rate	<p>Q3 20/21</p> <p>92.6%</p>	<p>The abandonment rate at the end of quarter two was 7.4%. The largest abandonment recorded over the second quarter was 9.9% in October.</p> <p>The average time to answer a 101 call for quarter three (2020/21) was 1 minute and 9 seconds, which has increased from Quarter 2 performance (1 minute and 2 seconds).</p>	
1.7	Number online crime reports		<p>3.5 year SPC trend</p> <p>-4.5%</p> <p>Qtrly</p>	<p>The statistical process chart for the number of online crime reports is stable within the control limits. The trend has decreased significantly in the most recent quarter and is stable around the mean.</p> <p>The volume of online crime reports recorded over the past 12 months has remained stable with approximately 650 reports recorded each month.</p>

Leicestershire Police Performance Report

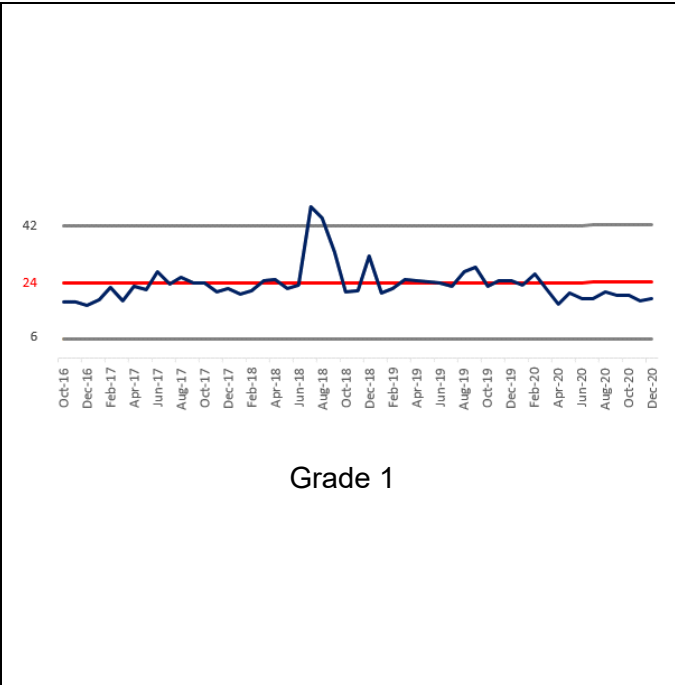
2. Incidents

KPI	Performance	Commentary
<p>2.1</p> <p>69</p> <p>Total number of Incidents</p>	 <p>The chart displays the total number of incidents recorded from October 2016 to December 2020. The y-axis ranges from 16050 to 24434. A red horizontal line represents the 3.5-year SPC trend at 20242. A yellow box with a downward arrow indicates a 3.5 year SPC trend, and a green box shows a -4.9% quarterly change.</p>	<p>The SPCC 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 followed by a decline over the autumn and winter months. The dips in overall crime do coincide with national lockdown changes, with significant decreases in burglary offences, vehicle crime and shoplifting contributing to the overall decrease due to changes in social behaviour.</p> <p>Many crime types have generally seen a decrease since COVID particularly with the national lockdown from November 2 2020 – December 2nd 2020.</p> <p>The quarterly comparison represents a 4.9% decrease in total incidents when compared to the same quarter of the previous year.</p>

2.2

Response Time by grade

70



3.5 year SPC trend

-18.6%

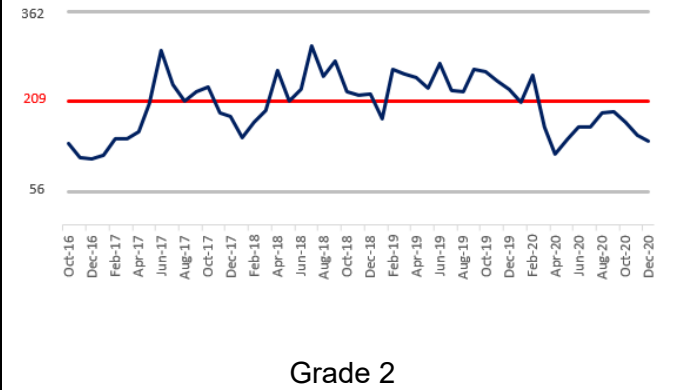
Qtrly

The SPCC 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, with quarter 3 continuing to be below the mean. This shows that response times have continued to improve, meaning officers are attending grade 1 incidents in a shorter amount of time.

The quarterly comparison suggests that there has been an improvement in response times, with a significant 18.6% decrease in the Grade 1 response times compared to last year.

The SPCC for Grade 2 response time indicates that the average time to respond to a grade 2 incident is also stable and below the mean, and a significant improvement on the same quarter of the previous year.

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.



3.5 year SPC trend

-35.8%

Qtrly

The chart suggests more monthly variation when compared to the response times for Grade 1 incidents. The chart does 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 these rates are still significantly lower than last year.

The quarterly comparison to the previous year suggests that response times for grade 2 incidents have continued to be significantly lower than last year.

2.3	Number of ASB Incidents		<p>3.5 year SPC trend</p> <p>-1.4%</p> <p>Qtrly</p>	<p>The SPCC 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, however, ASB incidents appear to have decreased in the most recent quarter. A decrease of 1.4% can be seen when comparing the most recent quarter to the same period of the previous year, which supports the above theory.</p>
2.4	Number of Missing Person Incidents		<p>3.5 year SPC trend</p> <p>-11%</p> <p>Qtrly</p>	<p>The SPCC for missing person incidents is stable around the mean and within the control limits, however, a significant decrease can be seen in the most recent quarter (Q3 of 2020/21).</p> <p>The quarterly comparison suggests that there has been a decrease of 11% 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		<p>3.5 year SPC trend</p> <p>+16.3%</p> <p>Qtrly</p>	<p>The SPCC for the number of Domestic incidents indicates that they to be below the mean.</p> <p>Despite there being an overall decrease compared to the previous quarter, when compared to the same period of the previous year there has been a significant increase.</p>

3.1	All Crime	<p>The chart displays quarterly crime data from October 2016 to December 2020. The mean crime rate is 7297. A yellow box indicates a -5.7% quarterly comparison.</p>	<p>The SPCC indicates that the total volume of recorded crime is extremely stable within the upper and lower control limits around the mean.</p> <p>There have been only slight shifts from the mean since April 2018, with the exception of a slight drop in April 2020.</p> <p>The dips in overall crime do coincide with national lockdown changes with significant decreases in burglary offences, vehicle crime and shoplifting; contributing to the overall decrease due to changes in social behaviour.</p> <p>The quarterly comparison shows a reduction in the number of total crimes recorded compared to the same quarter of the previous year approves the above evaluation.</p>	
72	3.2	Homicides	<p>Q3 20/21 -2</p>	<p>In quarter three 2020/21 there has been 1 homicide, which is two less homicides than in the same period of the previous year.</p>

<p>3.3</p> <p>73</p>	<p>Violence with Injury offences</p>		<p>3.5 year SPC trend</p> <p>+16.2%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the number of violence with injury offences recorded throughout quarter 3 2020/21 have decreased and are now stable within the upper control limits. Despite the visible decrease, this is still a higher figure than the same period the previous year. This is due to a change in the recording of Violence against the Person offences whereby certain assaults are now often reviewed and re classified as violence with injury. The recording is becoming more stable now, but it has resulted in a significant increase of recordings since March. This however is not reflective of an increase in occurrences.</p> <p>The above is supported by the quarterly comparison which is significantly higher than the previous year, however, this percentage change is much lower than Q2 of 2020/21 where the percentage change was +72%. It is recommended that the control limits are reset to be reflective of the changes to the recording of Violence with Injury offences.</p>
<p>3.4</p>	<p>Violence without Injury offences</p>		<p>3.5 year SPC trend</p> <p>+5.7%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of violence without injury offences recorded is extremely stable within the upper and lower control limits.</p> <p>There have 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>

3.4.1	Stalking and Harassment Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of stalking and harassment offences recorded in Q3 of 2020/21 has lowered slightly compared to the previous quarter, and is now within the control limits following a breach in Q2 of 2020/21.</p> <p>There have been a series of points (since April 2018) where the volume of stalking and harassment offences has consistently been above the mean value. The Home Office Counting Rules were amended in April 2018 regarding the recording of course of conduct offences of harassment, stalking and controlling or coercive behaviour and the force is now required to record the relevant course of conduct offence in addition to the most serious offence reported at the same time. This has resulted in what appears to be an increase, however it is not necessarily representative of an increase in occurrences. It is recommended that the control limits are reset to account for this change in recording.</p>
74 3.5	Knife offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC 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 around the mean. The quarterly comparison shows a 14.8% increase in knife offences, however the figure remains very stable, with a visible decrease in December 2020.</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>+19.3%</p> <p>Qtrly comparison</p>	<p>In quarter 3, rape offences have begun to return to a stable level within the control limits.</p> <p>There still appears to be a significant increase in the number of rape offences recorded in the last quarter when compared to the same quarter of the previous year, however if the downward trend continues this should stabilise in the coming quarters. Domestic related rape has seen a very significant increase as part of this spike, however these increases appear to be a national trend in both current and historic rape cases.</p> <p>Further analysis should be undertaken to understand the increase.</p>
75 3.6.1	Historical Rape offences		<p>3.5 year SPC trend</p> <p>+31.3%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of historical rape offences (365 days between start date and recorded date) has returned to a stable level around the mean.</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, a significant decrease in reports can be witnessed, following a breach of the control limits in the previous quarter.</p> <p>Although the figure has returned to a stable level, the quarterly comparison still represents a significant increase in the number of historic rapes recorded when compared to the same time period of the previous year. Further analysis is recommended to understand the fluctuation.</p>

3.7	Hate Offences		<p>3.5 year SPC trend</p> <p>+50.2%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of hate offences recorded has continued to breach the upper control limits in October and November of Q3 2020/21 which continues from a trend in quarters 1 and 2. However, December figures have returned within the upper control limits.</p> <p>The quarterly comparison shows a significant increase (+50.2%) in the number of hate offences recorded in the most recent quarter compared to the same quarter of the previous year. Further analysis is recommended to understand the significantly higher rate seen in recent quarters.</p>
9%	Burglary Offences		<p>3.5 year SPC trend</p> <p>-27%</p> <p>Qtrly comparison</p>	<p>The SPCC 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. It is likely that these overall lower numbers 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		<p>3.5 year SPC trend</p> <p>+20.3%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of drugs offences recorded is stable within the upper and lower control limits.</p> <p>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 November 2020, and a decrease being seen since.</p> <p>The quarterly comparison shows that there has been an increase in the number of drug offences recorded in the most</p>

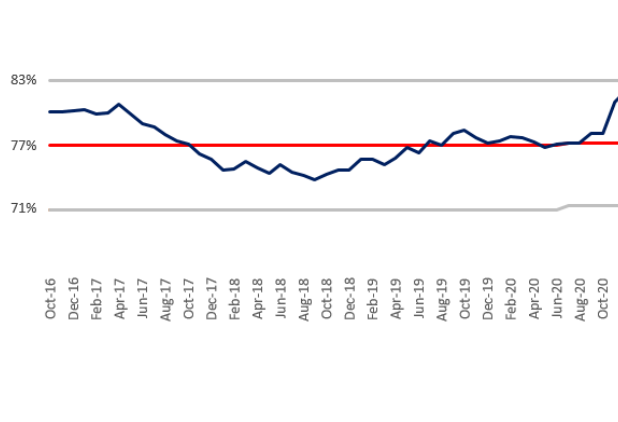

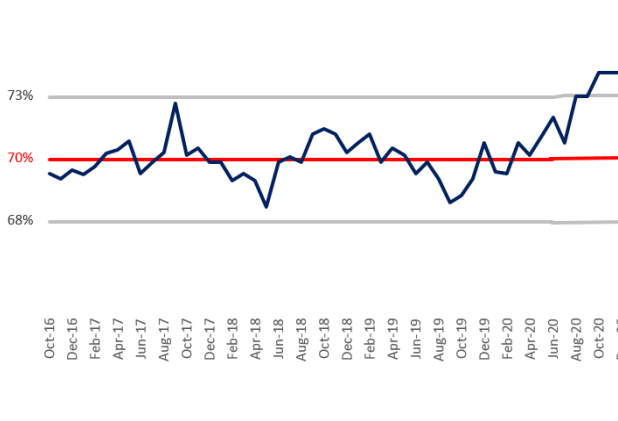

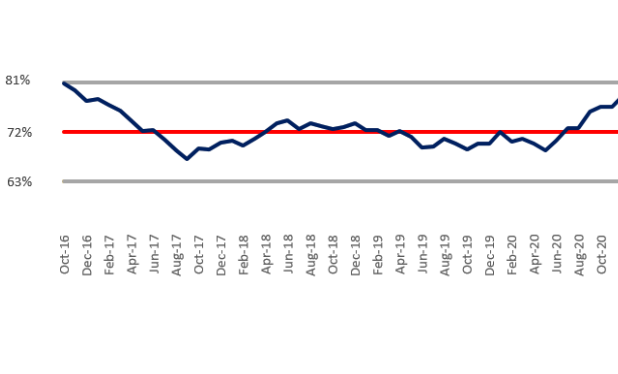

				<p>recent quarter, when compared to the same quarter of the previous year.</p> <p>These increases are largely driven by an increase in possession of cannabis offences, which is likely to be a direct positive consequence of the new Target Operating Model and the increase in proactivity of Neighbourhood Police Officers.</p> <p>The chart shows a single point exception which breaches the 3 standard deviation control limit in May 2019, this can be attributed to the proactive activity undertaken throughout Op Lionheart.</p>
<p>3.10</p>	<p>Domestic Abuse Crimes</p>		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC 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.</p> <p>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.</p> <p>The quarterly comparison supports the above, with a significant increase seen in the most recent quarter.</p>
<p>3.11</p>	<p>CSE Offences</p>		<p>3.5 year SPC trend</p>	<p>The SPCC indicates that the volume of child sexual exploitation offences recorded breached the upper control limits in Q3 of 2020/21 in October 2020. Large variation can be seen throughout the entire period of monitoring and the figure appears to have decreased in the later months of the quarter.</p> <p>The quarterly comparison shows a significant increase when compared to the same quarter of the previous year, however large percentage changes are expected to show as they represent levels which have altered so radically each month.</p>

			<div style="border: 1px solid red; border-radius: 10px; padding: 5px; display: inline-block; color: red; font-weight: bold;">+52.3%</div> <div style="background-color: #cccccc; padding: 2px; font-size: small;">Qtrly comparison</div>	<p>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.</p> <p>These increases have been monitored and found that with an increase of children being at home during the national lockdowns because of Covid-19, there is an increase in online related CSE offences. A campaign was also run during this period to increase awareness and encourage reporting, so this increase may indicate a positive response to the campaign undertaken.</p>
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Leicestershire Police Performance Report		
4. Outcomes		
KPI	Performance	Commentary

4.1	Volume of positive outcomes		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>Broadly speaking positive outcomes refer to an action taken in response to a crime. Usually this refers to the detection and sanctioning of the perpetrator of the crime, but it could also refer to the use of community resolutions as a response. Satisfaction levels have also been included in this section as an outcome.</p> <p>The SPCC 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 falls slightly below 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>
79 4.2	Outcomes 16: Victim declines support		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the number of outcomes where the victim has declined support is stable around the mean during Q3 of 2020/21.</p> <p>There have been a series of points (23 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 seen an increase compared to the same period of the previous year, demonstrating a more positive victim response to the offer of support</p>

4.3	Victim Satisfaction		 <p>3.5 year SPC trend</p> <p>2pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that victim satisfaction is stable within the upper and lower control limits around the mean.</p> <p>The satisfaction rate has been increasing steadily since October 2018, and has seen the most significant increase yet in Q3 of 2020/21.</p> <p>The quarterly comparison supports the above with there being a 2 percentage point move in the most recent quarter compared to the same quarter of the previous year, demonstrating a higher level of victim satisfaction</p>
4.4	ASB Satisfaction		 <p>3.5 year SPC trend</p> <p>+6pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that ASB satisfaction has breached the upper control limits in Q3 of 2020/21.</p> <p>ASB satisfaction has been above the mean since November 2019 and there was a significant increase in September 2020 which has continued to rise into Q3. If the trend continues to remain at this level or increase, it may be recommended that the control limits are reset.</p> <p>A comparison to the same quarter of the previous year represents a 6 percentage point increase in Q3 of 2020/21.</p> <p>This is a very high level of satisfaction with police performance on ASB</p>
4.5	Hate Crime Satisfaction		 <p>3.5 year SPC trend</p> <p>+8pp</p> <p>Qtrly comparison</p>	<p>The SPCC 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 continued to rise above the mean, averaging 78% satisfaction for quarter 3 – an increase of 4% since Q2. The quarterly comparison shows that there has been an increase in satisfaction when compared to the same time period of the previous year.</p>

				As with the other satisfaction measures this indicates a very positive trend in public attitudes.
4.6	Violent Crime Satisfaction	<p>The chart shows Violent Crime Satisfaction from Oct-16 to Dec-20. The 3.5 year SPC trend is a red horizontal line at 74%. The quarterly comparison shows a +2pp increase.</p>	<p>3.5 year SPC trend</p> <p>+2pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that Violent crime satisfaction is stable within the upper and lower control limits.</p> <p>Quarter 3 of 20/21 has continued to see the satisfaction level above the mean, with the exception of October 2020. These levels should be monitored over the next quarters to see if levels remain stable or fall below the mean again, which may suggest a prolonged bias and possibly resetting the control limits.</p>
81 4.7	Burglary Satisfaction	<p>The chart shows Burglary Satisfaction from Oct-16 to Dec-20. The 3.5 year SPC trend is a red horizontal line at 80%. The quarterly comparison shows a +4pp increase.</p>	<p>3.5 year SPC trend</p> <p>+4pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that Burglary satisfaction is stable within the upper and lower control limits.</p> <p>In the most recent quarter, the percentage of Burglary satisfaction has continued to rise above the mean, averaging 86.5% satisfaction for quarter 3 – an increase of 4 percentage points since quarter 2. The quarterly comparison shows that there has been an increase in satisfaction compared to the same time period of the previous year.</p> <p>This is a positive trend in satisfaction levels, which has been sustained since 2018.</p>

Leicestershire Police Performance Report

5. Prevention

KPI	Performance	Commentary
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5.1	Number Stop and Searches		<p>3.5 year SPC trend</p> <p>+35.6%</p> <p>Qtrly</p>	<p>The SPCC 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 an increase in the number of stop and searches which contributes to the number being significantly above the mean.</p> <p>The quarterly comparison shows a significant increase when comparing the most recent quarter with the same period of the previous year.</p> <p>There has been a series of points (29 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>
5.2	Stop and Search Arrests		<p>3.5 year SPC trend</p> <p>0.5%</p> <p>Qtrly</p>	<p>The SPCC indicates that the number of stop and search arrests almost breached the limit in November 2020, although has generally remained stable between the upper and lower control limits.</p> <p>The quarterly comparison shows that there has been a very slight 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>+25.8%</p> <p>Qtrly</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	Deaths on Roads		<p>3.5 year SPC trend</p> <p>Qtrly</p>	<p>The SPCC 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	8	<p>3.5 year SPC trend</p>	<p>Throughout the third quarter, a total of 8 fatal 4 offences were recorded. The latest figure prior to quarter 3 was provided in February 2020, making a trend chart unavailable.</p>
8 5.6	DVPO		<p>3.5 year SPC trend</p> <p>Qtrly</p>	<p>The number of domestic violence prevention orders has breached the upper control limits during Q3 of 2020/21. This follows extremely sporadic changes throughout the months.</p> <p>Due to the small monthly number of Domestic Violence Prevention Orders recorded, the quarterly comparison can exhibit large percentage changes. The quarterly percentage change shows a large increase in Q3 when compared to the same quarter of the previous year (+42%).</p>

Leicestershire Police Performance Report

6. Recruitment

KPI	Performance	Commentary
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6.1	Officers recruited	97	<p>During Q3 of 2020/21, 97 Police Officers were recruited to Leicestershire Police. Total officers employed at the end of December 2020 is 2,187. This is on track to achieve the PCC's recruitment target and the Operation Uplift target. The discrepancy between the figures reported here and the figures in the "Recruitment, Retention and Dismissal" report, reflect the different methods of counting depending on whether full time equivalent or headcount figures are used and whether the numbers recruited are netted off against the numbers of departures. The future methodology for reporting this is described in the "Recruitment, Retention and Dismissal" report.</p>
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THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2021

DATES	ITEM	COMMENTS
Thurs 25 March 21 at 1pm	<ol style="list-style-type: none"> 1. Covid-19 Pandemic, 1 year on 2. Police Recruitment, Retention and Dismissals 3. Section 106 Funding report 4. End of Term delivery update on Police and Crime Plan from PCC 5. Qtr. 3 Performance Report (20/21) – Leicestershire Police 6. Qtr. 3 Performance Report – OPCC 	<p>To understand the impact of the Covid 19 pandemic on the budget position, funding and delivery of operational policing and community safety.</p> <p>To understand progress against police recruitment targets</p>
Special Meeting Thurs 20 May 21 at 1pm	<p>The role of the PCC and understanding the role of the Police and Crime Panel.</p>	<p>Members only briefing to discuss the role of the PCC and understand their purpose as a Panel.</p>
Thurs 10 June 21 at 1pm	<ol style="list-style-type: none"> 1. Election of Chair/Vice-Chairman 2021/22 2. Confirm Panel Memberships 3. Confirm Terms of Reference for Panel 4. Initiatives the new PCC proposes to be funding and how the impact is measured 5. Report regarding Violence in the Public Domain linked to Domestic Abuse and interventions around that 	<p>(from manifesto, ongoing commitment from existing plan)</p> <p>From 1 Oct 2019 meeting</p>
Thurs 29	<ol style="list-style-type: none"> 1. PCC's Annual Report (*) 	<p>(*moveable) To receive outgoing PCC's Annual</p>

Appendix A

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<p>July 21 at 1pm</p>	<ol style="list-style-type: none"> 2. Qtr. 4 Performance Report (20/21) – Leicestershire Police 3. Qtr. 4 Performance Report (20/21) 4. OPCC Ethics Committee Annual report 5. Police and Crime Plan Implementation (*) 	<p>Report (by October)</p> <p>(*moveable) To provide an update on progress made with developing/implementing the Police and Crime Plan</p>
<p>Thurs 30 September 21 at 1pm</p>	<ol style="list-style-type: none"> 1. PCP Independent Members status 2. PCP Grant Monitoring – Annual Report 3. Qtr. 1 Performance Report (21/22) OPCC 4. Qtr. 1 Performance Report (21/22) Leicestershire Police 	<p>PCP to decide whether to extend the term or recruit new Independent Members. (Current terms expire 31 Dec 21)</p> <p>To provide an overview of the PCP’s work for the previous year (2020/21)</p>
<p>Thurs 2 December 21 at 1pm</p>	<ol style="list-style-type: none"> 1. Qtr. 2 Performance Report (21/22) OPCC 2. Qtr. 2 Performance Report (21/22) Leicestershire Police 3. Complaints against Police and Crime Commissioner Annual Report 	<p>Monitoring Officer to provide an overview on complaint activity</p>
<p>Suggested items to be scheduled</p>	<ul style="list-style-type: none"> • Report regarding Violence in the Public Domain linked to Domestic Abuse and interventions around that • Emergency Services Network update and impact on budgets • Independent Custody Visitors Scheme update • Efficiency Savings report • Return on Investments update • Venues for Panel Meetings review 	<p>TO JUNE MEETING</p> <p>TBC (<i>To July meeting</i>)</p> <p>TBC (<i>To September meeting</i>)</p> <p>To set out efficiency savings to be made financial year 2021/22</p> <p>To be included as an update within the final financial report covering 2021/22</p> <p>Deferred until position around virtual meetings or resumption of physical meetings known.</p>

Appendix A

Notes: Budget/Precept: Proposed Precept must be notified to Panel by 1 Feb and Panel must consider by 8 Feb If veto used, Panel's consideration must be completed by 22 February and PCC issue the final precept by 1 March

- **Themed Meetings or Scrutiny Reviews on Topical Issues:**
Human Trafficking/Modern Slavery – Date to be confirmed
- **Working Task and Finish Groups – non-public meeting, shows panel scrutiny and support of the PCC.**
To be confirmed

