

Leicester  
City Council

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

**DATE:** THURSDAY, 30 SEPTEMBER 2021  
**TIME:** 1:00 pm  
**PLACE:** Committee room G01 and G02 at City Hall

**Members of the Panel**

Councillor Taylor (Chair)  
Councillor Master (Vice-Chair)

Councillors Clair, Cutkelvin, Graham, Harper-Davies, Loydall, Mullaney, Phillimore, Stephenson, Whelband and Woodman and City Mayor Sir Peter Soulsby.

**Independent Members**

Mr Keith Culverwell  
Ms Mehrunnisa Lalani

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

For Monitoring Officer

**Officer contacts:**

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

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- comply with Test and Trace requirements by scanning the QR code at the entrance to the building and/or giving their name and contact details at reception prior to the meeting;
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- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

**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](mailto:committees@leicester.gov.uk), or call in at City Hall.

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## **PUBLIC SESSION**

### **AGENDA**

**NOTE:** Due to COVID restrictions, public access in person is limited to ensure social distancing. We would encourage you to view the meeting online but if you wish to attend in person, you are required to contact the Democratic Support Officer in advance of the meeting regarding arrangements for public attendance. Separate guidance on attending the meeting is available for officers. Officers attending the meeting are asked to contact the Democratic Support Officer in advance to confirm their arrangements for attendance.

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#### **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: [Appendix A](#)**

The minutes of the meetings held on 29<sup>th</sup> July 2021 and 13<sup>th</sup> September 2021 are attached and Members will be asked to confirm they are an accurate record.

#### **4. PROGRESS AGAINST ACTIONS OF PREVIOUS MEETINGS (NOT COVERED ELSEWHERE ON THE AGENDA)**

#### **5. PUBLIC QUESTIONS**

*None received.*

#### **6. CORPORATE GOVERNANCE AND ACCOUNTABILITY [Appendix B](#) STRATEGY**

Members to receive a report outlining the Police and Crime Commissioners new governance and accountability arrangements and the approach to be taken around performance management arrangements and holding the force to account.

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

**7. EMERGENCY SERVICES NETWORK UPDATE** **Appendix C**

Members to receive an update on the Emergency Services Network including details of the potential financial implications as the programme progresses.

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

**8. INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT** **Appendix D**

Members to receive the annual report of the Police and Crime Commissioner's Independent Custody Visiting Scheme 2020/21 covering the period from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021.

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

**9. CEO/CFO RECRUITMENT** **Appendix E**

Members to receive an update on the expected recruitment timescales for the CEO and CFO positions within the Leicestershire Office of the Police and Crime Commissioner (OPCC).

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

**10. RECRUITMENT AND RETENTION UPDATE** **Appendix F**

Members to receive a further update report on recruitment providing context with regards to gender, sexual orientation and the aspirations that 1 in 4 new joiners to Leicestershire Police self-identify as BAME for analytical purposes.

Members will be asked to note the contents of the report.

**11. OPCC ETHICS COMMITTEE ANNUAL REPORT**

Members to receive a verbal update about the OPCC Ethics Committee Annual Report.

**12. POLICE AND CRIME PANEL INDEPENDENT MEMBER STATUS** **Appendix G**

Members to receive a report for the purpose of considering Independent Members status in view of their terms being due to expire on 31 December 2021.

Members will be asked to consider the report and agree to undertake a recruitment process.

**13. WORK PROGRAMME**

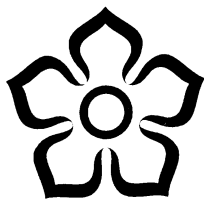
**Appendix H**

Members to note the ongoing work programme.

**14. ANY OTHER URGENT BUSINESS**

**15. NEXT MEETING**

Thursday 2<sup>nd</sup> December 2021 at 1pm. Location to be confirmed.



Leicester  
City Council

# Appendix A

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

Held: THURSDAY, 29 JULY 2021 at 2:00 pm

P R E S E N T :

Councillor Taylor (Chair)  
Councillor Master (Vice-Chair)

City Mayor Soulsby	Cllr Clair	Cllr Woodman
Cllr Cutkelvin	Ms M Lalani	Cllr Loydall
Cllr Harper-Davies	Cllr Mullaney	Cllr Phillimore
Cllr Stephenson	Cllr Whelband	Mr K Culverwell

In Attendance:

Rupert Matthews – Police and Crime Commissioner

Also Present:

Simon Down – Acting Chief Executive Officer

Paul Dawkins - Chief Finance Officer

Anita James                      Senior Democratic Support Officer

\* \* \* \* \*

## **14. WELCOME AND INTRODUCTIONS**

The Chair welcomed those present and led introductions.

## **15. APOLOGIES FOR ABSENCE**

Apologies for absence were received and accepted from Cllr Malise Graham; Kamal Adatia Monitoring Officer and Chief Constable Simon Cole.

## **16. DECLARATIONS OF INTEREST**

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

There were no declarations.

## **17. MINUTES OF THE LAST MEETING: 24TH JUNE 2021**

The Chair advised that future agendas would include a item “progress against actions of previous meetings” to allow for updates on outstanding matters.

RESOLVED:

That the minutes of the meeting held on 24<sup>th</sup> June 2021 be confirmed as an accurate record.

## **18. PUBLIC QUESTIONS**

There were no public questions submitted.

## **19. POLICE AND CRIME COMMISSIONERS ANNUAL REPORT 2020/21**

Members of the Panel considered the draft Police and Crime Commissioner’s Annual Report 2020-21 that summarised the key developments over the course of the year in relation to the work of the previous PCC Lord Bach.

It was noted that the final version would incorporate the content of this report into a consistent format style and design suitable for a public facing document.

It was agreed that further detail of the Trauma Informed Strategy be provided to a future meeting.

Members of the Panel commented that the report included a lot of statistics and suggested that it would be helpful to see more information in future that explained increases in the data such as around the number of incidents or reports.

The Chair thanked officers for the report.

RESOLVED:

1. That the PCC’s Annual Report 2020-21 be supported, subject to comments made by the Panel;
2. That further details about the Trauma Informed Strategy be provided to a future meeting;

## **20. OPCC PERFORMANCE REPORT**

Members of the Panel received a report from the Police and Crime Commissioner explaining that performance reporting of the Office of the Police and Crime Commissioner was being reviewed with the aim of providing more accurate and meaningful details to the panel to enable them to hold the PCC to account in future.

It was noted that the format for reporting on performance was being revised and agreed to continue to feedback on the new format and report content at future meetings.

It was suggested that future reports should include where possible details of

performance across the areas of Leicester, Leicestershire and Rutland to enable comparison as well as details of resources across each area.

The Chair thanked officers and looked forward to receiving the revised format of report at the next meeting.

RESOLVED:

That the contents of the report be noted and suggestions for improvement be taken into consideration for future reporting.

## **21. FORCE PERFORMANCE EXCEPTION REPORT QUARTER 4 2020-21**

Members of the Panel considered a report of the Police and Crime Commissioner that provided an update on the performance of the Leicestershire Police for the period 1<sup>st</sup> January 2021 to 31<sup>st</sup> March 2021.

Attention was drawn to several graphs at figures 3,4 and 6 within the report and it was noted that there had been improvements in the Forces efforts to be more representative of Leicester, Leicestershire and Rutland.

In terms of improving future reports it was commented:

- The correct abandonment rates now being reported were welcomed and that previous comments to improve this report had been taken on board.
- There was some concern that the data showed crime/incidents were increasing i.e. violence with injury had risen 16% but the report gave no context to that.
- More context to why particular crimes had gone up was sought and detail of what was being done to address that requested in future reports.
- An executive summary was requested in future reports to provide key highlights and to draw out one or two areas for more detail and context.
- That the data for missing people would be more helpful if it were specific with a breakdown into children and adults.
- Clarification about the violence with injury offences data was sought and whether that included the statistics for domestic violence. It was also suggested it would be helpful to see if there were patterns in types of offences occurring in certain settings, times of day etc to enable better scrutiny e.g. if victims were known to perpetrators for instance in homicide cases as well as violence with injury offences.

Officers confirmed that domestic abuse was included within the violence with injury data and agreed to provide a percentage of the violence with injury that were from domestic abuse in future performance reports.

There was a brief discussion around adverse childhood experiences, as well as the relationship or drugs and alcohol migrating through the public domain into domestic violence and whether there was any correlation to the data. Reference was also made to the Violence Reduction Network and the Trauma Informed Strategy.

The Chair noted the contents of the report and asked the comments of the panel to be taken into consideration for future reporting.

**RESOLVED:**

1. That the contents of the report be noted;
2. That future reports take account of the suggestions and comments for improvement above;
3. That a report providing greater detail on domestic abuse, addressing the points raised and how it impacts on other offences be brought to a future meeting.

## **22. RECRUITMENT PROGRESS REPORT**

Members of the Panel considered a report providing further details around the recruitment and retention of police officers funded through the National Programme and those precept funded.

During discussion it was noted that although the report was on recruitment progress it provided no details about new female intake or BAME intake and it was requested this information be provided in future reports or updates on recruitment.

Clarification was sought on the number of PCSO's to be accounted for in the pre-cept for 2020-21. Officers referred to points 11 and 12 within the report to confirm the numbers being recruited across 2020-21 and into 2022 and confirmed that the additional 20 PCSO's had already been recruited.

It was noted that in terms of the National Programme for 2020-21, £2.5m of grant was dependent on recruiting the additional 89 officers and that target had been met and the grant secured. The force was now on track to recruit the number for this year (88) and that would then secure the associated grant funding of £1.5m for that too.

The Chair thanked officers for the report.

**RESOLVED:**

1. That the contents of the report be noted.
2. That the Chief Finance Officer provide a full written response in relation to the recruitment of additional PCSO's funded through the pre-cept.

## **23. THE POLICE AND CRIME COMMISSIONERS MEDIUM TERM FINANCIAL PLAN**

Members of the Panel received a report updating on the Medium Term Financial Plan (MTFP) and advising on the current context, assumptions, and underlying risks in relation to the MTFP.

The Police and Crime Commissioner Rupert Matthews (PCC) introduced the

report and reminded Members of the statement he made on 24 June 2021 in which he set out his concerns about the long term sustainability of the Police budget and the forecast large deficit for financial year 2024/25.

The PCC explained that where his predecessor was prepared to take a legitimate risk in terms of forecasting, this PCC had a more cautious approach and was not prepared to take those same risks. The PCC informed that there were different indications from the government now that might materially affect the medium term forecast and he was therefore bringing matters to the panels attention as it may be necessary to adjust some targets at a later point.

The Chief Finance Officer Paul Dawkins presented the report, explaining the position of the MTFP as it was at the panel's meeting on 27<sup>th</sup> January 2021 and set out the key financial risks identified in the budget report presented at that meeting, assuring members that those risks remained unchanged.

The Chief Finance Officer also set out the key assumptions that outlined the financial challenges medium term as presented at the meeting on 27<sup>th</sup> January 2021.

Members of the Panel noted the budget report had explained the spending planned for 2021-22, the former PCC's commitment to increase overall police officer numbers and the position on how those additional officers would be funded in terms of the national uplift programme and the local precept.

The Chief Finance Officer then provided details of the Budget Equalisation Reserve (BER) and the General Reserve and how those were being utilised.

It was noted there was no minimum level of reserve recommended or legislated for but there was a general accepted level that an organisations general reserve level should not fall below a 2% threshold. It was at the discretion of the PCC and the s151 Finance Officer as to how that was set out. Auditors had been consulted who confirmed there was no minimum reserve level and the level was set around risk, perception of risk and management of that risk.

Assurance was given that the former PCC had appropriately used those reserves during his tenure and abided by the rules. The Panel were reminded that at beginning of 2019 the government minister had written to the former PCC about the level of reserves being maintained on balance sheets and challenged how those would be used; part of this MTFP was also to show how reserves would be put to use and part of the decision of the former PCC was to put reserves towards growing the police establishment and that was effectively the position arrived at in the January meeting.

The Chief Finance Officer moved onto outline the position regarding efficiency savings and the effect of efficiency programmes in recent years. The panel noted that the process of achieving the £0.5m efficiency savings for this financial year had been very much started and achieved before the arrival of the new PCC.

The position following the January meeting was then set out including the significant changes which impacted upon the MTFP and how matters would be taken forward.

Members noted it was a priority area of work of the PCC to develop a detailed strategy and efficiency plan for the establishment to mitigate risks and it was recognised that there may be pressures moving forward.

The Chief Finance Officer assured Members that it was not unusual to recognise the challenges faced across the public sector such as austerity and public funding and it was not unusual to see gaps in future years. These details were all in the public domain and it could be seen through the work of the panel and auditors that Leicester, Leicestershire and Rutland were one of the highest performing OPCC when it came to managing risk. The inspectorate also noted and spoke highly of that too.

The PCC informed the panel that the Home Office would be sending officers to assist, review books and the financial plan although they had not yet been advised of their terms of reference but that would be reported to the panel in due course.

Members welcomed the overall holistic overview given although there was some disappointment in the suggestion the report to the panel in January 2021 did not consider all of the financial risks and implications.

The ensuing discussion included the following comments:

The previous PCC challenged the Chief Constable to achieve £0.5m efficiency savings and it was suggested those stated in the MTFP were perhaps “accidental savings” arising from the Covid 19 situation which had impacted in several ways. There was an expectation to see more pro-active efficiency savings not accidental ones and assurance was sought as to what level those would be absolutely embedded for the next 3-5 years.

In response it was acknowledged that Covid 19 had impacted and there were different ways of working as a result, the savings achieved were set out in the report and those funds had been removed from the budget so the Force would have to manage those in future and avoid creep back.

In terms of staff working from home, it was queried how their working environments would be compensated and whether there were funds for people to have appropriate measures such as Display Screen Equipment (DSE). It was advised that the office was in the process of phasing returns to work and for those working from home (albeit in a part time way), risk assessments were being undertaken to identify if equipment was needed and to provide that.

Concern was expressed at the PCC’s announcement that the Home Office had been invited to undertake a review and that such a significant decision may have been taken without the Chief Constables involvement. It was queried

whether that was initiated by the PCC or Home Office and whether it was with the knowledge of the Chief Constable.

The PCC confirmed the review was at his suggestion following conversation with the Home Office between the PCC, Chief Finance Officer and Deputy Chief Constable. The Chief Constable had been made aware of this recently. The PCC gave assurance that the terms of reference of the Home Office review and the results of their review would in due course be reported to the Panel. The PCC also confirmed that there was no suggestion of financial mismanagement or activity at any time.

Assurance was sought in terms of police numbers and following through on the intention of the previous PCC to recruit additional officers. The PCC advised that he welcomed the current plans to increase police officers, however the general effectiveness of policing was not solely about police officer numbers but also the training they have and other staff e.g. those involved in the Violence Reduction Network.

The PCC made the point that the business of setting a budget was for one year only and that had been correctly done, however the MTFP was a longer forecast and that was where his view diverged from the previous incumbent. The PCC explained he was keen to avoid an approach where officers were recruited then in years to come to address a funding gap their number had to be cut. The PCC commented that it was preferable to recruit police numbers that they could be certain of retaining into the future.

It was suggested there was clearly a different approach to the previous PCC and enquired whether other PCC's were more inclined to this PCC's cautious approach. The PCC acknowledged his approach was more prudent and as to other PCC's, he indicated they shared concerns that revenue was consistently propped up by reserves which was not sustainable into the future.

In terms of reserve levels, it was noted that this varied across forces and was impacted by local spending decisions however at this moment in time there was an adequate level of reserves in LLR.

It was commented that partnership working was fundamental, and the Home Office visit should be seen in a positive light as a critical friend to provide an objective view.

Despite earlier comments there remained some concern that there may be an intention to reduce police numbers as well as concern about senior relationships and communication. The PCC responded that different people would make different assumptions and draw different conclusions, however no final decisions had been made about anything and emphasised his keenness was to address risk. The PCC commended the Chief Constable, assuring that he had great faith in him, and looked forward to working with him during his term of office.

Drawing discussion to an end the Chair commented that although the panel

was here to hold the PCC to account, assumptions were being made that might not be correct and it may be helpful for the Home Office to review the finances and if the review found a better way of doing it that was a positive. The Chair expressed her support for the PCC, the Chief Constable and the teams around them.

The Chair thanked the Chief Finance Officer for a thorough run through of the report.

RESOLVED:

1. That the contents of the report be noted,
2. That the Terms of Reference of the Home Office review and the outcomes of that review be reported to a future meeting.

## **24. THE POLICE AND CRIME PANEL DRAFT ANNUAL REPORT 2020-21**

Members of the Panel considered the panel's first annual report which highlighted the activities undertaken by the Police and Crime Panel during the 2020-21 municipal year.

RESOLVED:

That the contents of the report be taken as read and noted.

## **25. SCOPING DOCUMENT FOR REVIEW OF SECTION 106 FUNDING**

Members of the Panel considered the scoping document for the s106 Funding Scrutiny Review which aimed to scrutinise the effectiveness of arrangements to obtain and use funding from developers to meet community policing needs.

Members agreed that the following members would be involved in the review:  
Lift from doc plus Cllr Lucy Stephenson

Paul Dawkins, Finance Officer welcomed the review and support of the panel around this area of work.

The Chair summarised that she was pleased to see representation from each area and that this would be a key piece of partnership working.

RESOLVED:

1. That the scoping document be accepted,
2. That the membership of the working group shall be: Cllr Deborah Taylor (Chair), Cllr Les Phillimore, Cllr Kevin Loydall, Cllr Piara Singh Clair and Cllr Lucy Stephenson.

## **26. WORK PROGRAMME**

- Budget review update to be included at December meeting.

- Police and Crime Plan – a first draft would be shared with Members outside this meeting. It was intended that public consultation would begin at end September.

**RESOLVED:**

1. That a Budget Review item be included on the agenda at the December meeting.
2. That a special meeting of the Police and Crime Panel be convened early September 2021, to consider and comment upon the draft Police and Crime Plan before the public consultation.

**27. DATE OF NEXT MEETING**

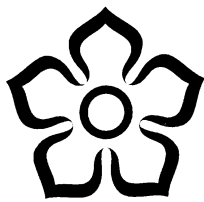
To note the next ordinary meeting scheduled on Thursday 30<sup>th</sup> September 2021 at 1pm.

**28. ANY OTHER URGENT BUSINESS**

The Chair thanked those present for their contributions to the meeting.

There being no further business the meeting closed at 4.02pm.





Leicester  
City Council

# Appendix A

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

Held: MONDAY, 13 SEPTEMBER 2021 at 12:30 pm

P R E S E N T :  
Councillor Taylor (Chair)  
Councillor Master (Vice-Chair)

City Mayor Soulsby  
Cllr Cutkelvin  
Cllr Harper-Davies  
Cllr Graham

Cllr Clair  
Ms M Lalani  
Cllr Mullaney

Cllr Woodman  
Cllr Loydall  
Cllr Phillimore  
Mr K Culverwell

In Attendance:  
Rupert Matthews – Police and Crime Commissioner

Also Present:  
Simon Down – Acting Chief Executive Officer  
Paul Dawkins - Chief Finance Officer  
Lizzie Starr – Performance Manager  
Anita James - Senior Democratic Support Officer  
\* \* \* \* \*

## **29. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Lucy Stephenson and Cllr Stephen Whelband.

## **30. DECLARATIONS OF INTEREST**

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

There were no declarations.

## **31. PRIVATE SESSION**

RESOLVED:

That the press and public be excluded during consideration of the following reports in accordance with the provisions of Section

100A(4) of the Local Government Act 1972, as amended, because it involves the likely disclosure of “exempt” information, as defined in Rule 1 of Part 4B of the Council Constitution (Access to Information Rules), and taking all the circumstances into account, it is considered that the public interest in maintaining the information as exempt outweighs the public interest in disclosing the information.

### **32. DRAFT POLICE AND CRIME PLAN**

#### **IN PRIVATE SESSION**

The Police and Crime Commissioner submitted a draft report setting out the principal elements of his Police and Crime Plan for consideration prior to public consultation.

Members of the Panel explored how the draft plan reflected the local needs and how background information and evidence had informed the plan.

Members considered the local police and crime objectives and the resourcing that would be put in place to deliver that.

Members also enquired about collaboration and other forms of partnership working.

Members asked about the consultation plans and communications strategies to promote it and noted that the PCC was still to confirm the date on which the public consultation would begin.

The Chair thanked members for their comments and asked that the final Police and Crime plan be brought to the panel in due course.

#### **RESOLVED:**

That the Police and Crime Commissioner shall present the final draft Police and Crime Plan at a formal meeting to be held in public, after the public consultation phase, at which Members of the Panel may make any final recommendations and approve the final Police and Crime Plan for publication.

### **33. ANY OTHER URGENT BUSINESS**

None

### **34. DATE OF NEXT MEETING**

Thursday 30<sup>th</sup> September 2021 at 1pm.

There being no further business the meeting closed at 1.45pm

# Appendix A

By virtue of  
Rule 1 of Part 4B of the Council's Constitution  
(Access to Information Rules)

Document is Restricted



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

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>CORPORATE GOVERNANCE AND ACCOUNTABILITY STRATEGY</b>
Date	<b>THURSDAY 30 SEPTEMBER 2021 – 1:00 p.m.</b>
Author	<b>LIZZIE STARR, PERFORMANCE MANAGER, OFFICE OF POLICE AND CRIME COMMISSIONER</b>

### **Purpose of Report**

1. To provide the Panel with an update of the Accountability and Governance strategy for the oversight of Leicestershire Police and The Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland.

### **Recommendation**

2. The Panel is recommended to discuss and comment:-
  - a. The new governance and accountability arrangements; and
  - b. note the contents and direction of travel included in the report

### **Background**

3. At the request of the Police and Crime Commissioner, the Performance Manager has developed a new strategy in which the Police and Crime Commissioner will hold the force to account. This has been designed to strengthen the existing internal performance management arrangements and improve the transparency around the accountability process.
4. The strategy is a work in progress and will be developed further and aligned to the Force Strategic Performance Board structure by the Performance Manager, in consultation with Leicestershire Police.
5. The Corporate Governance and Accountability Strategy is attached in full as Appendix 1.

### **Attachments:**

Appendix 1: Corporate Governance and Accountability Strategy

### **Implications**

Financial : None

Legal : The Governance and Accountability provides the means and forum for the Commissioner to hold the Chief Constable to account which is a statutory requirement the role.

Equality Impact Assessment : None

Risks and Impact : None

Link to Police and Crime Plan : The delivery of the Plan will be monitored through the performance framework reported to the Corporate Governance Board (outlined in strategy)  
Communications :

**Person to Contact**

Elizabeth Starr, Performance Manager

Tel: 0116 2298980

Email: [Elizabeth.starr8921@leicestershire.pnn.police.uk](mailto:Elizabeth.starr8921@leicestershire.pnn.police.uk)

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



Leicestershire  
**Police**  
Protecting our communities

# CORPORATE GOVERNANCE AND ACCOUNTABILITY STRATEGY

DRAFT 1

Author	LIZZIE STARR
Position	PERFORMANCE MANAGER
Date	08/06/2021
Last edited date	15/09/2021
Review Date	

**CONFIDENTIAL**



**Leicestershire  
Police**  
Protecting our communities

## 1. VISION

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*Through high quality and meaningful data analysis and insights we will provide a robust and transparent accountability strategy responsible for the oversight of Leicestershire Police and The Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland.*

## 2. INTRODUCTION

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Police and Crime Commissioners (PCCs) key role is to be the voice of the people and independently hold the police to account.

The PCC has a number of statutory responsibilities as set out in the Police Reform and Social Responsibility Act 2011, these are listed below:

- a. *Secure an efficient and effective police for their area*
- b. *Appoint a Chief Constable, hold them to account for the running of the force, and if necessary dismiss them*
- c. *Set the police and crime objectives for their area through a Police and Crime Plan*
- d. *Set the force budget and determine the precept*
- e. *Contribute to the national and international policing capabilities set out by the Home Secretary; and*
- f. *Bring together community safety and criminal justice partners, to make sure local priorities are joined up.*

The responsibility for holding the Chief Constable and the Force to account is defined in law. There are a number of ways for the Police and Crime Commissioner to undertake this role and this strategy will clearly define how he will achieve this.

In order for the Office of Police and Crime Commissioner to fulfil this responsibility the PCC will also have to satisfy himself that his own team are delivering their own functions in an efficient and effective way. Therefore, the PCC will provide the same level of scrutiny for his own team as he will for the Force and will be addressed in a separate strategy.

The force governance and scrutiny will be clearly defined, open and transparent and benchmarked against the Police and Crime Plan, national targets and agreed local measures.



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The governance, scrutiny and monitoring of force and partnership performance will be through a variety of means including a newly formed Corporate Governance Board, the Joint Audit and Risk Assurance Board and the Ethics, Integrity and Complaints Committee.

The PCC will also receive reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service which will provide an impartial and objective view on how the force performs against a national framework, the value for money the force offers and how it complies with College of Policing national policy.

The PCC will also draw on information, feedback and insights provided by his engagement events, external meetings, surveys and also correspondence to his office to hold the Force to account regarding community concerns.

In fulfilling these responsibilities, the Police and Crime Commissioner will abide by the 7 principles of public life known as the Nolan Principles and Code of Ethics and will expect all colleagues to conduct themselves to the same level and standards.

## Strategic Objectives:

- To promote the role of the Police and Crime Commissioner by supporting the delivery of his strategic plans
- To ensure tangible outcomes and delivery of the Police and Crime Plan
- To hold the Chief Constable to account for the delivery of an efficient and effective police service
- To ensure the force finances are managed in line with the current strategic objectives whilst providing value for money
- To support the Chief Constable and the force with decisions required by the PCC commensurate with his role
- To enhance the transparency and accountability of the force and to facilitate meaningful information sharing with the public and Police and Crime Panel to enable them to fulfil their statutory duties



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## Police and Crime Panel

The Police and Crime Panel has a statutory duty to review the Police and Crime Plan of the PCC, scrutinise the methods in which the PCC hold the force to account and ensure the interests of the public are satisfied. To enable this process to be efficient and effective the information and reports generated by the Governance and Accountability Strategy will be shared with the Police and Crime Panel in a timely and appropriate way.

A summary of the Corporate Governance Board meeting and any supporting evidence will be shared with the Police and Crime Panel to enable them to fulfill their oversight functions of the Police and Crime Commissioner.

## 3. DELIVERING THE STRATEGIC OBJECTIVES

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This strategy will enable the PCC to maintain oversight and the delivery of high quality performance of the Leicestershire Police. It will enable the PCC to hold the Chief Constable to account for the delivery of the Police and Crime Plan as well as provide robust support and scrutiny to partners and the wider Criminal Justice strategic objectives together with performance allied to service delivery.

This strategy is aligned with the other OPCC business areas to ensure duplication is minimised, responsibilities are clearly defined and the teams are working to a common goal.

In order for the governance and accountability framework to be clear, coherent and beneficial to the Leicestershire Police and the Police and Crime Commissioner the approach, diagnostics, measures, targets and methods for analysis has been agreed by the Force and the PCC.

The key products, information and materials will be produced with the principle of one version of the truth so that there is no ambiguity between the Police, PCC and the Police and Crime Panel. This will also ensure systems are efficient, streamlined and limits duplication of effort.

### Corporate Governance Board

In order for the Police and Crime Commissioner to exercise his responsibilities for oversight governance and accountability the Force and OPCC will attend a bi-monthly meeting chaired by the PCC.

This meeting will be named the Corporate Governance Board (CGB) and will be held on a bi-monthly basis.



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The expected attendees to this meeting are as follows:

Police and Crime Commissioner (chair)  
Deputy Police and Crime Commissioner (when in post)  
Chief Constable  
Deputy Chief Constable  
Assistant Chief Constables  
Human Resources Director (Office of the Chief Constable)  
Chief Finance Officer (Office of the Chief Constable)  
Chief Finance Officer (Office of the Police and Crime Commissioner)  
Chief Executive Officer (Office of the Police and Crime Commissioner)  
Head of Performance (Office of the Police and Crime Commissioner)  
Director of Communications and Engagement (Office of the Chief Constable)  
Head of Communications (Office of the Police and Crime Commissioner)

The following areas will be subject to detailed scrutiny and governance:

- Finance (including risk management and value for money profiles)
- Transformation and Change including Information Technology, Information Management and force projects
- Operational Performance
- People (including recruitment, diversity, training, complaints, wellbeing, deployment etc.)
- Corporate Risk Management
- HMICFRS Inspections including management of and responding to inspection
- Police and Crime Delivery Plan
- Collaboration

To enable strategic oversight of all organisational performance a mutually agreed performance framework has been developed. The specific performance management information requirements will evolve and change as the performance and areas of scrutiny of the force improves.

It is important to create a coherent methodology between both organisations so that measures, targets, outcomes and deliverables are agreed and understood.

The Office of the Police and Crime Commissioner will work with the force to ensure the underpinning information and data is accurate, timely and relevant.

This approach will provide time saving efficiencies for both the force and the OPCC.

The measures and information presented under each identified area of business will be agreed with the force and standard baselines will be implemented to



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measure performance. The measures are assessed on a scale in line with those used by the HMICFRS and have been mutually agreed by the Force and OPCC.

A suite of actions will result from each meeting which will be recorded and revisited at subsequent meetings to ensure all areas of business are scrutinised and outcomes achieved and monitored.

In order to maximise the effectiveness of the governance process and to ensure there are no surprises a pre-meeting between representatives from the OPCC and the Force will take place prior to the Corporate Governance Board. This will enable specific areas of scrutiny to be prepared for and underpinning reports can be requested and produced.

The Corporate Governance Board will be in two parts. One will be an open session which will include all areas of corporate governance which can rightly and transparently be placed into the public domain.

The second element of the meeting will be closed so that operationally or organisationally sensitive performance management issues can be discussed. This is to ensure operational security when required and to create a culture of candor.

A summary of the Corporate Governance Board will be placed on the PCC website to create transparency to build and maintain trust and confidence in the PCC and Force.

The Force and OPCC performance and business meetings outside of this governance structure may be attended by Officers and staff from the OPCC and Force but will only support the governance arrangements and not replace them.

The Corporate Governance Board agenda will reflect the objectives as already described. The agenda items are described in more detail below.



Finance



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As outlined in the Police Reform and Social Responsibility Act 2011, the PCC is responsible for setting the force budget and determining the precept and also ensure an efficient and effective police force for their area. The following areas will be covered, but not limited to;

- Mid-term financial planning
- Value for money
- Resourcing
- Capital budget
- Capital programme including ICT/IS/estates
- Business cases and business benefit realization
- Short medium/longer term financial risks or requirements
- Oversight of the financial management of the CC
- Monitor the outcomes of financial decisions
- Budget setting

These suites of measures will support the PCC to ascertain and scrutinise the development, implementation and delivery of organisational strategy. There will be an examination of the forces ability to sustainably deliver the financial plan whilst maintaining value for money.



## Operational Performance

The PCC has a responsibility to ensure the CC is considering the communities priorities, making the best use of his resources and also committed to delivering the priorities set out in the Commissioners Police and Crime Plan.

In conjunction with the force the OPCC will identify exceptions and issues where further analysis and assurance is required. This will be requested to the Force to detail any changes in operational performance and include any interventions to improve performance. This information will include benchmarking data against other forces and will form the basis of the Commissioner and his team holding the Police to account to improve and understand operational performance.

The Home Secretary has set out a number of measures to focus effort to national priorities and provide national accountability, these will be reported on quarterly to the Home Office and compared and benchmarked against other forces. Whilst there will be no numerical targets set against these measures it will be important to ensure they are included in our performance report and regular scrutiny of the performance of the force. The PCC will be responsible for explaining how the Force is performing against these national measures and therefore they will need to be regularly reviewed locally.

The measures to be reported on are shown below:

- Reduce murder and other homicides
- Reduce serious violence



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- Disrupt drugs supply and county lines
- Reduce Neighborhood crime
- Tackle cyber crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse



## Transformation and Change

It is generally recognised that many programmes of work, transformation or change projects simply fail or never see the light of day or ineffectively delivered over too long a time because the clarity of scope, time-scale cost and benefits are not defined adequately during the development of the approach.

Policing continues to be in an era of change and transformation and millions of pounds are invested in developing the service to remain fit for purpose.

The PCC will be holding the force to account for the delivery of transformation and change from the initial concept, development of the business case through to the delivery of the outcomes. There will obviously be an expectation that the changes will be evidence based and the deliverables will be tangible and measurable.

The force will be expected to present business cases, summaries and highlight reports for scrutiny. There will be no expectation for the PCC to approve the projects unless there is a clear public interest to do so or the cost of the project passes the agreed financial thresholds for approval.



## People

Closely monitoring progress and performance relating to key areas relating to the organisational management of people services including recruitment, diversity, training, complaints, wellbeing, deployments etc.

Grievances, complaints and internal investigation times will also be monitored in this section.

The performance framework for the monitoring of organisational performance will capture volumes and trends in complaint numbers and investigation time, and those needing IPCC referrals for example, however it is also important for the themes and issues being raised by the public to be monitored by the Commissioner.

Further to this The Independent Ethics, Integrity and Complaints committee exists to provide the Commissioner and members of the public assurance that



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the complaints against the police are being dealt with efficiently and follow due process. This ensures transparent, ethical policing.



## Corporate Risk Management

There is an expectation that the force has an effective way to managing all operational and organisational risk whether that be at the corporate level or at the operational level.

The PCC will monitor the risks being managed by the force to ensure progress is being made towards mitigating, managing, removing or avoiding escalation to the identified areas.

The PCC will be scrutinising how the force identifies risk, the assessment process for risk management, the measures and activities in place to manage risk and the review processes to ensure continuous oversight.



## HMICFRS

HMICFRS provide the Commissioner with an independent inspection, assessment and reports of the efficiency and effectiveness of the Force. The reports provided enable benchmarking against other forces and provide clear actions and areas for improvement.

The database of recommendations and actions will be reviewed on a monthly basis and assurances provided to the Commissioner to ensure the force are taking appropriate improvements in relation to the HMICFRS recommendations.

Further to the HMICFRS PEEL, CDI and Thematic inspections, Police forces are also required to produce a Force Management Statement for the HMICFRS. This document sets out the upcoming demand for the force and sets out how the force is expecting to deal with/adapt to the demand. Further to this the FMS sets out how much money the force has and how they plan to improve efficiency. This is another tool in which the PCC can hold the police to account for their performance.

The PCC will work with the force in the first instance to develop an approach to this area of the business.

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## Collaboration

The Force has a statutory requirement to collaborate where the interests of the public are better served by improved efficiency or effectiveness according to the Policing and Crime Act 2017. As such there are a number of collaborations in Leicestershire and the East Midlands region; EMSOU (East Midlands Special Operations Unit), EMCHRS (East Midlands Collaborative HR Learning and Development Services), EMLS (East Midland Legal Services), EMCJS (East Midlands Criminal Justice Service). The cost to the force for these collaborations is approximately £9.5 mil of the police budget, the Chief Constable, and the PCC need assurance that these collaborations offer benefits and efficiencies to the public. The key projects and outcomes of these collaborations can be reported through the organisational performance framework.

There are a number of other mechanisms and boards to assess the value for money and business benefits for the collaborative work undertaken by the force therefore there will be a light touch approach to monitoring this area of work. However, this board will be key in ensuring that collaborative arrangements support the objectives set out in the Police and Crime Plan, the Strategic Policing Requirement and provide value for money.



## Delivery of the Police and Crime Plan

The Chief Constable has a responsibility to deliver those aims and objectives set out in the Police and Crime Plan. This work links in with that of the delivery of the plan through the OPCC.

Key measures and outcomes will be agreed throughout the consultation process and these will be reported on a regular basis to ensure delivery against the aims set out in the plan. This will identify areas at risk of non-delivery and where further intervention may be required.

The police will be required to provide extra quantitative and qualitative information on activity relating to certain aims when the OPCC conduct a deep dive of a certain objective.

Clear outcomes are to be included in a Police and Crime Plan performance framework which will be developed alongside the Police and Crime Plan, as part of this exercise there will be agreement on what 'good' performance looks like and clear details on how we will measure the success of any objectives. The performance framework created will identify the key objectives from the Police and Crime Plan and transform these into a format to enable activity and outcomes to be tracked and updated on a regular basis. This will ensure the Commissioner is assured of the work being undertaken against his strategic



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objectives and will enable the office to be held accountable to the public and panel against the work delivered against these objectives.

The force will report separately on the activity being delivered against the Police and Crime plan on a regular basis using the agreed outcome measures to assess success of this activity. Further more detailed information can be requested as part of a deep dive exercise.

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## **4. FURTHER CONSIDERATIONS**

### **Maintaining Best Practice**

The Performance team will represent the OPCC and Commissioner at the regional PCC performance meeting. This meeting is currently chaired by the Head of Performance in the Leicestershire OPCC, however formal terms of reference and memberships need to be drawn up. This meeting will help to establish how other PCC offices in the region are scrutinising performance and holding the forces to accountable.

The performance team will request membership and actively contribute to the Strategy and Performance Network, which is currently represented by approximately half of OPCCs. This meeting is a national network for OPCCs to share best practice regarding holding the police to account and also the delivery of Police and Crime Plans.

The Performance team will seek out other OPCC that are exceptionally good at holding the police to account arrangements and arrange visits to these areas to ensure we are capturing and learning about how best to hold the force to account and the governance process.



## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	EMERGENCY SERVICES NETWORK UPDATE AND IMPACT ON BUDGETS
Date	THURSDAY 30 SEPTEMBER, 2021 – 1:00 p.m.
Author	TEMPORARY CHIEF EXECUTIVE & CHIEF INSPECTOR DAN PEDLEY, ESN BUSINESS CHANGE MANAGER

#### **Purpose of Report**

1. To provide an update on the progress and potential financial implications of the Home Office led National programme to introduce the Emergency Services Network, and transition from and shut down, the current TETRA Airwave radio network.

#### **Overview**

2. The Emergency Services Network is a Home Office driven replacement of the current Airwave radio solution. There is an expectation that all Forces and Emergency Services partners will adopt the new system once it is declared fit for purpose and meets the minimum standards for transition. Opting out as a stand-alone Force or region is not an option as Airwave will cease to exist upon conclusion of this process.
3. There is a regional ESN Programme team based in Nottinghamshire led by Supt Paul Burrows who has a number of thematic leads and subject matter experts directing various workstreams and acting as the intermediary between the Home Office, Office for Communications in Policing (OCiP) and the Force.
4. A significant number of key personnel and subject matter experts within the Force are also actively involved in the preparatory work to make Leicestershire ESN ready when the time comes including but not limited to IT, Control Room, Vehicle Fleet, Procurement, Training and Finance.
5. The Home Office Programme full business case was signed off in late July and it provides an update on delivery of the Emergency Services Network (ESN) solution. ESN will replace the current Terrestrial Trunked Radio (TETRA) system known as Airwave with critical mobile voice and data services for the emergency services of Great Britain. Following lengthy discussions and negotiations with suppliers and users, this business case draws a line under previous drafts. It updates the figures set out in the interim Full Business Case (FBC) of 2020 and replaces the original FBC of 2015.

6. The significance of the provision of reliable voice and data communications to the emergency services cannot be overstated. In the most extreme of circumstances, the reliability of the device and coverage can mean the difference between life and death. Equally important is the ability of the three Emergency Services (3ES) to work seamlessly together on the most serious of incidents in order to best protect themselves and serve the public. When fully adopted, ESN will enhance that capability.
7. With that in mind, the programme has consulted widely and in depth with users in the preparation of the full business case. Consequently, timelines have been amended to ensure a realistic and agreed delivery plan in which users and other stakeholders can have confidence. The 3ES will start to transition to ESN from 2024, and transition will complete around the end of 2026. Whilst the national programme team are working to deliver the technology in the shortest possible timeframe, the transition of users from Airwave to ESN needs to consider safety and operational imperatives above all else. For this reason, the timeline needs to allow for the flexibility to upgrade 88 control rooms and transition 300k users to the new service.
8. The case for continuing the ESN programme remains compelling despite the comparatively short timespan over which the benefits and savings are measured (to financial year 2036/37). The ESN solution and its benefits to the public, in both increased public safety and economical terms, will persist beyond 2037.
9. ESN will introduce a Mission Critical Push to Talk solution based on Long Term Evolution (LTE) technology to emergency services mobile communications, providing an integrated voice and data capability. Crucially, it reduces the reliance on bespoke infrastructure, and it will leverage mobile communications technology developments allowing the 3ES to benefit from wider commercial improvements in capability over the lifespan of the service. It is built on a commercial mobile network, meaning that it is therefore projected to be much cheaper to run than Airwave (with annual savings at circa £250m per annum; Leicestershire's annual running costs are approximately £983k). Core ESN capability has been proven to work, for example, amongst Immigration Enforcement staff who are already using it operationally.
10. The programme's Independent Assurance Panel (IAP) have looked at the emergency communication strategies that other countries are pursuing. They have interviewed the international standards organisation, ETSI, (European Telecommunications Standards Institute), and those responsible for emergency communications in nine other countries and concluded that Great Britain is following the right strategy. The IAP observed that there are no plans to develop advanced data communications capabilities within TETRA. The view of ETSI is that TETRA will effectively be obsolete by 2030.
11. The IAP review highlights the fact that all the administrations they have spoken with are in the process of replacing their TETRA capability or are about to start. There is no evidence that anyone is planning to retain TETRA beyond 2030, and a number will have fully implemented an alternate solution by 2025.
12. The review body concludes that retaining TETRA in any form is not recommended; 4G/LTE is the chosen path for ESN. A number of countries have been watching ESMCP and have learnt from the programme's evolution; from a time where there were no international standards to a point at which we now have devices in users' hands.

13. The Home Office Programme economic case considered the following options:

- i) Stop ESN and continue with Airwave indefinitely (do minimum).
- ii) Stop ESN, extend Airwave and start a new programme to replace it from April 2022 (discounted).
- iii) Deliver ESN incrementally, with a risk-based expected Airwave Shut Down (ASD) date of December 2026. The base case of ASD for this option is May 2026 (preferred option).

14. In Leicestershire, as part of the Regional ESN programme and in agreement with the National stance, the Force supported option (iii) above. Testing is going very well and early indications are that an improved, stable, reliable, fit for purpose network/service will be delivered to the 3ES community providing an integrated, safe and efficient state of the art communications platform.

## **Implications**

### **Financial**

The national ESN business case has only recently been released having been signed off by Government. ESN ultimately will deliver savings compared to maintaining the status quo. These projected savings are rather long term and in the context of our Medium-Term Financial Plan (MTFP) will result in short term additional costs as reflected below. Until the detail of that revised business case is reviewed by the Regional and Leicestershire Teams, the impact on the Medium-Term Financial Plan (MTFP) still cannot be assessed accurately. The current MTFP is based on the national transition to ESN being delayed until the latter part of 2021/22. A revenue provision of £0.3m has been included in the budget for 2021/22 onwards and a capital provision of £0.6m for 2021/22, rising to £5.2m in 2022/23. The costs were based on the latest national and regional estimates in December 2020. It is highly likely that the cost of the project will be higher than currently estimated and will be revised as and when more detail becomes available.

Funding is to include but is not limited to, provision for hand held and vehicle mounted devices/accessories/licenses/SIM's and incidentals; control room upgrades/installations and innovations; infrastructure and network implications; training and development; maintenance and Business as Usual costs and refresh costs over the coming years.

It is important to note the Settlement confirmed no extra funding will be provided to PCCs to meet the future revenue and capital costs of ESN. This therefore represents a significant financial risk.

Regional and local meetings are scheduled for an updated and informed refresh of financial implications and understandings and once these have been held a more complete picture will be available to the Force as a whole. A fuller picture will be available by the end of this year.

### **Legal:**

N/A to this report

**Equality Impact Assessment:** N/A to this report

### **Risks and Impact:**

N/A to this report

### **Link to Police and Crime Plan:**

All aspects.

**Person to Contact**

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

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT 2020/21
Date	THURSDAY 30 SEPTEMBER 2021 – 1:00 p.m.
Author	DHARMISTA DAVE, VOLUNTEER MANAGER

### **Purpose of Report**

1. The purpose of this report is to provide panel members with the annual report of the Commissioner's Independent Custody Visiting Scheme 2020/21. The report covers the period 1 April 2020 to 31 March 2021.

### **Recommendation**

2. Members are recommended to discuss and note the contents of the report.

### **Background**

3. Custody visiting in Leicestershire commenced in 1983 as a voluntary scheme following a recommendation from the Scarman report into the Brixton disorders in 1981. One of Lord Scarman's recommendations was that a system be introduced whereby local community members could make independent, unannounced visits to police stations for the purpose of ensuring the welfare of persons detained in police custody. The purpose of this recommendation was to counter growing mistrust of the police at that time and to increase their accountability. Subsequently Section 51(1) to the Police Reform Act 2002 placed independent custody visiting on a statutory basis with responsibility for schemes lying with local policing bodies. As such, the Home Office produced a Code of Practice on the delivery of schemes and National Standards were introduced by the Independent Custody Visiting Association (ICVA).

### **Organisation of the Scheme in Leicestershire**

4. The Police and Crime Commissioner is responsible for the Scheme and receives regular reports on the performance and outcomes from custody visits. During volunteer's week in 2021, the Commissioner observed independent custody visitors conduct a custody visit. The Scheme is overseen by the Chief Executive with daily management undertaken by the Volunteer Manager. A volunteer Co-ordinator and two volunteer deputies support the running of the Scheme.
5. There are currently 23 Independent Custody Visitors (ICVs) in the Scheme. All are recruited from the local community through a recruitment process which

includes an application form and an interview. All volunteers are vetted and complete a six month probationary period during which time all induction training is provided.

6. Leicestershire Police has 3 custody suites located as follows:

Beaumont Leys	-	14 cells
Euston Street	-	36 cells
Keyham Lane	-	17 cells

#### **Visits undertaken 1 April 2020 to 31 March 2021**

7. Independent Custody Visitors have the locally agreed target to visit each custody suite a minimum of one visit per week. During the national and local lockdown visits were reduced to one per month per custody suite, visits increased to one per fortnight per custody suite when the restrictions were lifted.

During 2020/21 a total of 32 visits were made as follows:

Beaumont Leys	1 Visits
Euston Street	16 Visits
Keyham Lane	15 Visits

8. Due to the Covid-19 pandemic, a number of custody visitors were shielding or had caring responsibilities, therefore 7 custody visitors continued visiting throughout the year. The Home Office granted custody visitors 'key worker' status.

#### **Closures**

9. Beaumont Leys remained closed for most of the year, it opened briefly in November 2020 and one custody visit was carried out. The primary custody suites were Euston Street and Keyham Lane.

#### **Access to the custody suite**

10. For each visit undertaken, a record is kept of the time that ICVs attended at the police station to the time they received admittance to the custody suite. Of the 32 visits carried out during the year, immediate access to the custody suite was permitted on 30 occasions. ICVs experienced a delay of 6-15 minutes on 1 occasion, and 1 visit incurred a delay of more than 15 minutes. Delays in access were mainly due to suites being very busy, detainees waiting to be booked in waiting for court van and staff handover time.

#### **Detainees seen, not seen or who refused a visit by Custody Visitors**

11. During 2020/21, the total number of detainees in police custody was 12,781 of which 308 were in police cells at the time of custody visits. Of these: -
- 140 detainees were offered a visit, of which 134 agreed to be seen.
  - 6 of those offered a visit refused to be seen.
  - 5 detainees were not offered a visit on advice from the Custody Sergeant due to them being aggressive, intoxicated or health and safety concerns.

- 163 detainees were not available to be visited due to being in an interview, at hospital, asleep or out of cell for other reasons.
- Detainees that were asleep, were observed through the spyhole or cell hatch.
- 54 custody records were viewed during custody visits.

### **Day and Time of Visits**

12. To ensure a varied coverage of visits each week is divided into 35 timeslots per custody suite. A varied spread of visits is crucial to ensure that visits do not become predictable. The below tables show the performance for 2020/21.

<b><u>Beaumont Leys</u></b>	<b>00:00 - 07:59</b>	<b>08:00 - 11:59</b>	<b>12:00 - 15:59</b>	<b>16:00 - 19:59</b>	<b>20:00 - 23:59</b>	<b>Totals</b>
Monday						0
Tuesday						0
Wednesday				1		1
Thursday						0
Friday						0
Saturday						0
Sunday						0
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

<b><u>Euston Street</u></b>	<b>00:00 - 07:59</b>	<b>08:00 - 11:59</b>	<b>12:00 - 15:59</b>	<b>16:00 - 19:59</b>	<b>20:00 - 23:59</b>	<b>Totals</b>
Monday	1			1	2	4
Tuesday		1	1	2		3
Wednesday						0
Thursday	1				1	2
Friday				1		1
Saturday		1				1
Sunday		2	1	1		4
<b>Totals</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>16</b>

<b><u>Keyham Lane</u></b>	<b>00:00 - 07:59</b>	<b>08:00 - 11:59</b>	<b>12:00 - 15:59</b>	<b>16:00 - 19:59</b>	<b>20:00 - 23:59</b>	<b>Totals</b>
Monday				2	1	3
Tuesday				2		2
Wednesday		1	1	1		3
Thursday		1				1
Friday			1			1
Saturday		2				2
Sunday		1	1	1		3
<b>Totals</b>	<b>0</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>15</b>

## Requests and Issues raised by detainees

13. From conversations with detainees held in police custody, the following requests were received. All requests were reported to the Custody Sergeant with the majority being fulfilled at the time of the visit.

Issues Raised 2020-21						
	Beaumont Leys		Euston Street		Keyham Lane	
	No. of times raised	% of DPs with issue	No. of times raised	% of DPs with issue	No. of times raised	% of DPs with issue
<b>Issues based on DP Rights &amp; Entitlements</b>						
Appropriate Adult Not Identified		0%		0%		0%
Appropriate Adult - Waiting over 2 hours		0%		0%		0%
DP not informed of reviews of detention		0%		0%		0%
Not received medication		0%	2	2%		0%
Not seen a Healthcare Practitioner		0%		0%		0%
Notice of Rights and Entitlements not received		0%		0%		0%
Not offered to have someone notified of arrest		0%	1	1%		0%
Phone call requested		0%	1	1%		0%
Interpreter not identified		0%		0%		0%
Interpreter - waiting for over 2 hrs		0%		0%		0%
Female Hygiene Pack Not Offered		0%		0%		0%
Female Officer/Staff Not Assigned		0%		0%		0%
Solicitor not offered		0%		0%		0%
Update on case not offered		0%	1	1%	1	3%
Child in Custody Post Charge		0%		0%		0%
DP claims Use of Force		0%		0%		0%
<b>Issues based on DP Health, Wellbeing &amp; Dignity</b>						
Blanket not provided		0%		0%		0%
Adequate drink not offered		0%	3	3%		0%
Adequate food not offered		0%	1	1%		0%
Dietary requirements not identified		0%		0%		0%
Religious needs not identified		0%		0%		0%
Toilet paper not provided		0%	1	1%	1	3%
Toilet pixelation not explained		0%	7	7%	3	8%
Exercise not offered (if detained over 24 hours)		0%		0%		0%
Replacement footwear not provided		0%		0%		0%
Replacement clothing not provided		0%		0%		0%
Reading material not offered		0%		0%		0%
Shower not offered (if detained over 24 hours)		0%	1	1%		0%
<b>Issues to do with Accommodation</b>						
Cell and/or contents dirty/broken		0%		0%		0%
Cell too hot		0%		0%		0%
Cell too cold		0%	2	2%	4	11%
Cell call bell not working		0%		0%		0%
Cell call bell - no response		0%		0%		0%
<b>Total No of Issues Raised</b>	<b>0</b>		<b>2</b>		<b>2</b>	
<b>Total No of Visits Made</b>	<b>1</b>		<b>19</b>		<b>18</b>	
<b>Total No of Detainees Interviewed</b>	<b>3</b>		<b>94</b>		<b>37</b>	

### **Issues Reported**

14. A full list of all issues raised by detainees throughout the year is attached at 'Appendix 1' to the report. One near miss was identified as follows: -

#### **Euston Street**

- ICVs noticed cleaning fluid in cell 2 and informed custody staff and was immediately removed. Detainee was present in the cell.  
Outcome - This should not have happened and cell checks are required. This got recorded as a near miss and Inspector spoke to the contract manager at MITIE about re-enforcing the mandatory cell checks.

### **Positive feedback from ICVs to Custody Staff**

15. Feedback from ICVs during the year has included a number of complimentary comments as a result of their visits to custody suites. A full list of positive comments documented by independent custody visitors is attached at 'Appendix 2' to the report.

### **Current Custody Visitors**

16. At the start of April 2020, there were 24 ICVs registered with the Scheme with 8 leaving during the year for various reasons. These included other commitments and health reasons. A recruitment campaign was launched in November 2020 and 7 new ICVs were recruited, bringing the total number to 23 in March 2021.
17. Feedback from exit questionnaires was received as follows:-

<b>Comments made on exit interview forms</b>	<b>Response</b>
The training provided was exceptionally good and well produced / presented. It really helped to carry out the role effectively.	Volunteer Manager agreed that the training programme was thorough to equip ICVs to fulfil their role.
Enjoyed a very good positive and professional working relationship with my fellow ICVs and the OPCC staff. I cannot see any need for improvement in that area.	Volunteer Manager passed the feedback onto the ICVs.
Thanks for all those involved in helping me into the role and guiding me throughout. Also providing me with an opportunity I will never get again which opened my eyes to new experiences.	Volunteer Manager thanked the ICV for their contribution.
I feel there should be more optional social events so that we can get to know and feel more comfortable with others for when we work together.	Due to the pandemic the Volunteer Manager could not organise optional social face to face events, this will be considered once circumstances allow.
Thoroughly enjoyed the role and felt honoured to be able to carry out the	

<p>role. It has made me aware of detainee vulnerability and often wondered what detainees are going through in their lives, and felt that the role has made me more aware of people and why they are in custody.</p> <p>Felt that the training was absolutely fantastic, particularly the Regional Training which was really worthwhile.</p> <p>Felt that the training was always really good, enjoyed it and found it interesting and informative. In particular, mentioned that the Regional Advanced training which was very interesting and nice to meet other ICV's and find out how they do things in their region. Also, good to see ICV's that you don't usually meet.</p> <p>Noticed a big improvement in the way in which custody staff receive us. They seem to recognise that we are doing a necessary role and that we are supporting what they do. On the whole, 99% of them are friendly and helpful and over time have developed more of an understanding of the role.</p> <p>Some ICVs would need to be chased for a response when trying to arrange a visit, difficult to get hold of and some would not take consideration of the time slots that would need prioritising.</p>	<p>Volunteer Manager thanked the ICV for their feedback and contribution.</p> <p>Each year an ICV scheme from the East Midlands hosts a regional advanced training day and ICVs from the five force areas are invited (Leicestershire, Nottinghamshire, Northamptonshire, Lincolnshire and Derbyshire). In 2019 Leicestershire hosted an excellent regional advanced training day which received great feedback from the attendees. In 2020/2021 the regional advanced training day was cancelled due to the pandemic. There are plans to organise a regional advanced training day in the summer of 2022.</p> <p>Feedback passed onto custody Inspector.</p> <p>ICV thanked for their feedback and informed that the feedback would be shared with the ICV team at the team meeting to take this on board.</p>
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## **Meetings**

18. The Volunteer Manager meets on a quarterly basis with Volunteer Co-ordinators and the Force Custody Inspector. These meetings took place on 27 May 2020, 1 September 2020, 25 November 2020 and 11 March 2021. Items discussed included outcomes from custody visits and Force responses, developments within the scheme, legislative changes and system and staff updates within custody. The meetings took place virtually via 'Circuit' – an online meetings platform.
19. Quarterly team meetings also take place, which are chaired by the Volunteer Co-ordinator and attended by the Volunteer Manager and Force Custody Inspector. These took place on 17 June 2020, 17 September 2020, 9 December 2020 and 30 March 2021. Meetings provide the opportunity for all ICVs to discuss issues that arise from custody visits, any changes in legislation and how this fits into their role, changes to the rota of visits, developments within the scheme and further training exercises are occasionally delivered. The meetings took place virtually via 'Circuit' – online meetings platform.

### Electronic Visit Reporting

20. Since April 2019, all ICV visits were recorded electronically using a handheld device which is available in each custody suite. The transfer from paper report forms to electronic reporting has enabled the Scheme to become more efficient in several ways. For example, once an ICV completes a visit and submits their report form, the Volunteer Manager and Force Custody Inspector receive a copy instantly, allowing them both to review the visit and action any issues almost immediately. Once reviewed, the Force Custody Inspector signs them off and the ICVs that attended the visit receive an update of any actions taken. Electronic reporting also provides up to date user information, ease of access to report forms and the ability to generate a wide range of comprehensive reports based on a variety of data sets. The ICV app was further developed in 2021 with an increased range of issue tags that ICVs could select based on changes to processes due to the pandemic.

### Independent Custody Observers Pilot (ICOP) 2020/2021

21. The Leicestershire ICV Scheme is involved in a pilot scheme 'Independent Custody Observers Pilot' (ICOP). The pilot involves scrutinising custody records of vulnerable detainees to obtain a fuller understanding of what is happening in custody suites and assists with identifying issues and trends. This pilot ensures that individuals are dealt with fairly and to a recognised and agreed standard whilst in custody. The Volunteers Manager scrutinised a total of 414 custody records (207 young people, 173 detainees with MH vulnerabilities and 34 immigration detainees).
22. Findings as part of the custody record reviews found delays with access to an appropriate adult for vulnerable detainees that were arrested late at night. This was fed back to the custody Inspector and it was agreed that where a detainee is vulnerable and bedded down, then best practice is that when they wake in the morning an appropriate adult is contacted for rights, regardless of when their interview is planned. This was a fantastic outcome and highlighted the importance of the independent custody observers' pilot. We are awaiting a decision from the Home Office regarding the formalisation of this pilot and whether or not it will be included within the Independent Custody Visitors Code of Practice as a permanent addition to the Independent Custody Visitor role.

### Queries raised and good practice log - Independent Custody Observers Pilot

23. A list of queries raised as part of the Independent Custody Observers Pilot is attached at 'Appendix 3' to the report.
24. Good Practice findings from Independent Custody Observers Pilot is attached at 'Appendix 4' to the report.

### Recruitment

25. Approximately 25 ICVs is considered appropriate to provide the required level of resilience to ensure visits take place and to maintain the interest of the visitors. A review of ICV numbers has recently taken place and therefore a recruitment campaign for new ICVs will be undertaken in 2022. Targeted advertising will be carried out to ensure the diversity of the team reflects the local community.

### Translation Sheets in Custody Suites

26. Translation sheets for conversations between non-English speaking detainees and ICVs became available in the last few years and were uploaded on the force website. ICVs would request them when required via the custody officer. The Volunteer Manager has expanded the translation sheet catalogue to include 29 languages and a catalogue is now also available in each custody suite where each language sheet has been printed and laminated, so that it can be photocopied and disposed of after use. Depending on the detainee's risk assessment, the custody officer hands over a pencil for them to complete the translation sheet or they can point to the appropriate answers.

### Bitesize training – Distance learning

27. ICVA produced 'straight to ICVs' bitesize training sessions completed by distance learning. All ICVs were sent the materials and certificates provided upon completion. The modules covered in 2020 were 'Children and Young People' and 'Vulnerability'.

### Volunteer Hours

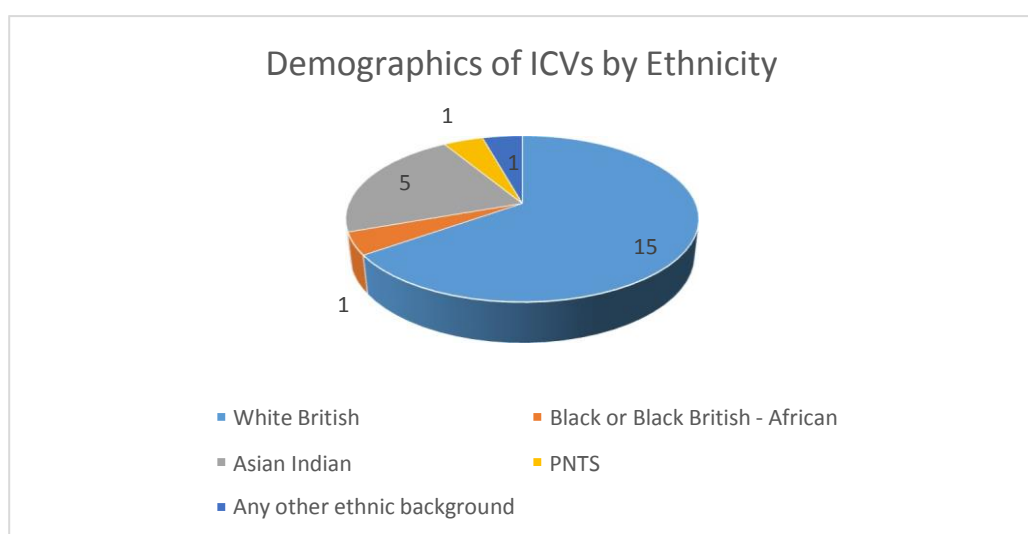
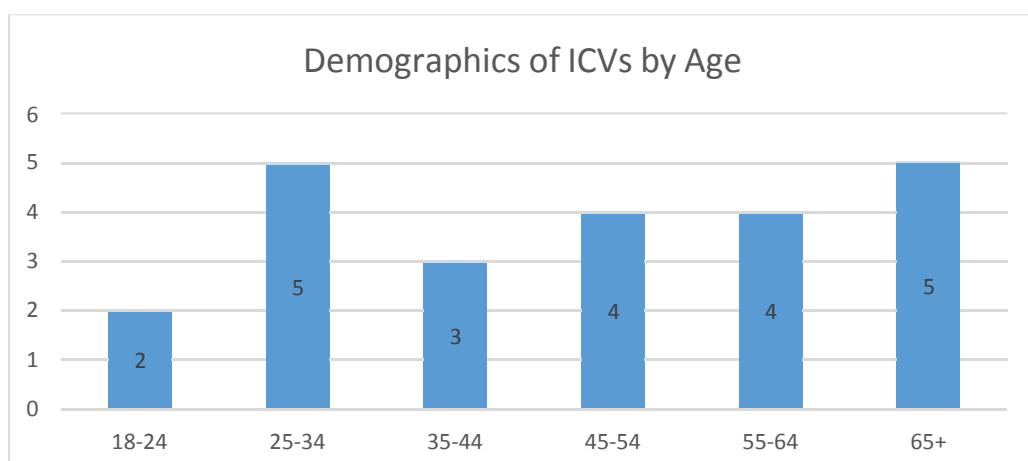
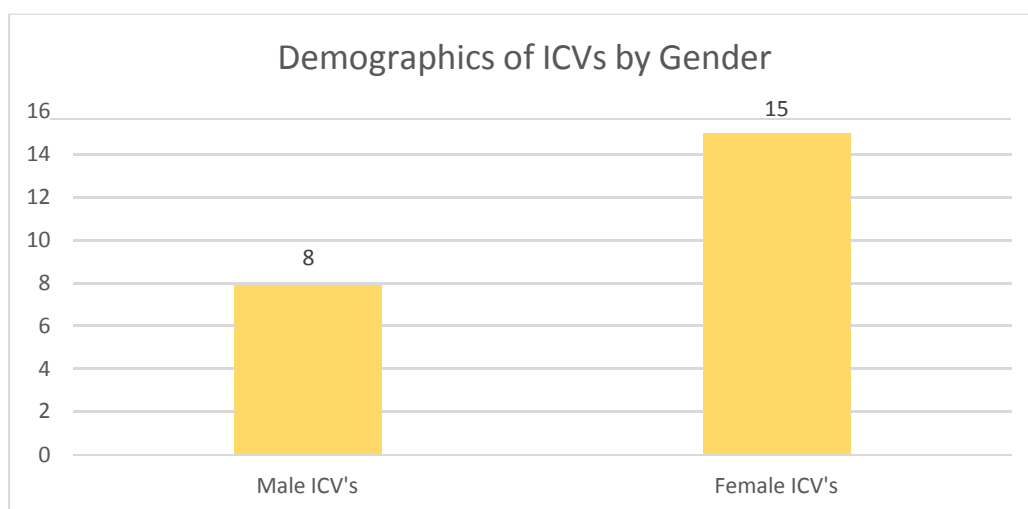
28. The Independent Custody Visitors contributed an astonishing 298.5 hours of their time, which included time at custody visits, meetings and training.

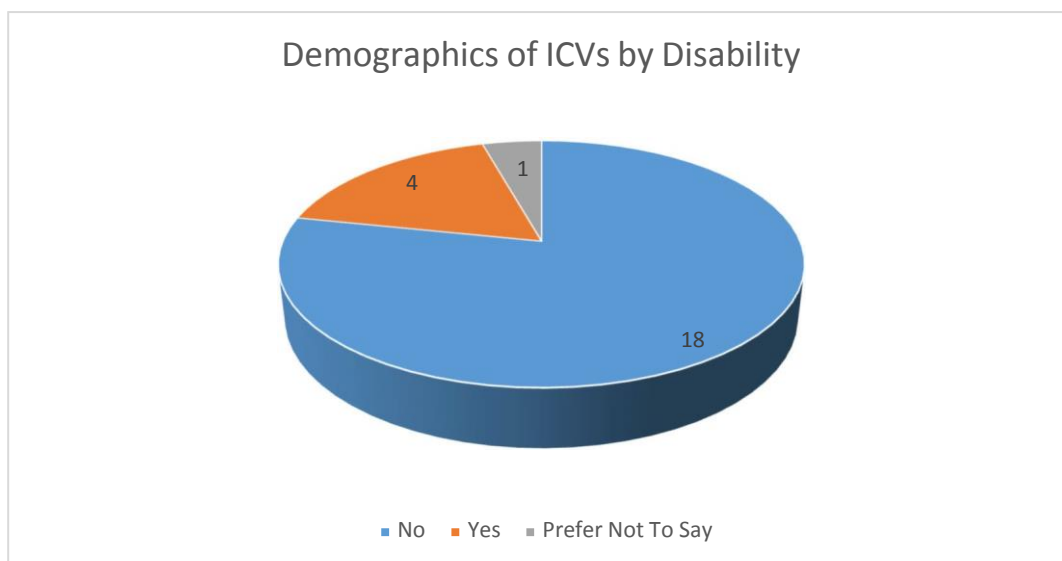
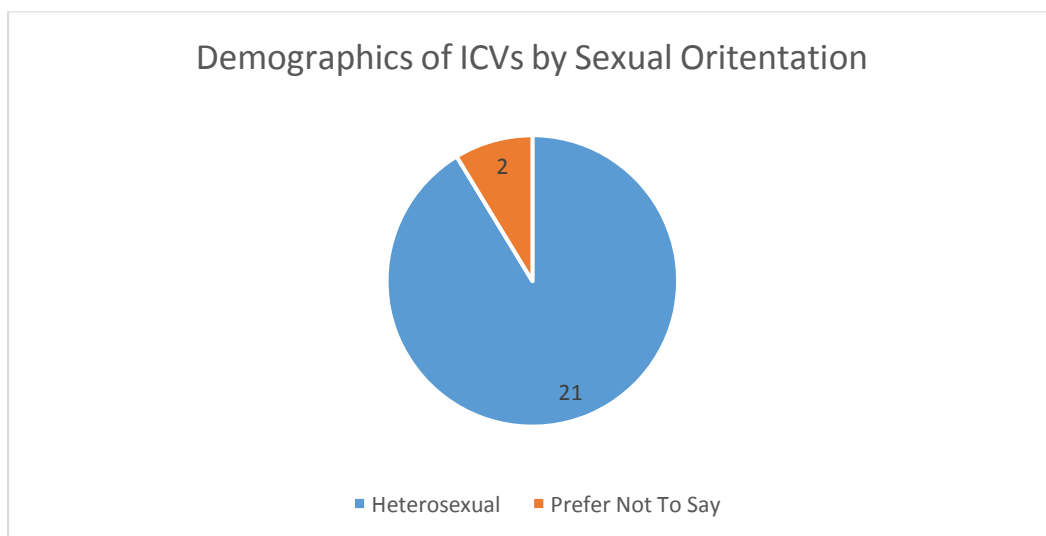
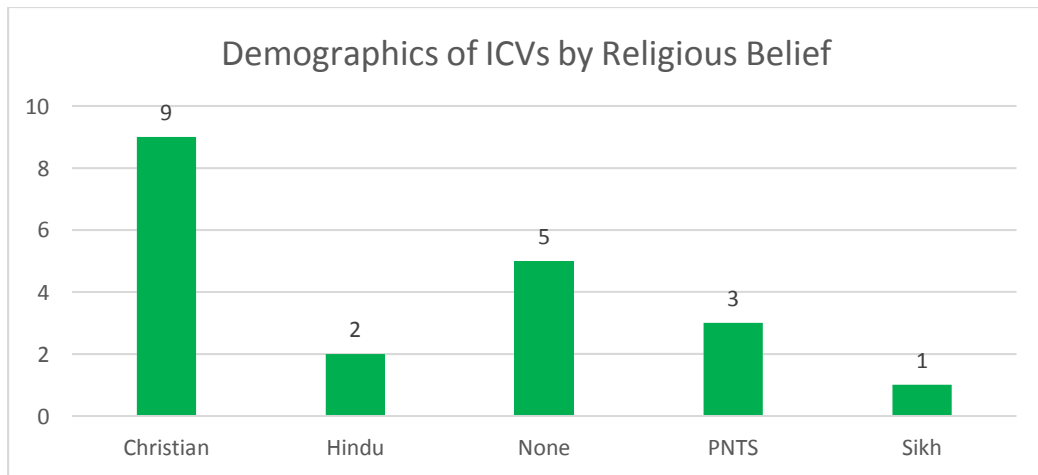
### **Regional Collaboration**

29. Volunteer Managers from Schemes within the East Midlands meet on a quarterly basis. The group discuss:
- Matters arising
  - Key Performance Indicators – monitored around frequency and coverage of visits, access to custody suites and the number of detainees visited
  - Recruitment updates
  - East Midlands Criminal Justice Service (EMCJS) Custody Operational Leads
  - Independent Custody Visiting Association (ICVA) updates
  - Risk Assessment Documents
  - ICV Advanced Regional Training
  - Electronic reporting
  - Further developments within Schemes such as the Independent Custody Observers Pilot (ICOP)
  - National Experts Forum (NEF) updates
30. The meetings provide an opportunity to share good practice with each other and discuss any new developments in the Scheme. Opportunities are also identified for future collaboration.
31. The Volunteer Manager from Leicestershire represents regional colleagues at the EMCJS Strategic Custody Operational Leads Group on a quarterly basis.

## **Equality monitoring data as of 31 March 2021**

32. The demographics of the ICVs as of 31<sup>st</sup> March 2021 are shown in the charts below: Total number of ICVs – 23.





## **Conclusion**

33. It has been a challenging year for the ICV Scheme due to the pandemic, a number of the Independent Custody Visitors were unable to continue visiting last year for various reasons. A total of 7 ICVs continued visiting as 'key workers' for which the OPCC and Leicestershire Police were grateful for. The Independent Custody Observers Pilot continued to go from strength to strength.
34. Team meetings, and meetings with Co-ordinators and the Force Custody Inspector for Criminal Justice have been particularly informative and productive, and have provided the OPCC with the opportunity to discuss issues arising and developments within the Scheme. ICV commitment has been outstanding. They have adapted well to the changes of the meetings format.
35. Toilet pixilation not explained had been mentioned several times, however since October 2020 stencils were painted within cells explaining this. Since then, there has been an improvement on this area and other force areas were looking to implement the same template as Leicestershire.
36. Detainees generally looked after well in custody, being offered meals and drinks, dietary requirements met and religious requirements met.
37. Rights and entitlements provided and solicitors contacted in a timely manner.
38. Female detainees provided female officer and hygiene products offered on most occasions
39. Some delays in the arrival of Appropriate Adults, rationale documented on most custody records.
40. Some great examples of good practice with regards to treatment of detainees.
41. Improvements required regarding documentation of rationale for delays of over 30 mins from time of arrival to authorised detention.
42. Some difficulty around arranging alternative accommodation at times, a regular theme and was also noted throughout the year.

## **Covid-19 Matters**

43. Due to covid restrictions – Detainees had not been asked to sign to prevent transfer of anything via the desk/pen.
44. Detainees seen in the medical room, full covid Personal Protective Equipment (PPE).
45. Health Care Practitioners saw detainees in cell due to covid 19 precautions.
46. Virtual remand hearings increased the time that detainees were in custody.
47. PPE available for visitors at custody suites including, IIR surgical masks, disposable aprons and gloves and access to hand sanitising stations. Glass screens installed at the custody desks at all sites.
48. Some inspector reviews were conducted by telephone due to requirement to self isolate.

## **Implications**

Financial:	Expenses relating to the ICV Scheme are contained within the OPCC budget.
Legal:	It is a statutory requirement under Section 51 of the Police Reform Act 2002 for Police and Crime Commissioners to have a Custody Visiting Scheme in place.
Equality Impact Assessment:	The ICV scheme is constantly monitored to ensure those involved in the scheme are representative of the local community. Equality impact assessment is undertaken prior to recruitment to ensure that recruitment is targeted.
Risks and Impact:	Link to Police and Crime Plan: The maintenance of the ICV Scheme is a statutory requirement of the PCC.

## **List of Appendices**

Appendix 1 - List of issues raised in 2020/21 and Force Response

Appendix 2 – Positive comments from custody visits

Appendix 3 – Queries raised Independent Custody Observers Pilot

Appendix 4 – Good Practice findings from Independent Custody Observers Pilot

## **Person to Contact**

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## INDEPENDENT CUSTODY VISITING SCHEME

### LIST OF ISSUES RAISED AND POSITIVE COMMENTS

#### 1 APRIL 2020 TO 31 MARCH 2021

#### **BEAUMONT LEYS**

##### **Issues**

Date of Visit	Custody Visitor Concerns	Action/Response from force
11/11/2020	He has both sets of keys for his property and his wife will need a set. Please check this had been resolved.	This was a domestic abuse case. Wife was safeguarded and had keys.

#### **EUSTON STREET**

##### **Issues**

Date of Visit	Custody Visitor Concerns	Action/Response from force
19/04/2020	Escorting officer did not show ICVs the PPE station, only realised after sergeant asked if they had been offered gloves and sanitiser. Hatch covered by Perspex and may be too high for some custody visitors to reach, suggested having something safe for them to stand on or opening door fully. iPad location changed and not left on charge.	Staff reminded to inform visitors of PPE station and sign on the floor. ICVs to be remind staff if staff forget to mention. Nothing suitable for ICVs to stand on. If doors opened, detainees will stand up and approach as this is a natural part of engaging. Speaking through the hatch keeps risk to a minimum and enables all to adhere to social distancing. Lockers have been moved around as new lockers have been provided for detainee property. iPad has been put on charge and ICVs should remind staff to leave iPad on charge before they leave.
19/04/2020	Detainee requested medication and wanted to ring his mother.	Raised with custody Sergeant. Informed that the detainee declined for the police to collect his medication. I note that the detainee wished for his father to be notified of his whereabouts which was completed shortly after his arrival in detention. He was allowed to speak to his father later that day
25/06/2020	Detainee is on medication and says staff have not given him that medication. Not sure if somebody is aware he is here.	Sergeant was informed and said will speak to detainee to see if he wants to see a nurse regarding medication. The detainee was seen by the custody nurse and medication given. When given his rights he did not request anyone informing of his arrest under S56 PACE. He was reminded of his rights the following morning and did not want anyone informing of his detention.
25/06/2020	Detainee said that he has not been offered food or drink since midnight.	The detainee arrived at the Police station at midnight he was provided with food and drink on request at 0055hrs at

		0835hrs at 11.44hrs and at 1601 hrs all on the same day.
25/06/2020	ICVs noted that the shower leaks very heavily when in use.  ICVs confirmed this was the first shower on the right hand side as you come into the suite from the public reception. Staff had to block up the bottom of the door with towels as water was leaking from under the door into the corridor.	Drains have been cleaned out to address this recently so assuming the persons doesn't obstruct the shower waste with soap or anything else we shouldn't have this problem.
05/07/2020	Detainee requires medication from home, nurse aware of situation and trying to sort out.	DP's own medication was later given in accordance with HCP direction.
24/08/2020	Detainee wanted to speak to a member of his family.	Due to severity of offence, an authority was in place to block detainee's phone calls therefore unable to make phone calls. This was released shortly after the custody visit and the detainee spoke to his mum later that evening at 22.14 hours after meal and shower.
24/08/2020	Detainee requested shower.	Staff said they would arrange this and custody record showed shower. Detainee showered at 18:30 hours.
24/08/2020	Detainee wanted to speak to Appropriate Adult.	Arranged for detainee to speak to the Appropriate Adult (to whom she had spoken to before).
05/09/2020	Detainee requested update on case.	Detainee was released from custody RUI and this was explained at the time. All detainees are given an update at the point of release as to what will happen next.
14/09/2020	G141 shower needs cleaning and staff will deal with later.	Showers are cleaned every morning.
08/10/2020	Concerns of lack of food regarding detainee.	He was offered and just had a drink at 1041. He also refused food when offered at 1410 hours. Custody Inspector happy he was offered food.
02/11/2020	Detainee requested medication. Officer informed. HCP to be arranged	Medication was given.
02/11/2020	Female officer not assigned.	ICVs explained to ask for a female officer. Checked custody record and was assigned a female officer.
02/11/2020	Toilet pixelation not explained.	ICVs explained. Sign in cell.
02/11/2020	Detainee wanted HCP.	HCP seen by detainee at 1105 hours
02/11/2020	Detainee wasn't offered to have someone notified. ICVs informed officer so that they can advise.	Detainee was given his this right with all rights at 1934 hours on arrival the previous evening and this is recorded.
02/11/2020	Shower blocked but has been reported.	Issue Resolved

20/11/2020	ICV noticed cleaning fluid in cell 2 and informed custody staff and was immediately removed.	This should not have happened and cell checks are required. Inspector will get this recorded as a near miss and speak to the contract manager at MITIE about re-enforcing the mandatory cell checks
31/01/2021	Epilepsy, no meds, officer informed.	The detainee was booked in and informed sgt she had epilepsy and that she was NOT mediated - As such this is all in order
31/01/2021	Requested phone call, officer informed.	Detainee declined to make a phone call when booked in stating she did not want anybody informed she was in custody. She was then asleep on all visits till this point. The call WAS offered and not delayed due to the above facts


### **KEYHAM LANE** **Issues**

<b>Date of Visit</b>	<b>Custody Visitor Concerns</b>	<b>Action/Response from force</b>
21/04/2020	Escorting officer unhappy with the arrival of custody visitors and unwilling to take them round. No Perspex on some cell hatches. ICV explained that this is a statutory requirement and visits are still to be completed during the crisis.	Inspector provided with detention officer's badge number and informed G4S contracts manager. Some doors at Keyham Lane are new and have been recently installed. ICVs can speak to detainees through the hatch by standing 2m away or via intercom.
17/05/2020	Detainee had a pen in his cell.	ICVs raised with the CDO who took it away and put it in the bin. The DP was not given this in custody and was not searched properly prior to booking in. Custody record was checked and fine, no other issues from DP. Force informed that this is an area of continuous improvement.
15/05/2020	Pot Noodle (beef and tomato) best before expired - date April 2020.	ICVs informed DO who explained that this may have been because they had some food from Beaumont Leys (which has been temporarily closed).
20/07/2020	Detainee hungry and food has been requested. Would also like someone made aware that she is in custody.	Hot food was given and drinks, Detainee was permitted a phone call to her father.
20/07/2020	Two detainees on the visit reported being cold.	Heating is working at Keyham but if a detainee is cold they would be permitted an extra blanket, I see this was given on this occasion.
26/11/2020	Update on case requested during ICV visit	The ICV Visit happened as the detainee was being taken to interview with the OIC who would have been the appropriate person to update.
26/11/2020	Cornflakes, several packs out of date	CDO checked and removed

**Positive Comments Identified**

Date of Visit	Custody Suite	Custody visitors comments
19/04/2020	Euston Street	Offered masks. Staff very helpful and suite well managed and covid-19 precautions taken.
19/05/2020	Euston Street	Kitchen clean and tidy. Helpful custody staff and iPad fully charged.
25/06/2020	Euston Street	Exercise yard checked. Kitchen all okay. Sgt very attentive. No concerns.
05/07/2020	Euston Street	Very good visit. Officer who escorted us around was professional and polite with detainees, resolving any issues/requests as we went around. Kitchen clean and tidy. Exercise yard in good condition.
24/08/2020	Euston Street	Helpful custody officer who dealt with all individual issues. Kitchen and exercise yard checked - no issues.
14/09/2020	Euston Street	Detainee provided with prayer mat & Quran. CCTV working. Shown sanitisation station, very welcoming and helpful.
08/12/2020	Euston Street	Noticeable improvement in general cleanliness of suite and detainees' shoes now kept in cupboards.
21/04/2020	Keyham Lane	Kitchen checked, all okay. Custody busy towards end of visit. No records checked as busy and no concerns. All detainees happy with treatment.
17/05/2020	Keyham Lane	Pleasant visit. Staff friendly. Kitchen checked - clean and tidy. Yard checked – clean.
16/06/2020	Keyham Lane	Pleasant visit. Kitchen checked - appears fine.
20/07/2020	Keyham Lane	No complaints about treatment.
22/08/2020	Keyham Lane	Kitchen checked. Pleasant visit. DO helpful.
14/09/2020	Keyham Lane	Kitchen checked - clean and tidy. Helpful custody staff. No concerns during visit. PPE offered.
02/11/2020	Euston Street	Custody sergeant was very patient and helpful. Resolved issues as we went around e.g. food and drink.
11/11/2020	Beaumont Leys	Staff very accommodating, exercise yard checked and access chute also checked. Kitchen clean and tidy. Interview rooms checked. Everything working and sufficient PPE
06/12/2020	Keyham Lane	Kitchen checked, clean and no issues. Exercise yard checked. No concerns. Detainees all happy with treatment. Sgt very accommodating despite being busy.
09/01/2021	Keyham Lane	Kitchen checked, all clean. Exercise yard checked, no concerns. Holding area also checked, no issues. Staff pleasant to deal with.
24/02/2021	Keyham Lane	Kitchen checked - food in order and area clean. Staff friendly and pleasant. No concerns at time of leaving custody suite.

Custody Record Reviews – Queries log 2020/2021

Query	Force Response
DP was in custody for more than 24 hours but not offered a shower. This has been identified on various custody records over the past few months – custody staff may need reminding/ensure they log this in the custody record?	I will look at this as a training need and re-circulate guidance in relation to showers. They also need to ensure if offered yet declined that is still noted on the log. Wash kits and showers are generally offered around 24 hrs detention, there are sinks in the cells and detainees can wash hands readily when necessary.
No rationale documented for delay in booking in from arrival to authorised detention. This has been identified on various custody records. In Leicestershire we had agreed that a rationale would be documented if there were delays over 30 mins.	Delays are an inevitable part of managing demand in challenging operational times and we have included this in a HMIC development plan to try and improve on this. Custody Officers have been made aware that unreasonable delays should be documented
No detail in CR of liaison and diversion screening being offered, may have been useful for DP considering his risk assessment, what provisions are available for out of hours?	There is no L&D service out of hours. 10am to 10pm. HCP provide out of hours screening for juveniles outside of the hours if they are seeing them for health related matter so he would have had that by the HCP
Not informed regarding toilet pixilation	<p>Stencils spray painted within cells since October 2020 as below:</p> 

Inspectors Review which took place at 17:38 claims that The Appropriate Adult Service have been informed, however the custody record states that the Appropriate Adult service wasn't informed until 18:19.	In relation to the A/A then from viewing the record it looks like the box with the time of requesting hasn't been ticked until the appropriate adult has arrived as the rights are given immediately afterwards. It's highly likely that the phone call requesting the A/A was done prior to this time as they were just late in entering the details in that box.
Delay in rights for a Juvenile	<p>Learning below shared with Inspectors and sergeants to reduce likelihood of occurring again.</p> <p>1) Parents or guardians must be contacted as soon as practicable. If the detainee is under social care then social services must be informed, if their key worker is not available then we inform social service day time number. If out of hours we use the relevant out of hours service to inform them the detainee is here.</p> <p>2) Rights to be given in presence of appropriate adult as soon as practicable. We are not to wait until prior to interview to complete.</p> <p>3) Rational for any delay to be recorded on custody record. EG YOS unable to send rep, what have we done about this? Did we consider The Appropriate Adult Service?</p> <p>Learning points for Inspectors:</p> <p>1) Must check at each review if a juvenile or vulnerable person has been given rights in presence of A/A. If not, what action has been taken to remedy this.</p> <p>2) Must check at each review if a juvenile has had a parent or guardian informed. If not, what action has been taken to remedy this.</p> <p>3) Must record the above on their review log.</p>
Review completed in a limited capacity	Learning shared to ensure a full review report is documented.
Liaison and Diversion arranged and they stated it would be midday at the earliest but was unable to complete screening during the time DP was in custody, query whether there would be any follow-up for this after DP left custody	L&D policy is to contact the detainee following leaving custody, this is a voluntary process and the onus is on L&D service to ensure they obtain name/address etc to ensure that is done, they monitor this at a NHS partnership meeting.

Review completed in a limited capacity whilst DP was in interview, unaware. Was not informed when aware that review took place. Also, was not reminded of rights following return from interview. It has not been documented which inspector carried out the review.	For me as a juvenile this review should have been done face to face – and as you point out not whilst in interview. They should not have been released before being informed of the review. I will speak to the relevant PACE Inspector to ensure he is aware of the learning from this
Food and drink offered but DP declined food and drink, was in custody 19 hours. Is there a protocol for when DPs decline food and drink, what steps are taken?	We cannot force detainees to have food and drink. Although of course we must offer. If the detainee had a health condition where refusal to eat could impact on their health we would refer to the HCP. Each case would be an individual needs assessment. I have spoken to the HCP about this who has stated that unless diabetic etc they would not need to see.
Appropriate Adult Representative - has made representation about being uncomfortable about detainee returning home.	A Sgt in the Child Referral Unit was involved and has stated “There is no Police information to support the child is at risk of abuse and the child has been in lockdown for some time and he believes this is parents keeping him locked in as opposed them trying to protect him. Its noted that his autism has been affected since lockdown has been in place.”
Rights repeated in presence of Appropriate Adult 14 hours after authorised detention, no rationale documented and this was questioned by Inspector at second review.	This definitely appears to be an error. Unfortunately, this was not picked up on the first PACE Insp Review –Insp will pass the learning on this matter.
Detail in custody record regarding language barrier at review, but no detail regarding request for interpreter via telephone. Review was completed by telephone from Keyham Lane due to operational commitments/completing other reviews at another custody site. Can you clarify if they would need an interpreter if the Annex M document is provided?	The Annexe Document is a review printed in the first language of the detainee. This removes the requirement for having to need an interpreter. When a non-English speaking person is booked in to custody this is done using Language Line. The rights do not need to be repeated with an Interpreter present. It can take anywhere up to 12 – 18 hours sometimes to get interpreters. We would not record this as standard practice.

### **Good practice log – Custody Record Reviews**

- 12 year old child arrived in custody but detention not authorised. Was seen by Liaison & Diversion and advised that the child had a long history of trauma. The plan was for her to be released back to the care home after being processed through custody, however it was decided that custody was not the appropriate environment for her. She was spoken to, has a lot of people around her to support her and the Sergeant explained the consequences of her actions on herself and others, and mentioned that he saw a bright future for her if she engaged and applied herself. The child was taken back to the care home by officers and released into their care.
- Immigration detainee. Detainee had no connections in the country, spoke limited English and had nowhere to go so whilst awaiting update from Home Office, custody staff were faced with the choice of keeping him with them outside of the PACE clock for 24 hours or releasing him into an area they do not know, have no accommodation, no income or the ability to communicate effectively or obtain food or water. They decided to give immigration and social services some time to resolve issues and safeguard the detainee during this time. The detainee was eventually released to alternative, safe accommodation.
- Toilet pixelation explained, DP stated they couldn't go in cell with door closed as suffers from claustrophobia and will cause heart problems. DP informed custody sergeant DP then went to exercise yard with chair, cell visits in yard, DP struggled to go in cell due to close spaces.
- Great details explanation of why replacement clothing provided and shoes replaced. "Detainee provided with suitable replacement clothing because joggers contained cords. Whereas the DP has not suggested that they are likely to harm themselves in custody, we cannot fully prepare, risk assess or know what the DP is likely to do when in the cell. In the past we have had DP's make ligatures, and we are aware that a ligature can kill someone in minutes. Therefore, we are not prepared to allow any DP to have belts or cords, laces or anything such as strings necklaces or items that are thin enough to be used as a ligature. We are fully aware of the risks that shoes present in terms of them being used as weapons, or to use parts of them to remove to make items to cause damage or harm. Therefore, the footwear that the DP is wearing will be respectfully requested to be removed to be left outside of the cell."
- One detainee was initially not classified as vulnerable however after the Officer in Case spoke to his family about concerns regarding the detainee's Mental Health, discovered that he has been in the Bradgate Unit previously and behaviour at home is erratic. Arresting officers put in their statement that the detainee did not appear to understand what was going on when arrested. The detainee was then changed to a vulnerable adult and Appropriate Adult arranged to be present to re-do his rights and attend interview. The Appropriate Adult Service attended.
- Aggressive detainee did not want an Appropriate Adult (AA) and became upset and angry with the AA present (had 2 AA's), taking his frustrations out on them. Based on the detainee's risk assessment the officer believed that the detainee required an AA but also did not want to put the AA at risk during the interview.

- This Detained Person was well looked after in terms of hand injury, consultations made with Leicester Royal Infirmary (LRI), taken to and from LRI twice and ensured same nurse saw DP for his hand injury. Also ensured that decisions from LRI were put in writing. PACE clock started and stopped several times due to LRI visits and all information recorded in detail.
- One Young Person was in custody for 31 mins – Detention was not authorised. DP was the only one detained. No witness evidence at this time can link the DP to the crime other than being. Arresting officer to take DP home to parents to discuss and to ensure that he is safe and advise around Covid 19 breach.
- Custody record stated “Officers were trying all night and in contact with Emergency Duty Team, managed to secure the accommodation the following day at lunchtime. DP has been collected from custody by senior Practitioner, Children and family Services Leicester City Council. They have found suitable accommodation for DP to stay.”
- Female hygiene products provided during stay and onward travel as female detainee was being detained by immigration and was travelling via Serco taxi.
- Detainee given additional mattress from another cell as says he was not very comfortable - given pillow and 2 blankets
- Custody record stated “DP 6 months pregnant, custody staff were accommodating and tried to put support in place. DP was not in contact with Midwife Services therefore contact made with services. Spoken to Specialist Midwife who knows this detainee and has a good relationship with her. She has agreed to come in and see DP in the morning as she is not yet registered with Midwifery team. Midwife is aware of significant mental health issues with this DP. Midwife from Leicester royal attended custody to see DP to check on the welfare of the mother and child. DP did not wish to engage with Midwife whilst in cell after making many attempts to speak to DP.”
- Custody record stated “Detained Person refused name address and details so has had to be booked in as refused. CR states "The d/p is over 6 foot and looks about 18 years of age. So, until he tells us otherwise we will treat him as an adult. I have authorised his samples to be taken to see if we can find out who the male is." Appropriate adult requested due to alleged age. Officer was concerned the Detained Person has not provided any details re next of kin to allow us to notify them and as he is no trace PNC he could still easily be giving incorrect details. I asked him if he is likely to be missing from home and he replied no but his reply was far from convincing. The custody team need to be updated as to what enquiries have been completed to firm up this young man's ID and identify his vulnerabilities.”
- Custody record stated “Spoken to Detained Person at door very agitated and angry. Magazine provided to try and help calm him down. Has been throwing water under door, water turned off to prevent flooding. I have informed him it's not going back on until he calms down as he will flood the suite. Water turned back on after 1.5 hours and turned back off overnight.”



## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report Of	THE POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE
Subject	CEO AND CFO RECRUITMENT
Date	THURSDAY 30 SEPTEMBER, 2021 – 1:00 p.m.
Author	SIMON DOWN – ACTING CHIEF EXECUTIVE

#### **Purpose of Report**

1. To provide an update to panel on the expected recruitment timescales for the CEO and CFO positions within the Leicestershire Office of the Police and Crime Commissioner (OPCC).

#### **Recommendation**

2. The Panel are recommended to note the contents of the report.

#### **Background**

3. The PCC, in considering the delivery of his forthcoming Police and Crime Plan, has restructured his office.
4. The OPCC are therefore recruiting to a number of posts including the Chief Executive Officer (CEO) and Chief Finance Officer (CFO) posts, both of which will require a confirmatory hearing with the panel.

#### **Restructure**

5. The previous roles of Chief Executive and Executive Director have been merged into that of Chief Executive Officer which provides a more streamlined approach to leadership of the organisation and the Monitoring Officer role.
6. The role of Chief Finance Officer has been reinstated having been delivered in an interim capacity by Paul Dawkins who is also the Force's Assistant Chief Officer (Finance and Resources) which is in line with previous administrations and provides full financial assurance.
7. The Performance Manager role has been elevated to a Head of Performance role to take on an expanded team and to better hold both the force and external commissioned providers to account.

8. A Head of Communications post with associated team has been created which will better enable the PCC to engage with the many communities across Leicester, Leicestershire and Rutland.
9. The Head of Community Engagement and Partnerships role with associated team has been removed from the structure which has in part allowed the wider changes above. Engagement with communities and working with key stakeholders will be undertaken in a more focussed and specific manner through the wider structure (particularly the pre-existing Head of Strategy and Commissioning role with associated team and the Head of Communications role and their team).

### **Recruitment**

10. Those posts not already filled through internal redeployment are now out to advert. With a closing date for all applications of the 30<sup>th</sup> September.
11. Recruitment panels are still being finalised but we are seeking to make these as diverse as possible and shall be ensuring that reasonable adjustments are made as may be required for candidates.
12. Our approach for the CEO and CFO recruitments is to ask for CVs and a statement of how they meet the essential criteria of the post, to undertake a shortlisting procedure, require shortlisted candidates to then undertake an interview before the panel make their decision. Psychometric testing is also being considered.
13. We are expecting interviews/appointment decisions to be undertaken in late October or early November. Vetting will then need to be undertaken before formal offers of employment can be made. Notice periods will then have to be served and so we might expect provisional start dates to be before April 2022.

### **Confirmation Hearings**

14. Confirmation hearings with the panel will be able to take place from the point of formal employment offers being made, though historically these hearings have taken place within the initial days of such staff commencing their posts. We will liaise with the panel chair around these dates in due course.

### **Implications**

**Financial:** None

**Legal:** None

**Equality:** Recruitment undertaken in line with recruitment policies which are fully compliant with equalities legislation

**Risks:** None

**Link to Police and Crime Plan:** These posts will support the delivery of the forthcoming Police and Crime Plan

### **Person to Contact**

Simon Down – Acting Chief Executive – [simon.down@leics.pcc.pnn.gov.uk](mailto:simon.down@leics.pcc.pnn.gov.uk)

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

Report Of	THE POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE
Subject	RECRUITMENT AND RETENTION
Date	THURSDAY 30 SEPTEMBER 2021 – 1:00 p.m.
Author	SIMON DOWN – ACTING CHIEF EXECUTIVE

### **Introduction**

1. The Panel received a recruitment report at the end of the July meeting which is provided as an appendix to this update. This further update provides context and update on recruitment with regards to gender, sexual orientation and the aspiration that 1 in 4 new joiners to Leicestershire Police self-identify as Black Asian & Minority Ethnic, known collectively as BAME for analytical purposes.

### **Recommendation**

2. Members are recommended to discuss and note the contents of the report.

### **Governance and monitoring**

3. Diversity monitoring and oversight is provided by the Diversity, Inclusion and Fairness Board and Attraction, Retention and Progression Gold Group both of which are chaired by the Chief Constable and attended by the PCC or OPCC.
4. Particular monitoring is carried out for underrepresented groups as defined in the Equality Act 2010. This paper will provide details in relation to race, sex, and sexual orientation.
5. The national Uplift programme provides oversight of officer recruitment and produces a monthly monitoring pack for each Force. This pack includes information on the profile of joiners by ethnicity and gender.
6. In the future it is intended that socio-economic data be captured and analysed during the recruitment process. This is now captured on the national police officer application form. Since the revised application we have not opened up for recruitment, we will therefore be able to capture the data for forthcoming campaigns.

### **Ethnicity and the 1 in 4 commitment**

7. Leicestershire Police has set an aspirational target of 1 in 4 joiners to the Leicestershire Police workforce family will self-identify as Black, Asian, or Minority Ethnic (BAME). The aim is to be recruiting to this proportionality by March 2024. The purpose is to become more and more representative of the population of Leicester, Leicestershire and Rutland.
8. Work has been completed to establish two definitions to allow accurate tracking of progress:

- The Workforce family is defined as covering Police Officers, Police Staff, Police Community Support Officers, Specials and Volunteers in Policing.
  - BAME, Black, Asian or Minority Ethnic is defined as including those who self-identify as Black, Asian and mixed or other backgrounds as recorded on the HR Information System in accordance with the Home Office definition. It is recognised that the description BAME is problematic, and it is only used as an analytical definition.
9. A Leicestershire Police Workforce Family Dashboard has been created to allow tracking of progress. This tracks monthly headcount, joiners and leavers together with year on year comparison.
  10. Specific key highlights are as follows as at end of August 2021:
  11. 478 individuals in the Leicestershire Workforce Family self-identify as Black, Asian or Minority Ethnic. This is 10.8% of the workforce. Of note this also comprises 191 Officers and 204 Staff.
  12. Progress towards the 1 in 4 commitments can be seen. The previous three-year average for Black, Asian or Minority Ethnic joiners was 12.8%. Against this we can see year to date for 2021/2 at 14.6%, and since the commitment at end of October 2020 we have seen 15.3% of joiners who self-identify as Black, Asian or Minority Ethnic. Overall since 1<sup>st</sup> April 2021, we are currently at 1 in 6.8 of new recruits self-identifying as BAME.
  13. We currently have 221 candidates who have completed the process to join as a police officer under the Degree Holder Entry Programme (DHEP), of these candidates 15% self-identify as Black, Asian or Minority Ethnic.
  14. For the DHEP Detective programme which will introduce its first two cohorts in November 2021 & May 2022 we have 58 candidates currently being progressed to final checks, of these candidates 28% self-identify as Black, Asian or Minority Ethnic.
  15. The demographic characteristics of leavers has also changed. For the last three years the percentage of leavers is lower for those self-identifying as BAME as to white.

## **Gender**

16. A further monitoring dashboard tracks gender across the Leicestershire Police Workforce Family.
17. Specific key highlights are as follows as at end of August 2021:
18. At end of August 2021 46.9% of the Leicestershire Workforce Family were female.
19. Regarding joiners the previous three-year average for female joiners was 51.2%. Against this we can see year to date for 2021/2 at 58%.
20. We currently have 221 candidates who have completed the process to join as a police officer under DHEP, of these candidates 45% self-identify as female.
21. For the DHEP Detective 71% of candidates self-identify as female.
22. The demographic characteristics of leavers has also changed. For the last three years the percentage of leavers is lower for female than it is for male.

## **Sexual Orientation**

23. A further dashboard tracks data on sexual orientation across the Workforce Family.
24. Specific key highlights are as follows as at end of August 2021:
25. 4% of the Leicestershire Workforce Family self-identify as lesbian, gay, bisexual, transgender, queer (sometimes described as 'questioning') (LGBTQ). As a way of comparison, an estimated 2.7% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in the latest Office of National Statistics dataset from 2019.
26. The last four years of recruitment have remained consistent with a year to date figure of 6.3% for those self identifying as LGBTQ, against a previous 3 year average of 6.6%.

## **Uplift Tracker**

27. A monthly tracking report is provided by the national uplift programme. This tracks Officer recruitment only.

## **Ethnicity**

28. At end of July, the 12 months rolling average for officer recruitment was 12.5% BAME against a previous 3 year average of 8.9%.

## **Female**

29. At end of July, the 12 month rolling average for officer recruitment was 45.1% female against a previous 3 year average of 44.7%. This is above the national average of 43.1%.
30. All of the above figures are moving in a positive direction with the Force striving to be more and more representative and reflective of the population of Leicester, Leicestershire and Rutland. There is much more to do particularly in striving towards the 1 in 4 target while also maintaining the progress made elsewhere and introducing further monitoring.
31. The remainder of the paper highlights the positive action work being delivered to continue with that progress and accelerate further.

## **Positive Action**

32. A number of additional measures have been put in place to support the 1 in 4 aspirational target for police officer recruitment. See Appendix B.
33. In addition the following was trialled for the most recent detective programme:
34. New branding for our campaigns.  
The Force participated in a consultancy challenge with University of Leicester students. After a month long project the students recommended a more creative and innovative imagery for targeted recruitment. Working with Corporate Communications the force produced a new branding which was more representative of the community, particularly showcasing our Black, Asian or Minority Ethnic and female detectives.
35. Each interview panel had an equal gender and ethnicity split where possible. There were over 300 panels of which 85% were configured in this way.
36. Positive action started at stage 2 which is the telephone interview rather than later in the process. This was introduced following the analysis of 3 years of recruitment data, collated and analysed by University of Leicester Maths students.

37. As this was a targeted campaign only the most exceptional candidates were offered places in the final stage of recruitment, the national online assessment centre. The adverse impact ratio for this campaign was the first to show a positive ratio for gender and ethnicity, gender increasing from 60% (initial % of applications received) to 71% and for ethnicity increasing from 24% to 28%

### **Future Activity**

38. For all future police officer campaigns, we will be replicating the success of the detective recruitment and positive action plan.
39. Corporate Communications are currently working on further branding for our apprenticeship scheme and police staff recruitment.
40. We are currently reviewing the positive action support which is given to each under-represented group with a plan to offer a more targeted provision to areas of greatest need.
41. Following COVID restrictions being lifted we are currently working on an attraction strategy for increased community engagement using our recruitment van.
42. Further work is being done with local schools and colleges to engage at an early stage with subjects associated with policing and also those institutions that have a high Black, Asian or Minority Ethnic population. This will be linked in with the attraction strategy mentioned previously.
43. We are analysing the feasibility of introducing a mini-police programme into the Force.
44. Work is also ongoing to assess what further action can be taken based on experience from other forces and national guidance.

### **Summary**

45. This update provides a report on recruitment with reference to three equality characteristics. It specifically details the measures being taken to improve representation including the aspiration that 1 in 4 new joiners to Leicestershire Police will self-identify as Black Asian & Minority Ethnic by March 2024.
46. Gender and sexual orientation are in line or above benchmark. Progress is being made towards the 1 in 4 aspiration with ongoing work to realise this target within the timescale.
47. The paper is presented for noting.

### **Implications**

**Financial:** None

**Legal:** None

**Equality:** This work seeks deliver a force representative of the LLR community

**Risks:** None

**Link to Police and Crime Plan:** This will support the aspiration to have a force that is representative of the LLR community

### **Persons to Contact**

Simon Down, Acting Chief Executive

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## **Recruitment Report July 2021**

### **Purpose of Report**

To provide the panel with an update on recruitment of precept funded officers and officers funded through the National Programme.

### **Activity**

The force was due to recruit an additional 89 Officers in year 1 of Operation Uplift, National Uplift (which ended 31.3.21) and this has successfully been completed.

The force also recruited additional officers funded via the precept increase for 20-21 meeting this target too; this was an increase of 107 Precept Funded posts.

The Police Officer FTE during Operation Uplift and Precept Uplift Period:

- 31.3.19 FTE – 1793 and Authorised Establishment of 1807.
- 31.3.20 FTE - 1915 and Authorised Establishment of 1912.
- 31.3.21 FTE – 2146 and Authorised Establishment of 2104

In the past 2 Financial Years, the force has increased its in strength FTE for Officers from 1793 to 2146 which was a growth of 353. During the same period, the Police Officer authorised establishment has increased from 1807 to 2104 which is a growth of 297 officers; 89 of these have been as a result of Operation Uplift, and the remainder a result of precept increase.

In 2021/22 the Operation Uplift target is an additional 84 Officers for 'in force' and 4 for EMSOU ROCU. The force is on track to achieve this by 31.3.22, and will have an authorised establishment of 2242, and an FTE of the same amount by 31.3.22.

Please note that the mechanisms for monitoring Police Officers numbers in force, is based upon In Strength FTE (and excludes those Officers seconded to regional units, or on career break).

Operation Uplift monitoring is based upon headcount and includes all Officers employed by Leicestershire Police, regardless of whether on a regional secondment, or career break. Therefore, numbers provided by Operation Uplift and not by the force will be based on this different analysis of numbers.

The local growth in police officers from 2019/20 to 2021/22 (107, 100, 50) have in the main be funded through the precept increases of £24, £10, £15.

The Force achieved the uplift target of 89 officers for year 1 and therefore received the full uplift grant of £2.5m in 2020/21.

The Home Officer target for 2021/22 is 88 officers and the associated specific grant funding is £1.5m. The Force is currently on plan to achieve the uplift in officers.

**April 2020 – August 2021 Recruitment Activity**

**Engagement and Attraction**

- Front line officers contact the Recruitment team directly with details of those interested in a role in Policing. The Recruitment team make direct contact with these individual and details are added to an Expression of Interest spreadsheet for when Recruitment opens.
- 2 Collaborative Projects with University of Leicester completed – How can the Police better recruit BAME staff into the organisation and Retention of Under-represented groups within the organisation.
- University of Leicester Maths School are analysing 3 years of recruitment data to establish where BAME and other under-represented groups are falling within the recruitment process.

**Pre Application**

**Recruitment webinars**

- Webinars focused on providing a realistic overview of what Policing involves – 104 events delivered.

**Careers/Job fairs**

- Events arranged by 3<sup>rd</sup> party organisations, attended by a number of employers. Some of these are large scale events attracting over 2000 individuals. 21 delivered.

**Community Events**

- Large scale community events, primary focus is engagement e.g. Caribbean carnival, Diwali etc.

**Facebook Live Events**

- We have carried out 17 Facebook Live events. Guests have included service Police Constables, SPC's, PCSO's, staff, University partners and individuals going through the application process.
- Delivery of Police inputs around DHEP and other opportunities, during regular lectures.

**University**

- Point of contact from recruitment team at DMU, Loughborough and Uni of Leicester.
- Regular attendance at careers events hosted by each of the respective Universities.
- Delivery of Police inputs around DHEP and other opportunities, during regular lectures.
- Liaise with Universities around Consultancy Challenges and business projects
- Pilot Police Recruitment questionnaire being disseminated around Universities
- Working with the various Universities and taking on Mentoring roles to students.
- Arrangements started for Student societies to be linked with Police support networks.

**6<sup>th</sup> Form/FE College**

- Delivery of recruitment opportunities presentations, focusing primarily on PCDA but also other opportunities.
- Email to 38 listed establishments offering inputs around the PCDA.

**Secondary Schools**

- Assembly inputs focusing on Policing generally and PCDA to those schools who have requested attendance.

- Regular attendance at annual careers fairs, attended by a number of employers and Colleges.

## **Post Application**

### 2 – 5 Workshops

- Workshop delivered by the Recruitment team focusing on the application process, providing guidance and support. 93 workshops delivered.

### Individual Workshops

- One to one inputs (During Covid, prior to Circuit). Also for those individuals unable to attend a workshop, who have requested further support. 150 delivered.

### Additional employability workshops for new candidates

- Prior to 2-5 workshops, these events covered individual elements of the process. 37 delivered.

### Keep Warm/Familiarisation Events

- These are aimed at those individuals who have successfully completed and passed the Assessment Centre part of the process. A presentation is delivered on Health and Wellbeing, the University aspect of the DHEP and Stage 5 pre-employment checks. 36 delivered.

## **BAME Specific input**

- A new Q&A seminar focusing on those who have identified as BAME, inviting them to an event run by recruitment, Positive Action and Networks, where they are able to discuss some of the concerns they may have, from a BAME perspective. 9 events delivered
- Approximately 100 BAME candidates withdrew from the process in 2020. ALL re-contacted and 25% have either reapplied or shown a willingness to reapply.
- All BAME who failed various parts of process from first 2 DHEP campaigns, re-contacted and updated of opportunities for Graduate Entry Detectives and CMD.
- Collaboration in place between local University Student Societies and mirroring Police Staff networks – to date completed with Afro-Caribbean Society and Sikh Society.
- Positive Action workshops offered to all under-represented groups by Positive Action team.
- Police staff mentoring BAME individuals from local Universities
- Increased local radio delivery on predominantly Community channels.
- Cadets recruitment will be targeted among BAME communities. Including a new hub in St Matthews estate.

## **LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL – 30 SEPTEMBER 2021**

### **INDEPENDENT CO-OPTED MEMBERS**

#### **Purpose of this Report**

1. The purpose of this report is to consider the existing Independent Co-opted Members status and agree to undertake a recruitment process.

#### **Background and current arrangements**

2. Part 2 of Schedule 6 of the Police Reform and Social Responsibility Act 2011 states that Police and Crime Panels are able to have members co-opted by the Panel and the appropriate number of co-opted members is:

“ (a) two or:

*(b) if a resolution of the panel under sub-paragraph (4) is in force, the number of co-opted members specified in the resolution;*

*(4) A police and crime panel may resolve that the panel is to have the number of co-opted members specified in the resolution; but no such resolution may be passed unless –*

- (a) that number of co-opted members is greater than two;*  
*(b) the secretary of state agrees that*

3. The Police and Crime Panel Terms of Reference state at Part 2, Paragraph 4:

*“The Panel shall be made up of a minimum of 10 councillors and two Independent Members.”*

At paragraph 7:

*“Co-opted Members shall be appointed in accordance with paragraphs 9-13 below and may be appointed in accordance with paragraph 17 below....*

Paragraphs 9-13:

9. *The Panel shall co-opt two Independent Members on to the Panel for a term of 4 years commencing at the mid-way point in the Police and Crime Commissioner’s term of office, with a view to ensuring the Panel has the necessary skills, knowledge and experience to carry out its functions.*
10. *The selection process for co-opting Members should include a reasonable period of advertising for the positions. There should be at least two weeks between the date the advert is first placed and the closing date for receipt of applications.*

*11. Information packs shall be prepared and sent to those requesting application forms.*

*12. Applications shall be considered against an agreed eligibility criterion and then an Appointment Panel made up of three Police and Crime Panel Members will be invited to meet to consider the applications and interview candidates.*

*13. Following the interviews, the Appointment Panel will make recommendations to the Police and Crime Panel for appointment.*

Paragraph 17:

*The panel may agree to co-opt additional Members drawn from the local authorities to ensure the balanced appointment requirement, as far as reasonably practicable.*

4. At the meeting of the Police and Crime Panel on 3 October 2017 a decision was made to commence a new recruitment process and stagger the term of office of the Independent Members so that their term was not coterminous with that of the Police and Crime Commissioner. It was agreed at that meeting that an Appointment Panel be set up to comprise one Member from Leicester City Council, one Member from Rutland County Council and one Member from the County of Leicestershire.
5. Following an open and comprehensive recruitment process the Police and Crime Panel appointed Mr Keith Culverwell and Mrs Mehrunissa Lalani as Independent Co-opted Members for a 4 year term for the period from 1 January 2018 until 31 December 2021.

**Options - start a recruitment process**

6. As in 2017 the Panel begin to start an open recruitment process for two Independent Co-Opted members.
7. The new recruitment process would need to be carried out immediately to recruit two (or more) Independent Co-opted Members for a four year term. The present Independent Members could choose to re-apply to serve on the Panel again as part of that process.
8. LGA Guidance suggests that short-listing, interviewing and selection may be delegated to a selection panel or sub-committee of the Police and Crime Panel.
9. Should the Panel agree that a new recruitment process be carried out the Panel are asked to consider the composition of the Appointment Panel at an early stage to enable their full engagement in the process.

## Other Options Considered

10. None – the existing terms of office of the two Independent Members are due to expire on 31<sup>st</sup> December 2021 and therefore if the Panel does decide to go out to recruit, consideration at this stage would leave sufficient time to undertake that process.

## Recruitment Process

11. If the Panel decide to commence a new recruitment process, an outline timescale for this process is set out below.

Recommended timescale	Activity required
30 September 2021	Panel agrees which members will serve on the appointing sub-committee.
11 October 2021	Advertisement for applicants is placed – six week advertising period
22 November 2021	Deadline for applications
w/c 29 November 2021	Shortlisting
w/c 6 December 2021	Interviews
End of December 2021	Appointments made
January 2022	Induction sessions (should new appointments be made) and new appointee's first Panel meeting.

## Recommendation

The Panel is asked to approve the recruitment process and consider the composition of the Appointment Panel.

### Background Papers:

1. Police Reform and Social Responsibility Act 2011 (published)
2. Leicester, Leicestershire & Rutland Police and Crime Panel's Panel Arrangements (published)
3. Reports to the Police and Crime Panel meetings of October, December 2017 and January 2018 and the minutes of those meetings.(published)

For any enquiries about the report please contact:

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## THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2021

DATES	ITEM	COMMENTS
<b>Thurs 30 September 21 at 1pm</b>	<ol style="list-style-type: none"> <li>1. PCP Independent Members status</li> <li>2. Qtr. 1 Performance Report (21/22) OPCC **</li> <li>3. Qtr. 1 Performance Report (21/22) Leicestershire Police **</li> <li>4. Emergency Services Network update and impact on budgets</li> <li>5. OPCC Ethics Committee Annual report</li> <li>6. Independent Custody Visitors Scheme update</li> </ol>	<p>PCP to decide whether to extend the term or recruit new Independent Members. (Current terms expire 31 Dec 21)</p> <p>**new strategy being prepared and report to come on those arrangements</p>
<b>Thurs 2 December 21 at 1pm</b>	<ol style="list-style-type: none"> <li>1. Performance Management report OPCC and Force</li> <li>2. Complaints against Police and Crime Commissioner Annual Report</li> <li>3. Budget Review update</li> </ol>	<p>Monitoring Officer to provide an overview on complaint activity</p> <p>(From July mtg)</p>
<b>Suggested items to be scheduled</b>	<p>Police and Crime Plan (FINAL)</p> <p>Domestic Abuse update report</p> <p>Efficiency Savings report</p> <p>Return on Investments update</p> <p>Trauma Informed Strategy update</p>	<p>(To provide updates on progress towards developing the Police and Crime Plan - Final to be brought to meeting post public consultation)</p> <p>To include analysis on cause/effect, analysis of data and links to safeguarding issues,(from June &amp; July mtgs – schedule to December mtg)</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>Details to be provided to a meeting DTBC</p>

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**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

- **Working Task and Finish Groups – non-public meeting, shows panel scrutiny and support of the PCC.**  
Scoping for a Task & Finish Group to review section 106 funding – to 29<sup>th</sup> July 2021 meeting – approved

Working Group to review progress and work with PCC on the Police and Crime Plan

1<sup>st</sup> meeting held 14 July 2021

2<sup>nd</sup> meeting held August 2021

Draft Police and Crime Plan brought to special meeting on 13<sup>th</sup> September 2021 -pre public consultation