

Leicester  
City Council

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

**DATE: THURSDAY, 2 DECEMBER 2021**

**TIME: 1:00 pm**

**PLACE: Sparkenhoe Committee Room, County Hall, Glenfield**

**Members of the Committee**

Councillor Taylor (Chair)

Councillor Master (Vice-Chair)

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

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

For Monitoring Officer

**Officer contact:**

**Matthew Reeves (Democratic and Civic Support Manager),**

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# **PUBLIC SESSION**

## **AGENDA**

### **NOTE:**

**This meeting will be webcast live at the following link:-**

<https://www.youtube.com/watch?v=y7YBuOXEcWg>

**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: 30TH SEPTEMBER 2021 **Appendix A****

The minutes of the meeting held on 30<sup>TH</sup> September 2021 are attached and Members will be asked to confirm they are an accurate record.

**4. PROGRESS AGAINST ACTIONS (NOT ELSEWHERE ON THE AGENDA) - IF ANY**

**5. PUBLIC QUESTIONS**

**6. PERFORMANCE MANAGEMENT REPORT FOR THE FORCE AND OPCC **Appendix B****

Members to receive an update of the Corporate Governance Board and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

Members will be asked to discuss, comment and note the new structure of the report and provide feedback on the new report.

**7. MEDIUM TERM FINANCIAL PLAN (MTFP) -HOME OFFICE REVIEW OUTCOME **Appendix C****

Members to receive and note the content of the letter from the Home Office following their review of the Medium Term Financial Plan (MTFP.)

**8. DOMESTIC ABUSE AND SEXUAL VIOLENCE REPORT **Appendix D****

Members to receive an update on the Domestic and Sexual Violence and Abuse (DSVA) recommissioning project and insight in relation to the role that

alcohol abuse plays within this area of crime.

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

**9. ETHICS, INTEGRITY AND COMPLAINTS COMMITTEE [Appendix E](#)  
UPDATE**

Members to receive a report which informs the Panel of the changes to the Ethics, Integrity and Complaints Committee and the recruitment timelines moving forward.

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

**10. POLICE AND CRIME PLAN UPDATE [Appendix F](#)**

Members to receive a report providing a brief update of the Commissioner's Police and Crime Plan.

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

**11. COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER ANNUAL REPORT [Appendix G](#)**

Members to receive a report intended to provide the Panel with an update on complaints relating to the Police and Crime Commissioner over the last 12 months.

Members will be asked to note the content of the reports.

**12. POLICE AND CRIME PANEL CONSTITUTION - [Appendix H](#)  
TERMS OF REFERENCE REVIEW**

Members to receive a report which recommends revisions to the Constitution following review of it by the Monitoring Officer in accordance with the duty under Part 3 paragraph 115 to do so once per year.

Members will be asked to consider the revisions proposed, and either agree, amend or reject them.

**13. DATES OF FUTURE MEETINGS**

Below are the dates of future meetings of the LLR Police and Crime Panel:

- Weds 2<sup>nd</sup> February 2022 at 1pm Pre Cept meeting
- Mon 14<sup>th</sup> February 2022 at 1pm if veto used and pre cept to be reconsidered
- Mon 4<sup>th</sup> April 2022 at 1pm ordinary meeting
- Mon 20<sup>th</sup> June 2022 at 1pm AGM
- Weds 27<sup>th</sup> July 2022 at 1pm ordinary meeting
- Mon 26<sup>th</sup> September 2022 at 1pm ordinary meeting

- Weds 14<sup>th</sup> December 2022 at 1pm ordinary meeting

All meetings to commence at 1pm unless notified otherwise. Meetings will take place either at City Hall, Leicester or County Hall, Glenfield and will be notified in due course.

Details of member pre-meetings and Chair/PCC pre-meetings will be circulated separately and will continue to be held virtually using MS Teams.

#### **14. ANY OTHER URGENT BUSINESS**

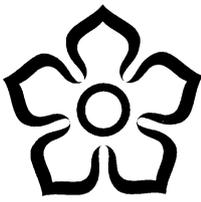
The Chairman has agreed to take the following item as urgent business:

The Leicester, Leicestershire and Rutland Police and Crime Panel Work Programme 2021

#### **15. WORK PROGRAMME**

**Appendix I**

Members to note the ongoing work programme.



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# Appendix A

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

Held: THURSDAY, 30 SEPTEMBER 2021 at 1:00 pm

P R E S E N T :

Councillor Master (Vice-Chair)

Councillor Clair	Councillor Harper-Davies
Councillor Graham	Councillor Mullaney
Councillor Loydall	Councillor Stephenson
Councillor Phillimore	Councillor Woodman
Councillor Whelband	Mr Keith Culverwell
City Mayor Soulsby	Ms Mehrunnisa Lalani

In Attendance:

Rupert Matthews – Police and Crime Commissioner

Also Present:

Simon Down – Acting Chief Executive Officer OPCC  
Paul Dawkins – Chief Finance Officer Force/OPCC  
Lizzie Starr – Performance Officer OPCC  
Kamal Adatia – Monitoring Officer  
Anita James – Senior Democratic Support Officer

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## **35. WELCOME AND INTRODUCTIONS**

The Vice-Chair assumed the Chair for the meeting, welcomed those present and led introductions.

## **36. APOLOGIES FOR ABSENCE**

Apologies for absence were received and accepted from Cllr Taylor (Chair) and Cllr Cutkelvin.

## **37. 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 such declarations.

### **38. MINUTES OF THE LAST MEETING:**

Noted that Item 29 Apologies for absence of the minutes 13 September 2021 erroneously referred to Cllr Stephen Whelband and this should be corrected to read Cllr Simon Whelband

RESOLVED:

That subject to the amendment above the minutes of the meetings held on 29<sup>th</sup> July 2021 and 13<sup>th</sup> September 2021 be confirmed as an accurate record.

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

#### Item 22 Recruitment Progress Report (29/7/21)

It was noted that the Chief Finance Officer had circulated further information regarding the recruitment of additional PCSO's funded through the pre-cept as requested.

#### Item 23 The Police and Crime Commissioners Medium Term Financial Plan (MTFP) (29/7/21)

The PCC briefly updated the panel that the team from the Home Office had visited and that meeting was productive, concerns had been outlined along with the approach to risk and assumptions in the MTFP together with some potential changes.

The Home Office advised they would review the documentation shared and would write to the PCC and Chief Constable imminently to advise outcomes and next steps.

AGREED:

That an update on the MTFP and outcomes of Home Office review be brought to the December meeting.

### **40. PUBLIC QUESTIONS**

None received.

### **41. CORPORATE GOVERNANCE AND ACCOUNTABILITY STRATEGY**

Members of the Panel considered 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.

Lizzie Starr, Performance Manager explained the aim in future would be to report to the panel on the way in which the PCC was holding the Chief

Constable to account and that the new strategy had been designed to strengthen existing internal performance management arrangements and improve transparency and accountability.

It was noted that the new strategy was still being developed and would be set around a number of key principles aligned to the Force Strategic Performance Board structure.

The PCC advised that a newly formed Corporate Governance Board would meet once every two months and the PCC would report to the panel about that; information and reports generated by the Governance and Accountability Strategy would also be shared with the panel in a timely manner to enable the panel to fulfil its oversight functions with regard to the PCC.

Referring to the role of a Deputy Police and Crime Commissioner (DPCC) the PCC clarified that he was not currently in the process of recruiting to that position. His view was this could be a valuable asset but only if filling a gap. The PCC was still developing in the role of PCC and considering the skills and attributes that would be needed for a deputy. It was noted there was talk nationally of fire responsibilities being added to all PCC's and that might impact on skills sets needed too.

1.14pm Ms M Lalani joined the meeting.

There was some concern that in the sudden absence of the PCC the situation could become complicated if there were no deputy in post. The PCC advised that in the event of the PCC being absent the Chief Executive of the OPCC was able to deputise for the PCC in certain circumstances including where there was no DPCC. It was advised that there was no provision in the current budget for a DPCC but if plans to recruit to that position emerged over the coming months details of that financial element would be brought to the panel.

Responding to a query about performance data, it was noted that future performance reports would be amended to fit the new corporate structure of the OPCC rather than the quarterly reports that were seen previously. Assurance was also given that if panel members wanted to see a particular data set that would be shared.

The Vice-Chair welcomed sight of the new style performance reporting to future meetings.

RESOLVED:

1. That the new governance and accountability arrangements and the contents of the report be noted.
2. That a performance management report for the Force and OPCC be brought to the next meeting.

#### **42. EMERGENCY SERVICES NETWORK UPDATE**

Members of the Panel considered an update on the Emergency Services

Network (ESN) including details of the potential financial implications as the programme progresses.

Simon Down Acting Chief Executive OPCC, introduced the report explaining that ESN was the new system intended to replace the current Airwave radio system. All forces and emergency services were expected to adopt the new system once it was fit for purpose. This was a nationally driven programme with an expectation of long term savings although over the short term there would be additional cost. Transition between systems would take some time from when the programme was expected to start in 2024.

It was noted that investment in ESN was already apparent with a revenue provision of £0.3m included in the budget for 2021/22 onwards and a capital provision of £0.6m rising to £5.2m in 2022/23. Further information on financial projections was still to be provided by the Home Office which would be shared at future updates.

RESOLVED:

That further updates on the Emergency Services Network (ESN) programme be provided to the panel as the programme progresses.

#### **43. INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT**

Members of the Panel considered the annual report of the Police and Crime Commissioners Independent Custody Visiting Scheme 2020/21 which covered the period from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021.

The PCC expressed his gratitude to the independent custody visitors, who had continued the visiting scheme throughout the pandemic. It was noted the PCC had also attended one of their visits and was very impressed by the visitors' and custody suite processes.

Members welcomed the comprehensive report and noted the contents. Members agreed that an expression of their thanks for undertaking this important role should be sent to the Independent Custody Visitor volunteers.

RESOLVED:

That the Chair/Vice-Chair write to the Independent Custody Visitor volunteers to thank them for their diligence.

#### **44. CEO/CFO RECRUITMENT**

Members of the Panel received an update on the expected recruitment timescales for the Chief Executive Officer (CEO) and Chief Finance Officer (CFO) positions within the Leicestershire Office of the Police and Crime Commissioner (OPCC).

It was noted that a restructuring exercise was being undertaken at the OPCC, this included the merger of the roles of Chief Executive Officer and Executive

Director to provide a streamlined approach to leadership of the organisation. The role of Chief Finance Officer had also been reinstated to provide full financial assurance. Recruitment processes had begun, adverts posted where posts were not already filled through redeployment and recruitment panels were being finalised.

A request was made for more details of the restructuring of the OPCC was requested to give context to the changes taking place. The PCC informed Members that the previous structure was available on the PCC website, however advice from HR was that the current/proposed structure could not yet be made public as it was still subject to consultation and/or discussion with staff.

Members of the Panel understood the sensitivities around people in post however, the point was made that they were all familiar with changes in staffing structures and there was no reason why the structure that the PCC aspired to could not be shared. The PCC gave an assurance that he would share the proposed structure once he was able to do so.

Concerns were expressed that the restructure seemed to be very top heavy with a lot of strategic posts being created. There was also concern about the impact on the community engagement post which was seen as a fundamental role. The PCC replied that the structure would make more sense when he was able to fully share the details of that.

In terms of the recruitment campaigns, it was suggested there was a lot of rhetoric around “diverse recruitment campaigns” and queried what the PCC was doing to ensure that. The PCC responded that the interview panels for each post had received careful attention to ensure such things as gender balance and that different types of people were being represented on the panel i.e. ethnic make-up; as far as advertising that was largely guided by HR but adverts had also gone out on social media to be as widespread as possible. The PCC confirmed everybody involved in the interview panels would receive training in recruitment to ensure they were fully up to date in their interviewing approach.

RESOLVED:

That the current and proposed staffing structure chart of the OPCC be shared with Members of the Panel as soon as possible.

#### **45. RECRUITMENT AND RETENTION UPDATE**

Members of the Panel considered an update report on recruitment and retention which provided more context with regards to gender, sexual orientation and the aspiration that one in four new joiners to the Leicestershire Police force self-identify as Black, Asian and Minority Ethnic (BAME) for analytical purposes.

The PCC explained that it was his belief the force should be representative of the population and this was an interim report to provide a situation update

whilst further data was pulled together and assimilated.

Simon Down, Acting Chief Executive explained the one in four commitment and how the OPCC were trying to understand in more detail the breakdown of ethnicity, this was being done in consultation with HR colleagues, however there was caution around this as there was some concern that data could lead to identification of individuals. It was hoped a future report could delve more into the data, look at sub-categories of ethnicity etc and provide a breakdown of the police family.

Members welcomed the report. Members asked that future consideration be given to how this data panned out across the county and to compare that against data for crime and any reductions in crime.

Members recalled being informed previously that the next three to five years would see large numbers of officer retirements which would impact on experience of officers coming through. It was noted that this report did not refer to officer retirement. The Acting Chief Executive explained that the number of people retiring had not been at as high a level as was previously anticipated however there was an onward process in place for recruiting which included replacing those retiring or progressing in the organisation.

Regarding diverse recruitment, it was suggested that the PCC should have regard to a recent case involving Cheshire police force especially around lessons learned and making sure the same mistakes were not made here, so that the recruitment process was fair and equitable for all and protects the force and OPCC from future allegations. Members also highlighted the importance of close scrutiny of recruitment processes in light of the recent Sarah Everard case. It was confirmed that the OPCC continued to work with HR to ensure fair and equitable processes were in place as well as the appropriate checks necessary.

Summarising discussion the Chair thanked officers for the report and asked that details in terms of the ethnic/diverse breakdown of police family as well as the numbers and rank of those projected to be retiring be brought to a future meeting.

RESOLVED:

That a further update on Recruitment and Retention be brought to a future meeting, to include details of the ethnic/diverse breakdown of the police family as well as the numbers and rank of those projected to be retiring over next three years.

#### **46. OPCC ETHICS COMMITTEE ANNUAL REPORT**

Members of the panel received an update regarding the production of the OPCC Ethics Committee Annual Report.

The PCC explained there had been an exchange of views between OPCC and the Ethics Committee and he would be meeting the Chair of the Ethics

Committee to discuss its terms of reference TOR and clear ambiguities that exist around the production of an annual report.

Members noted the contents of the report and the email exchanges. The PCC agreed to provide clarity to the next meeting on when the Ethic Committee report would be available.

RESOLVED:

That an update be provided to the next meeting.

#### **47. POLICE AND CRIME PANEL INDEPENDENT MEMBER STATUS**

At this point in the meeting both Mr Keith Culverwell and Ms Mehrunissa Lalani withdrew from the meeting.

Members of the Panel considered a report on the co-opted Independent Member status in view of their terms being due to expire on 31<sup>st</sup> December 2021.

Members noted the make-up of the panel in law and the panels terms of reference which set out the panels methodology for recruiting co-opted Independent Members. The recruitment process and timescale set up were noted and Members agreed an appointment panel comprising one representative from the City, the County, and Rutland should be set up to undertake the recruitment exercise.

RESOLVED:

That the recruitment process be approved and an appointment panel comprising Deborah Taylor (Chair), Kirk Master (Vice Chair and Lucy Stephenson be established.

#### **48. WORK PROGRAMME**

Mr Keith Culverwell and Ms Mehrunissa Lalani re-joined the meeting.

The current work programme was received and noted, additional items arising from discussion in this meeting to be added.

- Ethics Committee report update to come to next meeting
- Recruitment and Retention update to a future meeting
- Domestic Abuse and Sexual Violence report to come to December meeting.

Regarding the S106 review, dates for the initial task group meeting had been canvassed for w/c 11 October 2021.

#### **49. ANY OTHER URGENT BUSINESS**

None notified.

**50. NEXT MEETING**

Next meeting Thursday 2<sup>nd</sup> December 2021 at County Hall

There being no further business the meeting closed at 2pm.

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

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>CORPORATE GOVERNANCE BOARD REPORT</b>
Date	<b>THURSDAY 2 DECEMBER 2021 – 1:00 p.m.</b>
Author	<b>LIZZIE STARR, INTERIM CEO, OFFICE OF POLICE AND CRIME COMMISSIONER CLARE HAGIIOANNU, EVALUATION AND SCRUTINY OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER</b>

### **Purpose of Report**

1. To provide the Panel with an update of the Corporate Governance Board and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

### **Recommendation**

2. The Panel is recommended to discuss and comment:-
  - a. Note the contents and new structure of the report
  - b. Provide feedback on the new 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 accountability strategy has enabled the previous accountability mechanisms to be streamlined, yet enhanced, as such a new transparent board meeting, the Corporate Governance Board has been set up to provide the strategic oversight, accountability and scrutiny of Force performance by the Commissioner, replacing all previous arrangements.
5. The first report of the Corporate Governance Board is attached in full as Appendix 1. This report summarises the key areas in which the Commissioner has inspected Force performance.

**Attachments:**

Appendix 1: Corporate Governance and Accountability Report

**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

Communications :

**Person to Contact**

Elizabeth Starr, Interim CEO

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



**POLICE & CRIME  
COMMISSIONER  
for Leicestershire**

Prevention | Partnership | Protection

# **CORPORATE GOVERNANCE BOARD**

**02/11/2021**

## Contents

- 1. Overview, attendance and purpose**
- 2. Emerging national and local policing issues**
  - i. Violence Against Women and Girls
  - ii. Operation Bridger (Force led update on security measures)
  - iii. Independent Inquiry into Child Sexual Abuse (IICSA) and Operation date
- 3. Operational Performance**
  - i. Homicide
  - ii. Domestic Abuse
  - iii. Rape
  - iv. Stalking and Harassment
- 4. Transformation and Change (Target Operating Model)**
- 5. Finance**
  - i. Medium term financial plan budget setting
- 6. People**
  - i. Recruitment update
- 7. Corporate Risk**
  - i. Workforce, skills and attrition
- 8. HMICFRS**
  - i. Inspection update
- 9. Police and Crime Delivery Plan**
  - i. Verbal update on approach taken to operationalise the plan

# 1. Overview, attendance & purpose

## Overview

The first Corporate Governance Board (CGB) meeting was held in person on Tuesday 2<sup>nd</sup> November 2021 at Force Headquarters. This is a newly established board which has replaced what was previously known as the Strategic Assurance Board (SAB).

## Attendance

### **Office of Police and Crime Commissioner**

Mr R Matthews (Police and Crime Commissioner)  
Mr P Dawkins (Chief Finance Officer)  
Mrs L Starr (Interim Chief Executive)  
Miss K Hughes (Resource Manager)  
Mr Mike Veale (Strategic Advisor)

### **Office of Chief Constable**

Mr S Cole (Chief Constable)  
Mr R Nixon (Deputy Chief Constable)  
Mrs J Debenham (Assistant Chief Constable)  
Mr D Sandall (Assistant Chief Constable)  
Mr P Dawkins (Assistant Chief Officer (Finance))  
Mr A Kelly (Assistant Chief Officer (Human Resources))  
Mr C Kealey (Head of Communications and Engagement)

13

## Purpose

The purpose of the CGB is to enable the Commissioner to effectively hold the Chief Constable to account by receiving and challenging briefings provided by the Chief Officer team, and presenting these conclusions to the Police and Crime Panel, in line with the Corporate Governance Accountability Strategy developed in 2021. The purpose of this report is to highlight the main points covered in the latest CBG, in the following format:

- i. Overview of issue
- ii. Force update/overview
- iii. Police and Crime Commissioner response (where appropriate)

## 2. Emerging national and local policing issues

### i. Violence Against Women and Girls

Overview: In response to the circumstances around the shocking murder of Sarah Everard in March 2021, the National Police Chiefs Council developed a draft Violence Against Women and Girls Strategy that was circulated to forces in April 2021. The strategy delivered an ambition, based on key principles with clear priorities for police to tackle with partners.

Force update: The Board received a verbal update from ACC Debenham on the Force's response to the VAWG strategy following the HMIC final inspection, which included the following:

- *The force hosted a very well attended Independent Advisory Group (IAG) in March 2021.*

*Action Copy of the minutes and future minutes to be sent to the PCC*

- *The force has received 73 reports of spiking via injection since September which places us as one of the highest recordings in the country, however this is likely due to our good recording practices. Potential issues are that monitoring these offences will be challenging – Nightclubs are dark, CCTV is often poor quality, actions happen quickly and discreetly, certain drugs such as rohypnol leave the blood quickly which might be an issue for toxicology. Force are discussing the possibility of plain clothed operations to prevent the issue.*

*Action Standing agenda item for future CGB. Will need to work up performance framework regarding this area of the business. Update on specific operations required.*

- *With regard to some possible vetting failures of the Met Police, it is highlighted that our vetting department is 'Good', working towards 'Outstanding', and we will await the IOPC publication on the Met Police for lessons to be learned. DCC Nixon updates we have rigorous systems in place and good preventative modern technology.*

*Action What performance areas are focussed upon to enable the HMIC to grade forces, are there any thematic inspections planned and what internal processes are in place to reassure the Chief Constable that performance is maintained in this area of the business.*

*Action Notwithstanding the favourable position the force seems to be regarding this area of business it is requested that the PCC receives further reassurance. Please conduct an internal review to provide our own reassurance without the need to wait for IOPC recommendations*

The board also received a paper from ACC Debenham further highlighting the force's response, which included the following summary:

- *the Force has responded proactively to the issues associated with VAWG and has established a Gold governance structure to manage ongoing activity. We are ahead of other forces in terms of responding with an action plan.*
- *The Force is fully engaged with national developments and has played a leading role regionally in sharing developing practice.*
- *Many operational activities are already embedded business within the force, with established effective partnership arrangements in place. Other areas are identified for development and will be progressed accordingly (e.g. perception surveying)*
- *We continue to work with partners to explore and deliver solutions.*
- *We continue to engage with our communities in designing our response.*
- *We are confident that our action plan and governance arrangements will ensure that we continue to develop our service delivery in this area in order to provide a high-quality service to our communities in preventing and responding to Violence Against Women and Girls.*

PCC response: The Commissioner was satisfied with the progress being made by the Force. The Commissioner questioned whether the fear of needle spiking was in fact worse than the reality, i.e. not significantly harmful, and questioned whether the force should simultaneously focus on minimising the fear as well as tackling the act of injecting.

15 *Action This will remain in the CGB agenda until further notice*

## ii. Operation Bridger

Overview: Op Bridger is a nationwide police protection security programme designed to offer MPs access to extra security in their homes and constituency offices. It was established in 2016 in the wake of the murder of Labour MP Jo Cox who was killed at a constituency surgery. The operation is back in discussion following the shocking murder of Sir David Amess at an engagement event in October 2021.

Force update: The force has attended all meetings held by Parliamentary Liaison and Investigation Team (PLAIT) Commander Helen MILLICHAP where a number of recommendations have been made to the force following the murder of Sir David Amess The force has implemented all of these further safety measures and will continue to update practices where necessary. The board received a paper from the chief officer team outlining this response.

PCC response: PCC raised concern about the need for robust policing of the possible Leicester East by-election and highlighted that this will be in national media – noted that a policing strategy will need to be in place for this event. It was recognised that the PCC had previously asked for advice to be sent out to MPs and local Councillors.

*Action A report is required about the possible Leicester East by-election and how election fraud is to be prevented and investigated if required in light of the attempted fraud in the recent Oakham Council by election.*

### iii. IICSA

Overview: The Independent Inquiry Child Sexual Abuse (IICSA) is a statutory inquiry established in 2015 under the Inquiries Act 2005. The Inquiry was established by the Home Secretary to examine how and why organisations have failed to protect children from child sexual abuse and to recommend changes that will better protect children in the future. One of the investigations was an inquiry into the institutional responses to allegations of child sexual abuse involving the late Lord Janner of Braunstone QC ('Lord Janner'). In 1970, Lord Janner had been elected Member of Parliament for Leicester North West and from 1974 until 1997 he was the MP, for the constituency of Leicester West. In 1997, he was created a life peer, styled as Baron Janner of Braunstone, and thereafter he sat in the House of Lords.

Force update: A large number of FOI requests have been submitted to the force since the release of the IISCA report on Lord Janner. The final IICSA report will share the national learning. This report when published will be reviewed to ensure our current practices remain at the forefront of protecting children and young people.

PCC response: The PCC is satisfied with the force's response on this matter.

## 3. Operational Performance

### i. Homicide

Overview: The Homicide rate for Leicestershire is higher than in previous years. In analysing the types of Homicides, the data shows that we are experiencing Homicides in a variety of different contexts - private locations, in the street, domestic related, crime related, mental health and knife related. After several years of lower levels of Homicide, the Home Office reduction target will not be achieved this year. The types of Homicides being recorded makes it difficult to specifically

target a homicide reduction strategy to a specific issue. To address the rising trajectory there remains a significant investment being undertaken to prevent and reduce violent crime in order to reduce the Homicide rate.

Force update:

### **What we have done / are doing to improve on homicide**

- The East Midlands Major Crime Collaboration ensures that each homicide is investigated by specialist teams led by experienced SIOs and achieve a very high positive outcome rate.
- Despite the challenge of the different context and types of recorded Homicides the force has specific crime reduction workstreams:
- The VCCU has a clear prevention and reduction strategy with numerous workstreams being led by the police and with partners in the VRN targeting non-domestic abuse violence, knife crime and a specific focus on crime involving those Under 25. The following slide illustrates the strategic priorities and planned activity. This work also includes working with local schools and a current proactive hotspot policing operation targeting specific locations based on recorded crime and crime harm. The Home Office has set two additional targets to the Homicide target: A reduction in Hospital admission with a knife or sharp objects and a Reduction in knife enabled serious violence. *Between quarter 1 2019 and quarter 4 2020/21 there is a downward trend of hospital admissions and a downward trend of knife enabled crime including in those aged under 25.*
- The force has a proactive approach to tackling the harm from Serious and Organised Crime and harmful individuals. As demonstrated by Operation Impose and the County Lines intensification targeting which have delivered significant results to reduce the harm posed and the serious violence connected to organised crime.
- The force has invested in improving the outcomes for Domestic Abuse and build on the success of the outcome and satisfaction rates for High Risk Domestic Abuse, as demonstrated by Operation Farmer targeting medium repeat risk cases. The force is reviewing how to embed this learning and continues to lead the partnership response to tackling the harm of domestic abuse, which is aimed to reduce the number of domestic homicides.
- The recent review of recording practices has identified difference in Homicide recording across forces.

PCC response: The PCC was content with the response and noted the force position.

*Action Please provide outcomes analysis for Operation Farmer*

*Action Please provide outcomes analysis for Operation Impose*

## **ii. Rape**

Overview: There is a large rise in recorded rape offences that have increased since the lockdown and are projected to continue. The outcome rate has continued to increase and additional investment has been made into the dedicated team to respond to the increase in recorded crime.

### Force response:

The Chief Officer team indicated at the CGB that the high figures are indicative of a confidence in reporting to the police.

The Chief Officer team are working with CPS to discuss how to manage rape offenders where the victim has withdrawn support as these offenders still need to be managed.

### **What we have done / are doing to improve on rape offences**

- Leicestershire Police have a dedicated unit (SIGNAL) to investigate Rape offences which has been increased in capacity in the last 3 years to 32 Detectives
- The investigation of any rape of a victim under 16 is dealt with by specialist Child Abuse officers
- The VSA **Inspection was extremely positive** in respect of recording of rape offences giving confidence that all reported offences are recorded and victims supported in line with requirements
- All third-party reports are now recorded in line with national guidance, along with SARC self-referral cases
- The force has improved the outcome rate for rape to 5.1%, which is above the average for our MSF IQUANTA group (4.9%), however more still needs to be done and we are working closely with the CPS to develop the regional action plan to improve rape outcomes
- The force has developed a strong working relationship with CPS RASSO leads and have a joint embedded performance management structure
- Leicestershire Police is leading regionally on developing a current specialist training input for Investigators dealing with rape.
- New technology is being trialled to allow victims phones and devices to be examined without leaving their possession
- The force has an exceptional set of multiagency facilities (SARC) that victims access through police or other agencies to seek support, advice and where needed undergo forensic recovery of evidence and conduct interviews
- The SARC has innovated in surveying victims to understand their journey and experiences to assist in supporting future victims in providing the best evidence to support future criminal justice outcomes
- Leicestershire Police are a pilot force for the online reporting tool for Rape and Sexual Assault through Single Online Home which is due to go live on the 30<sup>th</sup> November, giving another option for victims to report and seek support
- The investment into the VAWG strategy aims to continue to prevent serious sexual offences and ensure a professional and effective service to victims.

PCC response: The OPCC asked the Chief Officer team on what 'good' figures were, which the CO team responded the figures 4 years ago (double figures) are what the force are currently striving to reduce numbers to, and the CC recognises that this is optimistic.

*Action This area of business will be reviewed in three months' time*

### iii. Domestic Abuse

Overview: There has been an increase in domestic abuse cases in Leicestershire throughout lockdown.

Force update: Leicestershire are below the average MSF for overall Domestic Abuse Flags but does have strong compliance with the National Recording Standards. Domestic Abuse rates contribute significantly to overall crime, crime harm and force demand. There was a slight increase in Leicestershire during Covid lockdown, but not as high in comparison to the MSF. It should be noted that this data is only recorded on Iquanta currently until March 2021.

#### **What we have done / are doing to improve**

- Leicestershire Police has a dedicated High-Risk Domestic Abuse Investigation Unit (DAIU)
- Levels of high-risk domestic abuse crimes have remained relatively stable, and outcomes rate continue to be high, with a 12 month positive outcome rate of 42%.
- The force is recognised as successful in its use and application of DVPNs to provide safeguarding to victims of crime, ranking 11<sup>th</sup> in the country for applications as a proportion of 1000 domestic abuse crimes (12 months to 31/03/21)
- The force is currently focusing on improving the response to medium risk DA where outcomes rates and arrest rates have traditionally been lower than in the high risk bracket. Op Farmer is in place in the DAIU to investigate repeat medium risk DA (3+) and is achieving positive results
- Excellent partnerships for services provided through UAVA, Project 360, and information sharing through Op Encompass and the Daily MARAC
- Training to NPO's on domestic abuse and stalking delivered weekly to raise awareness and knowledge
- Significant amount of campaigning since the start of Covid to encourage reporting and signposting where help is available, making over 4 million impressions and around 50,000 engagements on social media.
- There is a force wide project to assess national best practice and assess the future service level provided to domestic abuse victims, improving attendance, outcomes and reducing risk.
- Leicestershire Police now offer online reporting of Domestic Abuse through the Single Online Home offering another channel to seek support and report abuse.
- Leicestershire Police are active members of a number of multi-agency working groups at a strategic and tactical level, as well internal working groups and work to a force delivery plan.

PCC Response: The PCC was content with the force position and encouraged a strong focus on this area of business.

Action Update required in three months' time

#### iv. Stalking and Harassment

Overview: Leicestershire continues to have high compliance in regard crime data integrity which appears to correlate with the steady increases shown in the rolling crime graph for Stalking and Harassment and the national changes in April 2020. The increase in May 2020 also coincides with the lockdown.

Force update: Currently Leicestershire is above the Most Similar Forces average per 1000 residents and this is predicted to continue with a higher level of crime being recorded since May 2020.

The force updated that officers were unclear on how to record the stalking and harassment crimes as the process is complicated.

##### **What we have done / are doing to improve**

- Recording of Stalking and Harassment offences changed in 2018 requiring harassment, stalking and coercive and controlling behaviour to be recorded in addition to the most serious offence.
- In April 2020 a further change was introduced relating to course of conduct between ex-partners, resulting in a significant increase in the number of stalking reports being recorded.
- The force invested in DDMs to ensure improvement in CDI compliance and these were the team focusing on recording of stalking/harassment which sees significant interventions in this area
- This activity means that there has been a significant increase in compliance and good grading but has led to increased recording where stalking/harassment is another offence linked to primary report
- Stalking training has been delivered consistently since the introduction of the TOM to NPO's using practical case study examples and sharing of best practise. Training has also been given to CID and a cohort of DS's including training by specialist Stalking support organisations
- Embedding the use of Stalking Prevention Orders through training and support from SPOCs.
- High risk domestic related stalking is investigated by the DAIU ensuring a specialist response to the highest risk cases. Medium risk domestic related stalking and stranger stalking are investigated by CID, and standard risk stalking remains with NPO's for investigation.
- The force has a Stalking Working Group and associated Delivery Plan focussing on improving knowledge, investigations and outcomes.

PCC response: The Commissioner notes that ‘any system which is too complicated for the people using it to actually be used is a sub-optimal system and is going to have to be changed’. The commissioner asked the Chief Officer team to provide him with a briefing paper on the recording system and contact details for who he needs to liaise with to discuss ways to improve this.

*Action Please can you provide details of the total cost of resourcing to enable the force to achieve ‘good’ or ‘outstanding’ in crime recording practises*

## 4. Transformation and change – Target Operating Model

Overview: The Target Operating Model (TOM) has now been in place since March 2020.

Force update: The Chief Constable provided a verbal update to the board, stating the Strategic Assurance Board at the last meeting noted that the model had been in place for as long as Covid had put ‘life on hold’, and raised the question as to whether the TOM could cope when covid is no longer an issue. ACC Debenham admitted there have been some challenges since the world has moved out lockdown, however indicates that the force is coping with the rising demand. The chief officer team indicated that there is potential for the TOM to change and adapt with the finalising of the police and crime plan.

PCC response: The PCC raised no response at the CGB.

*Action Please provide details of your plan to formally review the TOM and how you are comparing data pre TOM*

## 5. Finance

Overview: The board received a Medium-Term Financial Plan (MTFP) update from Paul Dawkins (CFO).

CFO update: The CFO provided the board with a report outlining the updates. These included that pay inflation may be higher than expected. The CFO informed the board that they had met with the CFOs from the 5 regional forces (Leicestershire, Derbyshire, Nottinghamshire, Northamptonshire and Lincolnshire) and they had agreed a unified approach to the pay inflation effective from Sept 2022.

PCC response: The Commissioner asked for different options with regards to the £10 financial precept and how different amounts would look. The Chair asked the CFO to bear in mind that the full precept may not go into the Police budget and that the OPCC may also require funding to fulfil duties.

The Commissioner requested that the percentage of general reserves needs to remain constant so the reserve increases as the core budget increases.

The Commissioner expressed concern that general reserves funds were being used to fund 'day-to-day' expenditure and firmly wants to eradicate this usage by 2024/25 and in such a way as to leave in the BER sufficient funds as per earlier discussions.

## 6. Recruitment

Overview: Recruitment figures of officers will be discussed at CGB boards.

Force update: The Board received an update and report from Assistant Chief Officer Alistair Kelly with the following:

- i. We are on track to have an authorised establishment of 2242 by end of March 2022. This will leave the Force with 2122 deployable with remainder in training either in-company or in classroom. As shown in the graph in Appendix One we had 2203 FTE as at end of September 2021.
- ii. At end of September we have 199 officers who self-identify as BAME. This is the highest in our history. As reported by Uplift 12.5% of joiners identify as BAME over the last rolling year, against a previous 3-year average of 8.9%.
- iii. We have 810 female officers which is an increase of 30 during September and is the first time we have been over 800 in total. As reported by Uplift 47.7% of joiners are female over the last rolling year, against a 3-year average of 44.7%.

PCC response: The Commissioner noted that retention is as important as recruitment and that the force should be looking at a wider vision beyond ethnic minority such as social class, disability, urban/rural area recruitment etc. The Commissioner noted that it is important that the Force is representative of the area which it polices, and at the least while working toward that target, *understands* the differences in our Force area.

## 7. Corporate Risk – Workforce Skills

Overview: The CGB pre-meet will include an overview of the current open risks. DCC Nixon informed the commissioner that there are currently 28 risks open, categorised into high, medium and low, each with a mitigation plan.

Force update: The Board received a report from the chief officer team. The November 21 CGB board focused on the following risk: Recent Chief Officer Road Shows have highlighted that there is a growing concern among frontline officers as to the levels of experience on shifts. Between 2010 – 2017 the force reduced significantly in officer numbers reaching a low point of 1750 establishment. Following the relaxation of local precept and the Governments uplift programme the force has grown back numbers to 2150 and intends to stabilise at 2242 by March 2022. By 2023 the force workforce profile will be just over 40% of all officers with less than four years' service with a 60% profile within the NPAs.

The chief officer team is establishing a new strategy with resource planning to align more experienced staff into appropriate roles for their skills, and mitigate this particular risk.

PCC response: The Commissioner noted that he would prefer a smaller, highly skilled workforce than a larger, lower skilled one. The commissioner encouraged discussion around upskilling the workforce.

*Action Please can we see the current People Strategy for the force. If this is not ready for sign off then draft or timescales*

## 8. HMIC

Overview: Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services independently assesses and reports on the effectiveness and efficiency of police forces in the public interest. These inspections can be in different formats, such as the PEEL programme (police effectiveness, efficiency and legitimacy) continuous assessment programme, or random inspections which can be reactive to national emerging issues such as recent inspections in relation to our VAWG strategy following the murder of Sarah Everard.

Force update: The Board has received a paper from the Chief Officer Team that captures all HMIC inspection recommendations both for Leicestershire Police specifically and nationally.

The Chief Constable suggests that this paper is regularly updated and re-occurring in CGB meetings to honour transparency of how the force is responding to recommendations.

PCC response: The PCC raised no response at the CGB, however it has since been highlighted that there is a HMIC portal where the PCC can view all recommendations made to Leicestershire Police, and there is opportunity to add comments to each recommendation.

## 9. Police and Crime Delivery Plan

Overview: The public consultation for the Police and Crime Plan has now closed and the PCCs team working on the plan are reviewing the responses. The plan is on track to be finalised and delivered within the delivery plan time frame. The force is tasked with strategizing the delivery of the plan which will be discussed at CGB meetings.

Force update: The Board received a verbal update from DCC Nixon on the timelines of preparing the PCP ahead of the next police and crime panel. Projection is 8 weeks of 'heavy lifting' aligned with identifying areas requiring investment from both the Force and the PCC. The chief officer team plans to identify 'quick wins' from the plan and then work through the more complex areas requiring more strategizing.

PCC response: The PCC raised no response at the CGB.

*Action Update paper to be written by OPCC for the upcoming Police and Crime Panel*

24

No other business was raised.

Date of next meeting: 14/12/2021 – Budget Meeting.

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

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>LEICESTERSHIRE POLICE FINANCIAL PLANNING – LETTER FROM RT HON. KIT MALTHOUSE MP</b>
Date	<b>THURSDAY 2 DECEMBER 2021 – 1:00 p.m.</b>
Author	<b>KIRA HUGHES, INTERIM CFO, OFFICE OF POLICE AND CRIME COMMISSIONER</b>

### **Purpose of Report**

1. To formally provide the Panel with a copy of the letter received from RT Hon. Kit Malthouse MP in relation to Leicestershire Police Financial Planning

### **Recommendation**

2. The Panel is recommended to note the contents of the letter

### **Background**

3. The Commissioner raised concerns upon his appointment in office over the financial sustainability of Leicestershire Police and the medium-term financial plan. These concerns were communicated to the panel on 24<sup>th</sup> June 2021.
4. Rt Hon. Kit Malthouse MP arranged for Home Office Officials to visit Leicestershire Police to investigate further the concerns that the Commissioner had raised.
5. During the Home Office visit it was requested for a report or letter to be issued from the Home office outlining their findings of the investigation.
6. The letter has been shared with members outside of the panel meetings.

### **Attachments:**

Appendix 1: Leicestershire Police Financial Planning letter from RT Hon. Kit Malthouse

### **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 Communications:

**Person to Contact**

Kira Hughes, Interim CFO

Tel: 0116 2298980

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



Home Office

**Rt Hon. Kit Malthouse MP**  
**Minister of State for Crime**  
**and Policing**

2 Marsham Street  
London SW1P 4DF

[www.gov.uk/home-office](http://www.gov.uk/home-office)

**BY EMAIL ONLY**

Rupert Matthews  
Police and Crime Commissioner for Leicestershire

Cc: Andrew Bridgen MP

Monday 18 October 2021

Dear Rupert,

**Leicestershire Police Financial Planning**

Thank you again for highlighting your concerns regarding Leicestershire Police's financial situation and for facilitating the recent visit from my officials to investigate the matter further.

I was pleased to hear of the strong focus on financial management within the force as well as the excellent recruitment progress you have made on the uplift programme. I was also pleased to learn that your financial planning assumptions, while relatively conservative, are consistent with those used by similar forces.

Overall, I am reassured that the financial position of the force is sustainable and would note that there are a range of levers available to mitigate any excess risk, including the extent to which the force chooses to exceed uplift recruitment targets.

I hope that the forthcoming Spending Review and police settlement will give you and the force greater certainty for the next round of financial planning.

**Rt Hon. Kit Malthouse MP**  
**Minister of State for Crime and Policing**



## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>DOMESTIC ABUSE AND SEXUAL VIOLENCE</b>
Date	<b>THURSDAY 2 DECEMBER, 2021 – 1:00 p.m.</b>
Author	<b>SIMON DOWN, HEAD OF STRATEGY AND COMMISSIONING</b>

#### **Purpose of Report**

1. To provide an update on the Domestic and Sexual Violence and Abuse (DSVA) recommissioning project and provide some insight in relation to the role that alcohol abuse plays within this area of crime.

#### **Background**

2. Existing commissioning arrangements are such that the PCC alongside Leicester City Council, Leicestershire County Council and Rutland County Council co-fund and manage a contract with United Against Violence and Abuse (UAVA) to provide:
  - A helpline for domestic and sexual violence and abuse victims
  - Independent Domestic Abuse Advocates (IDVAs) and Independent Sexual Violence Advocates (ISVAs) for domestic abuse victims and sexual violence victims respectively
  - An outreach team to provide wider support including group work to DSVA victims
  - Access to a limited amount of therapeutic support
3. The existing contract expires 31<sup>st</sup> March 2022 and the above partners have been working to recommission this and wider provision that they fund individually so as to create a new service system of provision to both support DSVA victims and also to challenge perpetrators behaviour.

#### **New model of provision**

4. The new model of provision is set out in a series of figures within Appendix 1 and in brief will provide from 1<sup>st</sup> April 2022:
  - An Enhanced Helpline and Engagement service operating as the front door for the rest of the Service System

- Domestic Abuse Locality Services (One for the city and 1 for Leicestershire and Rutland)
  - A Sexual Violence and Abuse Service serving the whole force area and co-located within the Leicestershire Sexual Abuse Referral Centre
  - DSVAs Accommodation Related Support Services (3 services within the city (Refuge, BME Refuge and Dispersed Accommodation) and a Refuge in the County)
  - Domestic Violence/Abuse Perpetrator interventions (Framework from which there is one call off for Leicester City with the potential for further call offs for County/Rutland)
  - Domestic Abuse Children and Young People (city contract only)
5. The new model of provision is expected to reduce re-victimisation and improve outcomes for victims.
  6. A large procurement process has recently been undertaken and we received compliant bids for all bar the Dispersed Accommodation lot. We will shortly be in a position to award these contracts (indeed they will have been awarded come the day of this meeting).
  7. A project board chaired by the Head of Strategy and Commissioning has overseen the commissioning process thus far and will continue to implement and manage the new Service System collectively alongside single agency contract management processes.

### **PCC investment**

8. The four partners investment is mutually assured through a Joint Working Agreement covering the procurement processes, implementation of services and also the management of the new provision.
9. The PCC is funding those elements of the Service System that the police most interact with. This is the Helpline and Engagement Service and Sexual Violence and Abuse Service both of which are fully funded by the PCC.
10. The PCC is also providing part funding to the Domestic Violence/Abuse Perpetrator Interventions but initially this is just in the city as to be viable it requires local authority funding as well and this is yet to be secured from first and second tier authorities in the county/Rutland.
11. The PCC is continuing to work with LLR partners on the Domestic Abuse Perpetrators project that was instigated with Home Office funding secured by the PCC's office. Match funding already secured from across the partnership will be sustaining this provision through until 30<sup>th</sup> September 2022 and it is hoped that thereafter, partnership funding (including from the PCC) can be secured in the longer term to enable perpetrator provision across the whole area. The PCC is working with partners and the provider of this service (FreeVA) to build the evidence base in support of this.

### **Domestic and alcohol abuse – Presentation to be delivered on the day of the meeting.**

## **Implications**

### **Financial**

N/A to this report

### **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:**

This relates to the support of victims.

## **Person to Contact**

Temporary Chief Executive – Lizzie Starr

[Elizabeth.starr@leics.pcc.pnn.gov.uk](mailto:Elizabeth.starr@leics.pcc.pnn.gov.uk)

Head of Strategy and Commissioning - Simon Down

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

## Appendix 1 – The DSVA Service System

Figure 1. New Domestic and Sexual Violence and Abuse Services Service System

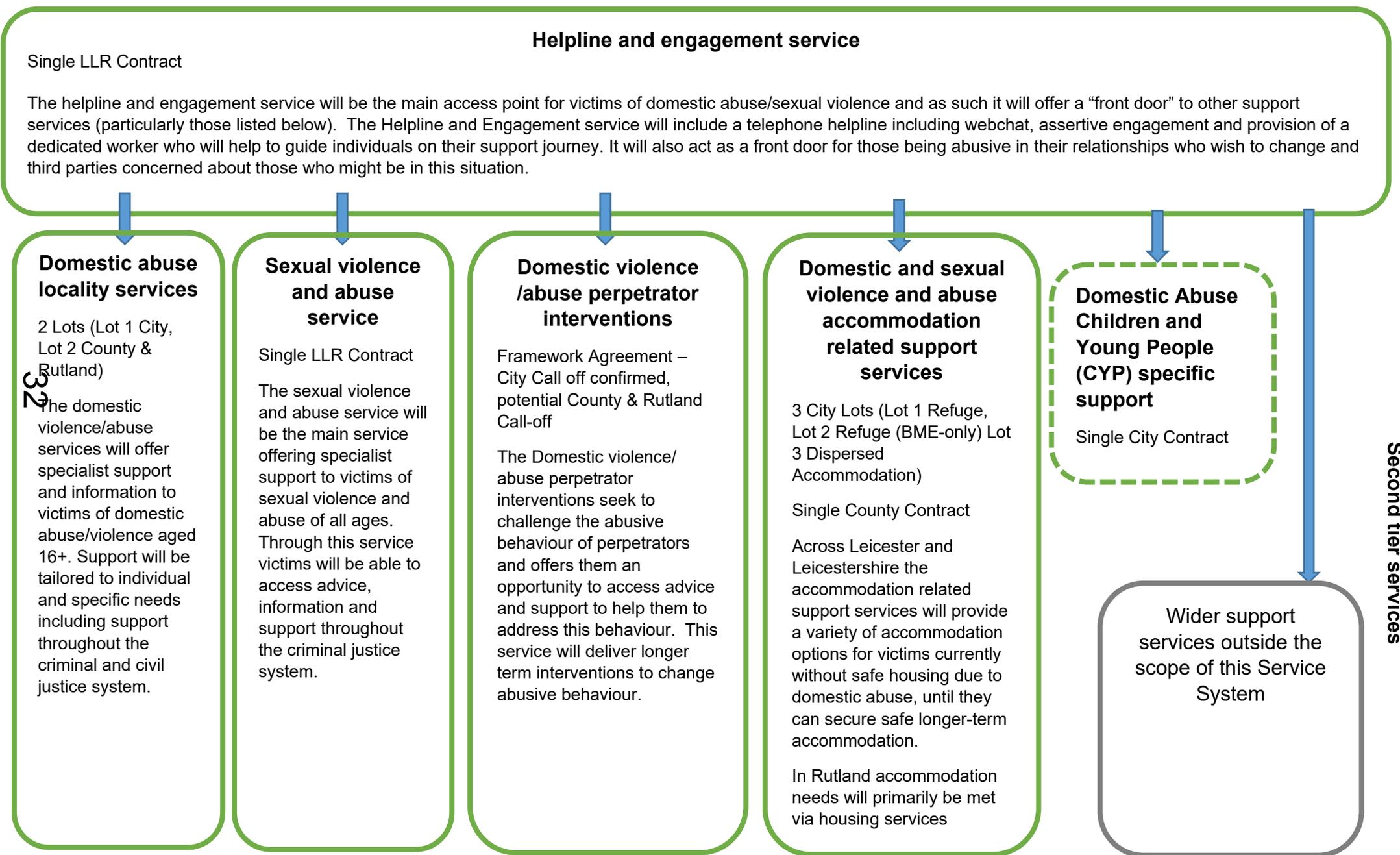


Figure 2. The place of the “Service System” within the wider overall DSVA system

33

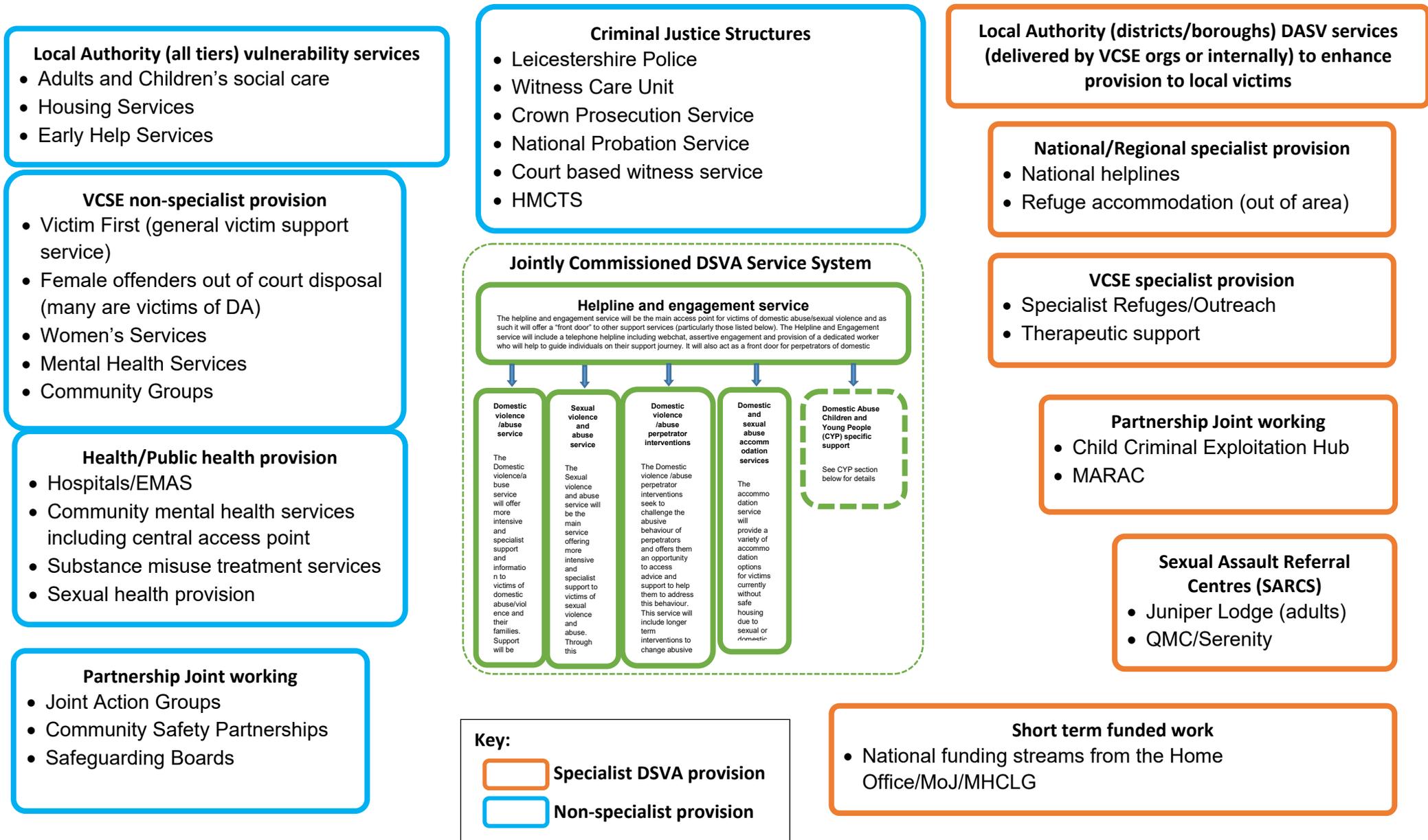
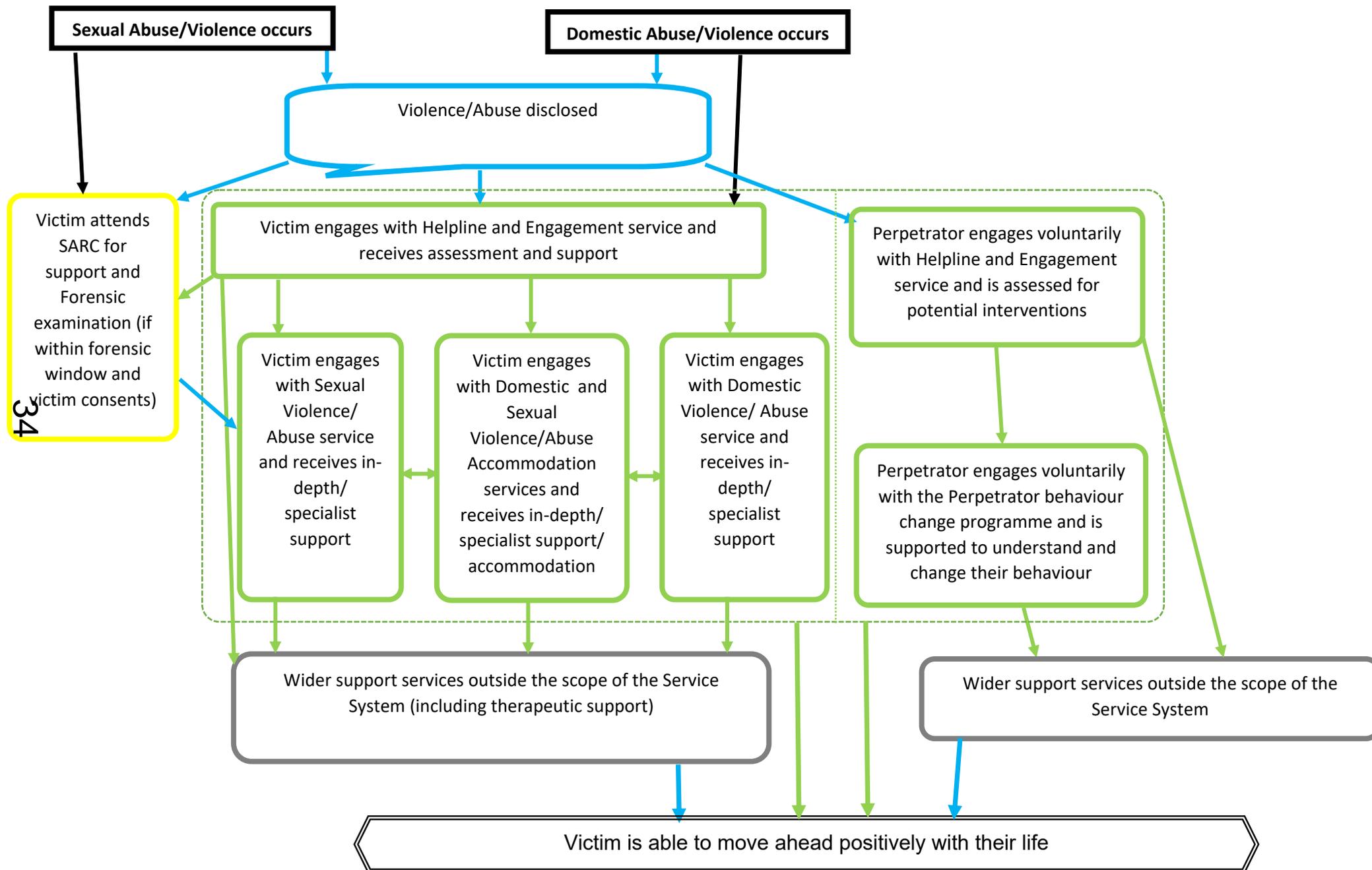


Figure 3. Victim and perpetrator flow through the Service System (see CYP section below which sets out which service elements are relevant to children)







## POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

### POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	ETHICS, INTEGRITY AND COMPLAINTS COMMITTEE
Date	THURSDAY 2 DECEMBER 2021 – 1:00 p.m.
Author	LIZZIE STARR, INTERIM CEO, OFFICE OF THE POLICE AND CRIME COMMISSIONER

#### **Purpose of Report**

1. The purpose of this report is to inform the Panel of the changes to the Ethics, Integrity and Complaints Committee and the recruitment timelines moving forward.

#### **Recommendation**

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

#### **Background**

3. The Ethics, Integrity and Complaints Committee was convened in September 2015 in response to the heightened focus on the integrity of police officers and police forces.
4. In addition to the transparency and accountability of decision-making being under greater scrutiny there has been a growing vulnerability for senior officers regarding the challenges that policing in austerity brings coupled with the opportunity to demonstrate value based, ethical decision making around operationally complex issues.

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

6. The Commissioner has been reviewing the ToR, minutes and reports of the current Ethics, Integrity and Complaints Committee as it is of key importance in holding the police to account and providing assurance of ethical matters.
7. As such the Police and Crime Commissioner has made the decision to re-constitute the Ethics, Integrity and Complaints Committee. The PCC would like to thank all those past members that have served on the committee, particularly those long-standing members with into their second terms of service.

**Ethics and Transparency Panel**

8. The Commissioner is currently recruiting members to the new Ethics and Transparency Panel. The advert for which is attached to this report as Appendix 1. The closing date for applications has been extended to Sunday 12<sup>th</sup> December this is to ensure a diverse range of application are received.
9. There are a few key differences between the Ethics and Transparency Panel and the previous Ethics, Integrity and Complaints Committee, these are as follows:
  - a. Members will be appointed by the PCC for an initial term of 2 years, members may be re-elected by the PCC for a further 2 years, serving no more than a maximum of 2 terms of 2 years.
  - b. The Chair and Deputy Chair roles will be elected for only 2 years.
10. Membership of the Panel aims to reflect the culturally diverse local community and members come from a variety of backgrounds.
11. Recruitment is through application and open competition. Applicants are required to submit a CV and covering letter broadly outlining how they meet the essential and desirable criteria for the role. This should be returned to:-

The Police and Crime Commissioner for Leicestershire  
Police Headquarters  
St Johns  
Enderby  
Leicester  
LE19 2BX
12. A timeline for the recruitment of the Ethics and Transparency panel can be found below:
  - a. The application should be returned by the closing date of Sunday 12<sup>th</sup> December 2021.
  - b. Following the closing date shortlisting will take place. Applicants will be assessed against the criteria within the person specification. Successful candidates will be invited to interview.
  - c. Interviews will take place at Police Headquarters, Enderby, Leicester on Monday 20<sup>th</sup> December 2021.

**Implications**

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

**List of Attachments / Appendices**

Appendix 1 – Advert for Ethics and Transparency Panel

**Persons to Contact**

Lizzie Starr – Interim CEO – Elizabeth.Starr8921@leicestershire.pnn.police.uk



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**POLICE & CRIME  
COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner

## **INFORMATION PACK**

# **RECRUITMENT OF MEMBERS TO THE ETHICS AND TRANSPARENCY PANEL**

**POST REF NO: 4225**

*October 2021*

NOT PROTECTIVELY MARKED

**CONTENTS**

	<b><u>Page No.</u></b>
Introduction from Mr Rupert Matthews, Police and Crime Commissioner	3
Information on the Panel	4
Terms of Reference for the Panel	9
Remuneration Scheme	11
The Recruitment Process	13
Timeline for Recruitment	15
Person Specification	16
Role Profile	19

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## INTRODUCTION FROM THE POLICE AND CRIME COMMISSIONER

The inception of Police & Crime Commissioners in late 2012 heralded a new era for policing in England and Wales. Through them, efficiency and effectiveness are monitored and the police held to account on behalf of the communities whom they are charged to serve and keep safe.

But public support is far from solely dependent upon how well the police control crime (important though that most certainly is) – the very way in which they carry out their complex and often demanding duties is crucial to public confidence. In particular, police are expected to display the very highest standards of professionalism, fairness, and integrity at all times and we know that, when such standards are not met, public support and confidence are invariably adversely affected.

It is against this backdrop that the Police and Crime Commissioner has decided to reconstitute the Ethics and Transparency Panel. Through this body, Leicestershire Police is subject to even greater independent public scrutiny.

The Panel has the authority to examine and advise on officer and staff conduct including scrutiny of how complaints made by members of the public are dealt with by the Force's Professional Standards Department. The Panel also have the authority to discuss complex policing issues from an ethical perspective and, where necessary and appropriate, provide guidance to senior leadership teams. We, the Chief Constable and I, will listen.

The Ethics and Transparency Panel makes an explicit and highly public commitment to transparent, ethical policing which will enhance, even further, the Force's reputation and effectiveness. I am deeply grateful to those who serve on this most important body and the important work they undertake.



Mr Rupert Matthews  
Leicestershire Police & Crime Commissioner

### **Information about the Ethics and Transparency Panel**

The aim of the Ethics and Transparency Panel is to provide assurance to the Police and Crime Commissioner that ethics and integrity are embedded within Leicestershire Police and that complaints against the police are being handled expeditiously and following due process. The Panel debates and advises on these three areas and adds value to the current audit and scrutiny processes already in place.

#### **Background**

In recent years there has been heightened focus on the integrity of police officers and police forces. In response the police service has produced a number of national policies and guidance documents. In 2011 Her Majesty's Inspector of Constabulary (HMIC) published their inspection report '*Without Fear of Favour*' - <https://www.justiceinspectorates.gov.uk/hmicfrs/media/a-review-of-police-relationships-20111213.pdf> and in December 2012 the follow up report entitled '*Revising Police Relationships: A progress report*' – <https://www.justiceinspectorates.gov.uk/hmicfrs/media/revisiting-police-relationships.pdf>

This second report identified that whilst nationally progress had been made there was still more needing to be done. A further HMIC report entitled 'Integrity Matters' <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/police-integrity-and-corruption-2015.pdf> - was published on 30 January 2015 and can be accessed at: This report addresses the arrangements to ensure integrity and provide the capability to tackle corruption in policing.

The annual HMICFRS inspection into Police Effectiveness, Efficiency and Legitimacy (PEEL) reports on integrity within police forces as part of the 'legitimacy' pillar of the inspection process. The latest report for Leicestershire can be accessed at:

<https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2018/leicestershire/>

Further information on Leicestershire Police can be accessed at: <https://www.leics.police.uk/>

Transparency and accountability of decision making within the police service is coming under greater scrutiny and there is a growing vulnerability for senior officers regarding some of the new challenges that policing in austerity brings coupled with the opportunity to demonstrate value based, ethical decision making around operationally complex issues.

### **The Ethics and Transparency Panel**

The ETP undertakes an advisory role and is not a decision-making body. It is overtly unbiased and independent. It provides a forum for debate on complex operational or personnel issues with a view to defensible decision making. In delivering their remit, the Panel considers both broad thematic issues as well as practical day-to-day and historic matters. In certain circumstances, the Panel will advise on live operations or events or examine the application of the national decision making model. Information on the national decision-making model can be found at:

<http://www.acpo.police.uk/documents/president/201201PBANDM.pdf> The Panel will discuss and provide advice about ethical issues and not just scrutinise the application of policy and procedure.

The Panel provides a transparent and independent forum that monitors and encourages constructive challenge over the way complaints, integrity and ethical issues are handled by the Force and overseen by the Police and Crime Commissioner. It assists and supports Leicestershire Police in maintaining clear ethical standards and achieving the highest levels of integrity and professional standards of service delivery.

The Panel focuses on the following three areas:-

- **Ethics**

The launch of the Code of Ethics by the College of Policing in July 2014 [https://www.college.police.uk/What-we-do/Ethics/Ethics-home/Documents/Code\\_of\\_Ethics.pdf](https://www.college.police.uk/What-we-do/Ethics/Ethics-home/Documents/Code_of_Ethics.pdf) set out the principles and standards of behaviour that promote, reinforce and support the highest standards from all those working within the police service. Police staff also have their own code and fall under the Police Staff Council Standards of Professional Behaviour at:

<https://www.local.gov.uk/sites/default/files/documents/workforce%20-%20Police%20-%20PSC%20handbook%20-%20Guidance%20Note%209%20-%20Standards%20of%20Professional%20Behaviour.pdf>

The principles of the Codes are integral to the delivery of policing and are part of growing police professionalism leading to increased public confidence. Professional ethics is broader than integrity alone and incorporates the requirement for individuals to give an account of their judgement, acts and omissions. The Panel facilitates public scrutiny in this area and helps to build and maintain trust and public confidence.

- **Integrity**

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

- **Complaints**

The Police and Crime Commissioner has a duty to hold the Chief Constable to account on how effectively he discharges his responsibility for responding to complaints and misconduct allegations made against the Force. This includes the dip sampling of completed complaint files and consideration of performance data in relation to the number of complaints, categories, trends etc. The Ethics and Transparency Panel provide a robust, independent and transparent approach to the oversight of complaints and misconduct matters.

The Ethics and Transparency Panel contributes to developing trust and confidence in the following ways:-

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

### **Membership**

The Panel comprises seven members recruited to the role from the local community. All members will either live and/or work within the Leicestershire Police geographical area. Membership of the Panel aims to reflect the culturally diverse local community and members come from a variety of backgrounds.

### **Working Arrangements**

The working arrangements of the Panel will be as follows:-

- (a) The Panel will be subject to the Freedom of Information Act and in the interests of transparency it will meet in public except when considering restricted information when it will meet in private. Agendas will be published five working days prior to the meeting date. Reports and minutes will be published on the Police and Crime Commissioner's website.
- (b) The Panel will have a Chair and a Deputy Chair who will be elected to the roles at the inaugural meeting. The roles of Chair and Deputy Chair will be elected for a 2-year term. The member elected to serve as Chair will only do so for no more than two terms of 2 years. The Deputy Chair will act as Chair at meetings in the absence of the Chair. If the Chair can no longer continue in this role, the Deputy Chair will act as the Chair until the formal election of a new Chair
- (c) Each member will be required to record their interests in the register of pecuniary and non-pecuniary interests. In addition, members will be required to disclose any such interests at the commencement of any meeting where there is a need to do so due to the nature of the agenda, or immediately if they arise unexpectedly in discussion.
- (d) Each member will sign a declaration to abide by the nine policing principles, based on the Nolan principles and contained within the Code of Ethics.
- (e) To assist with individual effectiveness, all members of the Ethics and Transparency Panel must agree to be subject of an appraisal process operated by the Chair of the Panel. An appraisal of the Chair will be undertaken by the Police and Crime Commissioner.
- (f) A quorum for all meetings will be 3 members, one of whom must be either the Chair or Deputy Chair.
- (g) Meeting dates will be scheduled at least 12 months in advance and a forward plan of work agreed.
- (h) Outside of formal meetings members of the Panel will undertake work within the remit of the Panel's terms of reference. This will include the dip sampling of a statistically significant number of complaint files and other areas of work as identified.
- (i) Attending Panel meetings will be the Chief Executive and the Chief Constable and Head of Professional Standards from Leicestershire Police, or

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their deputies. The Head of Communications will also be present or represented at the meeting. Other officers will attend as and when appropriate.

- (j) Secretarial support for agenda setting, collation and distribution of reports and the taking of minutes will be provided through the Office of Police and Crime Commissioner.
- (k) All members will be appointed for an initial 2-year term with the PCC needing to re-appoint to continue with further 2-year terms thereafter, the maximum period of tenure will be 4 years. The term of membership will be effective from the date of recruitment of the member.

**Office of the Police and Crime Commissioner for  
Leicester, Leicestershire and Rutland  
Ethics and Transparency Panel  
TERMS OF REFERENCE**

**Purpose**

The Ethics and Transparency Panel is responsible for enhancing external and internal trust and confidence in the ethical governance and actions of Leicestershire Police and the Office of The Police and Crime Commissioner. The Panel will seek to do this by:

- Promoting high standards of ethical conduct.
- Providing a focus for education and understanding around ethical issues.
- Scrutinising Force values and their application.
- Encouraging discussion within and outside of the organisation especially but not exclusively around issues affecting organisational culture.

**Objectives**

- The Panel will consider a range of matters, the remit of which is flexible.
- It is not expected that this Panel will scrutinise individual complaints or discipline hearings except in exceptional circumstances after the fact.
- The Panel is an advisory body and the final decision on any matter will always lie with the Police and Crime Commissioner (PCC).
- The Ethics and Transparency Panel has the potential to improve and strengthen the delivery of Policing services to the public by adding value beyond audit and scrutiny.
- The panel will receive ethical issues/ dilemma's faced by officers and staff within the force. You could open this up for submissions by anyone in any role across the force again removing filters and demonstrating inclusivity and access.
- The panel will have a role in providing independent assurance that overall complaints are managed in an ethical and proportionate way. The Commissioner and the Chief Constable could equally ask for specific assurance relating to case involving complaints of race or sexual harassment be monitored and reported against.

**Framework**

- Any changes made to the Terms of Reference or membership will have to be brought to the attention of and signed off by the Police and Crime Commissioner
- Meetings will be largely strategic in focus.
- The Panel must feel able to challenge and where necessary ensure that matters are highlighted to members of the Police's Senior Team and/or OPCC.

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- The Chair will set the agenda for each meeting and ensure members have sufficient information in advance to usefully contribute to discussions.
- Submissions for the agenda will be made via a specific email address on the intranet or by personal approach to any panel member and passed on to the Chair.
- Individuals with experience or knowledge specific to particular subjects may be invited to join the panel on a one-off basis. These may come from the community, partner agencies or from within the Force itself.
- An operational approach may be required occasionally and this can be facilitated by utilising a small cohort from the panel on a flexible basis.

### **Membership of the Panel**

- The Panel will have a Chair and a Deputy Chair who will be elected to the roles at the inaugural meeting. The roles of Chair and Deputy Chair will be elected for a 2-year term. The member elected to serve as Chair will only do so for no more than two terms of 2 years. The Deputy Chair will act as Chair at meetings in the absence of the Chair. If the Chair can no longer continue in this role, the Deputy Chair will act as the Chair until the formal election of a new Chair
- Members of the Panel will be interviewed by the PCC and the Chief Executive and appointed by the PCC when suitable candidates are found
- All members will be appointed for an initial 2-year term with the PCC needing to re-appoint to continue with further 2-year terms thereafter, the maximum period of tenure will be 4 years. The term of membership will be effective from the date of recruitment of the member.

**Ethics and Transparency Panel Members**  
**Remuneration Scheme**

Members will be paid an annual allowance. This will be £2,840 per year, plus travel expenses at standard class rail fare or car miles at 45p per mile.

**Travelling expenses**

Travelling expenses will be claimed in respect of the distance between your place of departure and the place where the approved duty is carried out and the return journey.

You will normally be aware of meetings in advance and so will, in most cases, be claiming for travel from home or place of work. There may however be occasions when meetings are called at short notice. In such circumstances, and where your point of departure is outside of the Force area, you will be paid from the point of where you have entered the area from your place of departure.

The claimant must ensure that their private car insurance covers the use of the vehicle on OPCC business.

Travel by train will be reimbursed up to standard class travel. For claimants who are eligible attention is drawn to the financial savings to the Office of Police and Crime Commissioner (OPCC) through use of a senior railcard, which enables savings of a third on all rail journeys. The cost associated with purchasing the card can be reimbursed from the OPCC.

Travel by taxi may be claimed only where public transport is not available. Travel by air requires the prior approval of the Chief Executive and is limited to economy class.

**Subsistence**

Subsistence will only be paid for attendance at meetings of the Ethics and Transparency Panel meetings and any related training, conference or seminars arranged by the OPCC where refreshments are not provided. The level of reimbursement for meals will be:

Breakfast	£10.00
Dinner	£30.00

Claims for meals and other expenses will be paid on the basis of actual expenditure with a receipt.

**Other expenses**

All necessary hotel accommodation required for OPCC business will be booked and paid for by the OPCC. Value for money and best use of public funds will be key issues in determining the accommodation.

### **Carers' Allowance**

Any member who is required to pay a Carer in order to attend a meeting may claim a Carers' Allowance. This allowance shall be paid upon the production of a valid signed receipt, and shall be for actual expenditure incurred up to a maximum of the national minimum wage rate per hour.

Carers' Allowance may be claimed for the total hours it takes to leave home, attend the meeting and return home. The allowance shall not be payable in response of care provided by a member of the claimant's family or household.

Payments may be claimed in respect of children aged 16 or under and in respect of other dependants where there is a medical or social work evidence that care is required.

### **Income tax and National Insurance**

Most entitlements to allowances and expenses are subject to deductions for income tax and national insurance. In respect of mileage expenses, the HM Revenue and Customs approved rates adopted by the OPCC are exempt of payment of income tax and national insurance.

PAYE tax will be deducted at the basic rate on tax code BR unless a tax code can be provided/assessed via Form P45/P46 or the tax office can send a form P6. In these cases deductions will be made in accordance with the tax code issued.

Flat rate Class 1 National Insurance contributions (Category A) will be deduction on pay when the lower earnings limit is exceeded unless you produce a valid exemption certification available from your local tax office.

Claimants, who are self-employed or have full-time employment with another employer, may pay more National insurance than is needed. If so, a refund will be initiated by the Department of Works and Pensions (DWP) after the year-end and when the total overpayment can be accurately assessed.

If the claimant is over retirement age they need pay no contributions, regardless of whether they are receiving a pension. The claimant should require a 'certificate of age exemption' from HM Revenue and Customs and arrange for this to be forwarded to the OPCC. The OPCC will make the necessary arrangements to stop National Insurance contributions being deducted.

If the claimant or their spouse is in receipt of benefits they should note that all allowances count as earning whether or not they are actually being claimed and paid. Consequently, they should declare their 'earning' to the DWP in cases where a state benefit is also being received.

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**OFFICE OF POLICE AND CRIME COMMISSIONER**

**Ethics and Transparency Panel**

**The Recruitment Process**

Recruitment is through application and open competition. Applicants are required to submit a CV and covering letter broadly outlining how they meet the essential and desirable criteria for the role. This should be returned to:-

The Police and Crime Commissioner for Leicestershire  
Police Headquarters  
Enderby  
Leicester  
LE9 6SW

The application should be returned by the closing date of Friday 19th November 2021. Following the closing date shortlisting will take place. Applicants will be assessed against the criteria within the person specification. Successful candidates will be invited to interview.

Interviews will take place at Police Headquarters, Enderby, Leicester on Monday 20th December 2021.

**Persons exempt from applying**

The following persons are exempt from applying:-

- Currently serving with or employed by the Police and Crime Commissioner for Leicestershire or the Chief Constable of Leicestershire Police.
- Ex-members of the previous Police Authority.
- Currently a serving Independent Custody Visitor or Misconduct Panel members.
- A standing or ex-PCC or ex-Chief Constable.
- A current member or ex-member of a Police and Crime Panel.
- Has served as a police officer within the last 8 years.
- Serving officers of the Special Constabulary or have served as a Special Constable within the last 8 years.
- Elected councillors, currently serving in that role, or those active in local or national politics.

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- Individuals who have significant business or personal dealings with the Office of the Police and Crime Commissioner or Leicestershire Police.
- Individuals who are immediate family members of the PCC or the Chief Constable or who have a very close relationship with either and as such may not have the requisite level of independence required for Panel membership.
- Individuals removed from a trusteeship of a charity.
- Individuals under a disqualification order under the Company Directors Disqualification Act.
- A person who has been adjudged as bankrupt, or made a composition or arrangement with his creditors.
- Convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, within the last five years prior to their appointment.

**Ethics and Transparency Panel**

**Timeline for Recruitment Process**

<b><u>DATE</u></b>	<b><u>ACTION</u></b>
19 <sup>th</sup> November 2021	Deadline for completed applications
20 <sup>th</sup> December	Interviews
Week commencing 3 <sup>rd</sup> January 2022	Applicants informed of outcome of interviews
18 <sup>th</sup> March 2022  17 <sup>th</sup> June 2022  16 <sup>th</sup> September 2022  16 <sup>th</sup> December 2022	Ethics and Transparency Panel future meeting dates

**Member of the Ethics and Transparency Panel**

**PERSON SPECIFICATION**  
**Member of the Ethics and Transparency Panel**  
**PERSON SPECIFICATION**

<b><u>Criteria</u></b>	<b><u>Essential</u></b>	<b><u>Desirable</u></b>
<b><u>Eligibility</u></b>	<ul style="list-style-type: none"> <li>To be 18 years of age or over and live or work in the Leicestershire Police force area</li> <li>Be independent of both Leicestershire Police and Police and Crime Commissioner and his office</li> <li>Must be granted vetting clearance in accordance with National Vetting Policy for the police</li> </ul>	
<b><u>Knowledge and experience</u></b>	<ul style="list-style-type: none"> <li>Ability to examine evidence and complex documentation and take an independent and unbiased view.</li> </ul>	<ul style="list-style-type: none"> <li>Current or previous membership of a group where there is an ethical dimension</li> </ul> <p>Experience in one or more of the following fields:</p> <ul style="list-style-type: none"> <li>Law and Criminal Justice</li> <li>Applied Ethics and Public Policy</li> <li>Commerce/Finance and Business</li> <li>Community Service</li> <li>Partnership/Voluntary working</li> </ul> <p>Health and Medicine due to the ethical dilemmas and skills deemed transferable to a policing environment</p>

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	Knowledge and awareness of ethical principles and how they apply to the police service.	Experience of a local government Standards Panels.
		Experience of advisory groups whether in the private sector or voluntary service.
	Excellent communication skills and be willing to attend meetings and carry out additional work outside of planned meeting dates	
<b><u>Working with people</u></b>	Establish and maintain good working relationships with a wide range of people.	
	Ability to work as part of a team.	
	Capacity to treat people fairly and with respect. To value diversity and respond sensitively and constructively to difference of opinion.	
<b><u>Skills and abilities</u></b>	Ability and confidence to scrutinise and challenge and make balanced reasonable and proportionate judgements	
	Ability to debate issues concerning professional standards, integrity and ethics and to challenge and make recommendations about ethical dilemmas facing the organisation.	
	To have high personal integrity and the utmost respect for confidentiality.	
	Self-motivated and able to think independently, critically and analytically.	

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**OFFICE OF POLICE AND CRIME COMMISSIONER**

**ETHICS AND TRANSPARENCY PANEL**

**ROLE PROFILE**

**Reports to:** The Police and Crime Commissioner

**Responsibilities:**

- To attend quarterly meetings at Police Headquarters Enderby.
- To contribute to the effective discharge of the Panel Terms of Reference.
- To develop and maintain effective working relationships with Panel members, the Police and Crime Commissioner and his senior officers and the Chief Constable and his senior officers.
- Contribute to the business of the meetings in a manner which supports all matters on the agenda being dealt with effectively and appropriately.
- Advise the Panel Chair where an interest or potential conflict of interest may exist in respect of a matter to be discussed at a meeting.
- Address the Panel on all matters where an opinion or decision is required and in such a manner that does not inhibit other members of the Panel wishing to express a different opinion.
- To be diligent in preparing for Panel meetings and making an effective contribution to those meetings to provide independent assurance.
- In addition to quarterly meetings to attend at other police premises as necessary to undertake actions outside of the formal meetings within the remit of the role.
- To work with other Panel members to reach a consensus on recommendations to the Police and Crime Commissioner and Chief Constable.
- To attend seminars, developmental and training sessions as and when required.
- To read relevant documentation in advance of meetings.
- During Panel meetings to follow the procedure determined by the Chair.

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- Promote compliance with the Code of Ethics for police officers and the wider police family.
- Ensure Leicestershire Police takes steps to promote the culture of learning from its experiences.
- To maintain security and confidentiality of the information received.
- To ensure a culture of learning from the Force's experiences
- To contribute to the delivery of defensible decision making by the senior leaders of Leicestershire Police to ensure that those decisions are in keeping with the Code of Ethics and the Force's 'Our Duty' principles and have the public interest at heart.
- To promote compliance with the Code of Ethics and Standards of Professional Behaviour for all who work for Leicestershire Police.

### **ROLE PROFILE - CHAIR**

- To lead the Panel and ensure it is an effective working group.
- To promote a culture of integrity, openness and debate and be responsible for effective communication with stakeholders.
- To ensure that all Panel members receive accurate, timely and clear information. To ensure that Panel members act proactively in ensuring current issues are brought to the attention of the Police and Crime Commissioner.
- Contribute to the delivery of transparent and ethically rooted decision making ensuring those decisions are in the public interest.
- Contribute to the continuing development of the Panel.
- To be aware of and keep up to date with local and national ethical matters generally and particularly relating to policing and to be proactive in ensuring that such issues are brought to the attention of the Police and Crime Commissioner.
- To communicate the Force's ethics and compliance standards ensuring the effectiveness of that communication.

**ROLE PROFILE – DEPUTY CHAIR**

- To support the Chair in leading the Panel in considering ethical issues to support decision making in relation to complex policing issues.
- To assist the Chair in setting the Panel's agenda and ensuring it functions as an effective working group. The Deputy Chair must promote a culture of integrity, openness and debate and will be responsible for effective communication with the Commissioner and/or his officers.
- To assist the Chair in monitoring and auditing compliance.
- To assume the role and powers of the Chair if the Chair is not present or unavailable until such time as the Chair becomes available.



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

Report Of	<b>POLICE AND CRIME COMMISSIONER</b>
Subject	<b>POLICE AND CRIME PLAN UPDATE</b>
Date	<b>THURSDAY 2 DECEMBER 2021 – 1:00 p.m.</b>
Author	<b>LIZZIE STARR, INTERIM CHIEF EXECUTIVE OFFICER, OFFICE OF POLICE AND CRIME COMMISSIONER</b>

### **Purpose of Report**

1. To provide the Panel with a brief update of the Commissioner's Police and Crime Plan.

### **Recommendation**

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

### **Background**

3. The Police and Crime plan was initially drafted on 30<sup>th</sup> July 2021. The Commissioner wanted to have the widest possible consultation rather than the bare minimum that is required. Since this date the plan has been amended and adapted to incorporate the views and priorities of a variety of stakeholders. The key dates in this iterative process can be found below.
4. The plan was also sent to the Chief Constable and other members of the Chief Officer team on the above date. The Chief Constable and members of the Chief Officer Team also received redrafted versions throughout the process. The first redraft was sent to the Chief Constable and the Chief Officer Team for appraisal on 20<sup>th</sup> August and 21<sup>st</sup> September. Meetings were also held between the Force and the OPCC to discuss the plan.
5. The Commissioner sent the plan to MPs across Leicester, Leicestershire and Rutland for comments and feedback on the 30<sup>th</sup> July, also.
6. The Commissioner took the latest iteration of the Police and Crime plan to the Police and Crime Panel on the 13<sup>th</sup> September. The members chose to discuss and feedback on the plan in a closed session.
7. On 27<sup>th</sup> September, the Commissioner asked every household in Leicester, Leicestershire and Rutland for their views on the Police and Crime Plan. The public consultation for the Police and Crime Plan closed on the 18th October 2021.

## **Next Steps**

8. The responses to the public consultation are currently being analysed by the staff within the Office of the Police and Crime Commissioner and being prepared into a briefing for the Commissioner who may amend his plan according to the public's priorities and feedback.
9. Following the public consultation, the Police and Crime plan will be sent to the Chief Constable and Chief Officers to approve any further changes as a result of the consultation.
10. The final version of the Police and Crime plan will be signed off at the Corporate Governance board on the 14<sup>th</sup> December and presented to the Police and Crime Panel at the January meeting.
11. The Commissioner, OPCC and Force have a joint Police and Crime Plan planning meeting scheduled for Wednesday 17<sup>th</sup> November to discuss and align the Force priorities with that in the Police and Crime plan and jointly work on a process for monitoring delivery against these priorities.
12. The Force and OPCC will ensure there are tangible outcomes, underpinned with strong performance data and activity is specifically aligned to the ongoing budget building process.
13. Following sign off of the Police and Crime Plan, the OPCC and Force will work collaboratively to design and implement delivery plans outlining what success looks like for the priorities and ambitions in the Police and Crime plan and build this into the Corporate Governance Board reporting cycle.
14. This approach will create greater accountability and scrutiny opportunities in line with a strong performance framework. The Police and Crime Plan will compliment and support other areas of Force business and will create greater organisational coherence to deliver high quality services.

## **Implications**

Financial : None

Legal : The Police and Crime Commissioner has a statutory responsibility to produce a police and crime plan

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, Interim CEO

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

**LEICESTER, LEICESTERSHIRE AND RUTLAND**

**POLICE AND CRIME PANEL – 2<sup>nd</sup> DECEMBER 2021**

**REPORT OF THE CITY BARRISTER – LEICESTER CITY COUNCIL**

**ANNUAL REPORT ON COMPLAINTS AGAINST THE POLICE AND  
CRIME COMMISSIONER**

**Purpose of Report**

1. The report is intended to provide the Police and Crime Panel with an update on complaints relating to the Police and Crime Commissioner over the last 12 months.

**Policy Framework and Previous Decisions**

2. At its meeting on 20th December 2012, the Panel delegated authority to the County Solicitor (now the City Barrister) to:-
  - a) act as the first point of contact for complaints.
  - b) make decisions in consultation with the Chairman of the Panel as to whether -
    - i. a complaint has been made which requires resolution under the complaint's procedure;
    - ii. that complaint should be referred to the Independent Police Complaints Commission;
    - iii. the complaint should be subject to the informal resolution process.
  - c) make arrangements for the process of informal resolution
  - d) in consultation with the Chairman and Vice Chairman, to resolve complaints informally or to arrange for a meeting of the Sub-Committee of the Panel to resolve complaints informally.

3. The Panel reviewed and updated the complaints procedure as part of its review of the Constitution in December 2020 and the process referred to above remained unchanged.

## **Background**

4. The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out certain responsibilities on the Police and Crime Panel to deal with complaints against the PCC and conduct matters.
5. The Regulations require the Panel to make suitable arrangements for receiving and recording complaints, for the initial sorting of complaints to determine whether they appear to have criminal elements which would require referral to the Independent Office for Police Conduct (formerly the Independent Police Complaints Commission) and to informally resolve complaints that do not have a criminal element. Informal resolution is intended to represent a locally agreed process involving engagement with the complainant and the person complained against. It does not permit an investigation of the complaint and the Panel is prohibited from taking any action intended to gather further information other than inviting comments from the complainant and PCC.

## **Complaints against the PCC received in 2021**

6. A standard report was published dated January 2021 listing complaints made against the former PCC Lord Bach in the twelve months to January 2021. No further complaints were received about him between January and May 2021.
7. The current PCC, Mr Rupert Matthews, was elected in May 2021. Two complaints have been referred to the City Barrister during Mr Matthews' tenure and have been progressed under the informal resolution procedure. Mr Matthews provided his response to the complainants, and the matters were subsequently closed.

## **Recommendations**

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

### **Officer to Contact:**

Kamal Adatia

City Barrister & Head of Standards

Monitoring Officer

Leicester City Council

E-mail: [Kamal.Adatia@leicester.gov.uk](mailto:Kamal.Adatia@leicester.gov.uk)



## LEICESTER, LEICESTERSHIRE AND RUTLAND

### POLICE AND CRIME PANEL – 2<sup>nd</sup> DECEMBER 2021

#### REPORT OF THE CITY BARRISTER – LEICESTER CITY COUNCIL

#### REVISIONS TO THE CONSTITUTION OF THE LEICESTER, LEICESTERSHIRE & RUTLAND POLICE & CRIME PANEL

##### Purpose of Report

1. The report recommends revisions to the Constitution following review of it by the Monitoring Officer in accordance with the duty under Part 3 paragraph 115 to do so once per year.

##### Background

2. Leicester City Council became the Host Authority for the administration of the Police & Crime Panel in May 2020. Pursuant to that change of status, the Monitoring Officer has undertaken a review of the provisions within the Constitution to consider whether any revisions are needed. Only one change is proposed:

##### A. Allowance paid to Independent Members

Paragraph 26 of the Constitution currently states:

*Payment of expenses and allowances, if applicable, for Elected Members will be a matter for the nominating Authority. A scheme of expenses and allowances for the two Independent Co-opted Members will be established by the Panel and administered by the host Authority.*

In the interests of certainty and transparency it is proposed that this should be amended as follows:

*Payment of expenses and allowances, if applicable, for Elected Members will be a matter for the nominating Authority. **The scheme of expenses and allowances for the two Independent Co-opted Members will mirror the provisions for such allowances that the contained within the host Authority's published Member Allowances Scheme, subject to a 50% uplift to reflect the greater frequency of meetings in the municipal year.***

By way of context:

- (i) Currently the Allowance for Independent Members of the Panel is £1000 p.a. It is not clear how this figure was reached, and it exceeds the £920 made available by the Home Office each year to fund the expenses of each panel Member.

- (ii) the Host Authority's Member Allowance Scheme contains provision for the payment of an allowance to Independent Members of £554. This is typically based upon four-meeting cycle per Municipal Year. The Police & Crime Panel convenes six scheduled meetings per year as standard, and more when necessary (e.g. where there are objections to the proposed Precept). Work programmes for PCPs tend also to be fulsome. A 50% uplift would take the allowance to £831 p.a.

## **B. Amendment to delegated powers to deal with complaints**

Part 4 of the Constitution deals with the handling of complaints against the PCC or the Deputy PCC. Following correspondence with the Independent Office for Police Complaints (IOPC) a technical error has been discovered in the delegations granted by the Panel when it comes to the referral "serious complaints" and "conduct matters" to the IOPC. These are two types of complaints which the Panel is mandated to refer to the IOPC. Previously, the power of referral was delegated to the Monitoring Officer on behalf of the Panel. Legally, any such delegation can only be to the Chief Executive of the OPCC, not the Monitoring Officer. The re-worded Part 4 amends the delegation to reflect this change. (*Note: it is respectfully submitted by the author that the proposed change is a simple procedural one, not a substantive one. Neither the Monitoring Officer nor the Chief Executive had, or will have, any power to deal with the complaint. The change simply remedies an error in defining the relevant person for passing the referral on to the IOPC*).

The redrafted Part 4 is attached with the proposed changes highlighted.

## **Recommendations**

The Panel is asked to consider the revisions proposed, and either agree, amend or reject them.

### **Officer to Contact:**

Kamal Adatia  
City Barrister & Head of Standards  
Monitoring Officer  
Leicester City Council

E-mail: [Kamal.Adatia@leicester.gov.uk](mailto:Kamal.Adatia@leicester.gov.uk)

# PART 4

## MAKING A COMPLAINT ABOUT THE POLICE & CRIME COMMISSIONER OR DEPUTY POLICE & CRIME COMMISSIONER

### **3. Making a Complaint about the Police and Crime Commissioner or Deputy Police and Crime Commissioner**

(Elected Local Policing Body (Complaints and Misconduct) Regulations 2012, Part 4)

#### **Introduction**

This section explains:

- how to complain about the Leicester, Leicestershire and Rutland Police and Crime Commissioner and/or Deputy PCC ('PCC/DPCC').
- what type of complaints the Leicester, Leicestershire and Rutland Police and Crime Panel ('the Panel') can consider.
- the process that will be followed in handling and resolving these complaints.

#### **Background**

On 20th December 2012, the Panel delegated authority to the Director of Law and Governance, Leicestershire County Council to:

- i. act as the first point of contact for complaints (and that the Chairman and Vice-Chairman of the Panel act as second or reserve points of contact);
- ii. make decisions, in consultation with the Chairman of the Panel if appropriate, as to whether:
  - (1) a complaint has been made which requires resolution under the complaint's procedures;
  - (2) that complaint should be referred to the Independent Office of Police Conduct (IOPC);
  - (3) the complaint should be subject to the informal resolution process; and
  - (4) to make arrangements for the process of informal resolution;
- iii. produce such further procedures, notes of guidance and forms as may be helpful to assist in the operation of the process and the provision of information to complainants;

At the same meeting the Panel delegated authority to the Director of Law and Governance, in consultation with the Chairman and Vice-Chairman, to:

- i. resolve complaints informally, or
- ii. arrange for a meeting of a sub-committee to be drawn from the full membership of the Police and Crime Panel, to resolve complaints informally.

At a further meeting on 2<sup>nd</sup> December 2021 the Panel amended the delegation at ii (2) in the light of legal advice, and delegated to the Chief Executive of the OPCC (rather than the Monitoring Officer) the power to refer relevant complaints to the IOPC

References to the Panel in this document include therefore the Director of Law and Governance acting on behalf of the Panel, or to the equivalent postholder in the relevant Host Authority from time to time.

## Objectives

The objectives of the complaints process are to:

- Handle complaints in a fair and independent way
- Deal with complaints as quickly and effectively as possible
- Keep all parties informed of progress until the complaint reaches a conclusion

## What complaints can the Panel look at?

The Panel is responsible for dealing with complaints about the conduct of the PCC/DPCC. This means the way things are done or not done, statements that are made and the way decisions are taken.

Any complaint comprising a “serious complaint” or “conduct matter” (as defined in the [Police Reform and Social Responsibility Act 2011](#)) will first be passed onto the Independent Office for Police Conduct (IOPC) for investigation. [The Police and Crime Panel hereby formally delegates the function of making a referral to the IOPC to the Chief Executive of the Office of the Police & Crime Commissioner \(OPCC\) in accordance with Regulation 7 of The Elected Local Policing Bodies \(Complaints and Misconduct\) Regulations 2012.](#)

Other non-criminal complaints are logged and then handled by the Panel, in accordance with the decisions and delegations referred to above [and in accordance with Regulation 28\(3\) The Elected Local Policing Bodies \(Complaints and Misconduct\) Regulations 2012](#), usually through a process of Informal Resolution.

## What the Panel is unable to do

There are certain complaints the Panel cannot consider because it does not have the legal power to do so. There are separate procedures for the following complaints:

- Complaints about operational policing matters
- Complaints about the Chief Constable
- Complaints relating to the administration of the Panel
- Complaints relating to the conduct of Members of the Panel.

If it is decided that your complaint should be directed to another body because it falls beyond the Panel’s remit, the Panel will explain why and offer to direct it to the appropriate body.

The Panel cannot consider complaints about the merits of a PCC/DPCC decision, for example where someone disagrees with a policy the PCC/DPCC has introduced.

It is important to note that the Panel has no power to investigate complaints in any way, although it may ask the PCC/DPCC to provide information or comment on the complaint.

## Submitting a complaint

Complaints should be sent in writing to:

Kamal Adatia  
City Barrister and Monitoring Officer  
Leicester City Council  
Leicester  
LE1 1FZ

Or by email to [Monitoring-Officer@leicester.gov.uk](mailto:Monitoring-Officer@leicester.gov.uk)

You can arrange for someone to act on your behalf, such as a friend or relative. However, you must provide written confirmation that you have given your consent before the Panel can discuss your case with them.

## **How the Panel will deal with your complaint (Elected Local Policing Body (Complaints and Misconduct) Regulations 2012, Reg 9 etc)**

### **Step 1 – Initial Assessment**

Your complaint will be checked to see that it is about the conduct of the Leicester, Leicestershire and Rutland PCC/DPCC.

If the complaint is about operational policing matters or the performance of the Leicestershire Police or any of its officers, you will be redirected to the Leicestershire Constabulary.

If the complaint is about the Chief Constable, it will be passed to the PCC.

### **Step 2 – Recording your Complaint**

If your complaint relates to the conduct of the PCC/DPCC it will be recorded, unless the matter has been or is currently being dealt with by criminal proceedings.

If it is decided not to record your complaint, the reason for this will be explained to you.

Where a complaint is recorded:

- a) You will be supplied with a copy of the record made of the complaint; and
- b) The PCC/DPCC will be supplied with a copy of the complaint.

A copy of a complaint supplied may be in a form which keeps anonymous your identity or the identity of any other person.

A copy of the complaint may not be supplied where to do so may:

- a) Prejudice any criminal investigation or pending proceedings, or
- b) Would otherwise be contrary to the public interest.

Where it is decided not to supply a copy of a complaint, that decision shall be kept under regular review.

### **Step 3 – Deciding how your complaint will be handled**

#### **Option A – Is it a serious complaint that should be passed to the Independent Office for Police Conduct (IOPC)?**

If your complaint alleges criminal conduct (or appears to involve a criminal offence that can be triable in England and Wales) it will be passed to the IOPC **either by the Police and Crime Panel, or by the Chief Executive of the OPCC acting under the power hereby delegated to them.** The IOPC will then decide how to deal with your complaint.

#### **Option B – Are there grounds to reject the complaint?**

It may be decided to reject your complaint and take no action in the following circumstances:

- a) The complaint is by a member of the PCC staff, arising from their work;
- b) The complaint is more than 12 months old where there is no good reason for the delay, or the delay would be likely to cause injustice;
- c) The complaint is about conduct that is already the subject of another complaint;
- d) The complaint is anonymous;
- e) The complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints; or
- f) The complaint is repetitious.
- g) The complaint is trivial, unproved, circumstantial or otherwise wholly inferential

If it is decided to take no action regarding your complaint you will be notified of the reasons for this.

### **Option C – Has the complaint already been satisfactorily dealt with?**

If it appears your complaint has already been satisfactorily dealt with by the time it comes to the Panel's attention, it may decide to take no further action.

### **Option D – Should the complaint be taken forward to Informal Resolution?**

If your complaint has not been passed to the IOPC, rejected, or already been dealt with, it will usually be taken forward to informal resolution.

## **What is Informal Resolution of Complaints?**

Informal Resolution is a way of dealing with a complaint without investigation or formal proceedings. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint.

Informal Resolution may be conducted by the Director of Law and Governance (in consultation with the Chairman and Vice Chairman of the Panel) or by the Panel or a sub-committee of the Panel. Examples of informal resolution include:

- Resolution by telephone
- Providing information
- Concluding the matter through correspondence and explaining the circumstances
- Individual communication between the PCC/DPCC and the complainant via the office of the Director of Law and Governance
- An apology made by the person complained about
- A face to face meeting between the complainant and the person subject to the complaint facilitated through the office of the Director of Law and Governance
- Identification of 'lessons to be learnt' and changes in practice communicated to the complainant

In attempting to secure a resolution the Panel will consider whether further information, clarification or explanation is required and/or whether any actions are required and can be agreed with all parties.

The Panel cannot tender an apology on behalf of the person who is subject to the complaint unless he or she is agreeable to this.

The Panel has no powers to investigate complaints (including seeking corroborating witness statements) but is allowed to ask the person complained against to provide information and documents and /or attend to answer questions.

The Panel cannot impose formal sanctions on the person you have complained about because it does not have the power to do so.

## **Outcome of Informal Resolution**

A record of the outcome of your complaint will be sent to both parties and shall not be published unless (i) both parties have been given the chance to comment on the proposed publication And (ii) it is deemed in the public interest to publish the outcome.

## **Timescales for Handling your Complaint**

Wherever reasonably possible your complaint will be acknowledged within 5 working days. Your complaint will be concluded, insofar as reasonably practicable within 12 weeks if it is dealt with through informal resolution.

However, each case is different, and the time taken to reach a conclusion will depend on the nature of the complaint.

All parties will be kept updated of progress until the complaint reaches a conclusion.

If the complaint is criminal in nature it must be passed to the IOPC as soon as possible. You will be notified if that happens. The IOPC will then decide how to deal with the complaint and will contact you.

## **Withdrawing a Complaint**

If you wish to withdraw your complaint you (or someone authorised to act on your behalf) must say this in writing via post or email. It is however for the Panel to determine whether a complaint should be withdrawn.

## **Appeals**

There is no right of appeal regarding the outcome of the complaint. The Local Government and Social Care Ombudsman has the power to investigate the administration of the complaint process.

If you are unhappy with the way your complaint was handled, you can refer the matter to the Local Government Social Care Ombudsman.



**THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2021**

79

DATES	ITEM	COMMENTS
Thurs 2 December 21 at 1pm	<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. Domestic Abuse &amp; Sexual Violence report</li>   <li>4. Ethics Committee Annual report update</li> <li>5. MTFP update and outcomes of Home Office review</li> </ol>	<ul style="list-style-type: none"> <li>• Monitoring Officer to provide an overview on complaint activity</li> <li>• To include analysis on cause/effect and links to safeguarding issues (from Jun and July meetings)</li> <li>• Deferred from September meeting</li> <li>• From September meeting</li> </ul>
<p><b>Future meetings TBC</b></p> <p>Weds 2 February 22 at 1pm</p>	<ul style="list-style-type: none"> <li>• Proposed Precept 2022 and Medium Term Financial Plan</li> <li>• Police Recruitment and Retention update</li> </ul>	<p>To consider and take a decision on the PCC's proposed precept</p> <p>To include ethnic/diverse breakdown of police family plus numbers and rank of retiring officers over next 3 years (from September meeting)</p>
Mon 14 Feb 22 at 1pm		<p><b>This meeting will only take place if veto against precept used</b></p>
Mon 4 <sup>th</sup> April 22 at 1pm	<ul style="list-style-type: none"> <li>• Performance Management report</li> <li>• Trauma Informed Strategy update</li> </ul>	To include Force and OPCC performance data
Mon 20 <sup>th</sup> June 22 at 1pm	<ul style="list-style-type: none"> <li>• Election Chair/Vice-Chair</li> <li>• Confirm Panel Memberships</li> <li>• Confirm Terms of Reference for Panel</li> </ul>	
Weds 27 <sup>th</sup> July 22 at 1pm	<ul style="list-style-type: none"> <li>• Performance Management report</li> <li>• PCC's Annual Report</li> </ul>	
Mon 26 <sup>th</sup> Sept 22 at	<ul style="list-style-type: none"> <li>• PCP Grant Monitoring – Annual Report</li> </ul>	To provide an overview of the PCP's work for

1pm		the previous year 2021/22
<b>Weds 14<sup>th</sup> Dec 22 at 1pm</b>	<ul style="list-style-type: none"> <li>• Complaints against PCC Annual Report</li> <li>• Panel Constitution – Terms of Reference review</li> </ul>	
<b>Suggested items to be scheduled</b>	<p>Police and Crime Plan (FINAL)</p> <p>Emergency Services Network 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>From September meeting</p>

**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

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- **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
    - Panel 29<sup>th</sup> July 2021 – scoping approved
    - 1<sup>st</sup> meeting 14 October 2021
    - 2<sup>nd</sup> meeting 2 December 2021

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