



Leicester
City Council

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

DATE: MONDAY, 16 MAY 2022

TIME: 2:00 pm

**PLACE: Meeting Room G.01, Ground Floor, City Hall, 115 Charles
Street, Leicester, LE1 1FZ**

(Reconvened from 4th April 2022)

Members of the Panel

Councillor Taylor (Chair)

Councillor Master (Vice-Chair)

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

Independent Members

Ms Parisha Chavda

Ms Salma Manzoor

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

For Monitoring Officer

Officer contacts:

Tel: 0116 4546358, e-mail: committees@leicester.gov.uk
Leicester City Council, 3rd Floor Granby Wing, City Hall, 115 Charles Street

Information for members of the public

Attending meetings and access to information

You have the right to attend formal meetings such as full Council, committee meetings, and Scrutiny Commissions and see copies of agendas and minutes. On occasion however, meetings may, for reasons set out in law, need to consider some items in private.

Dates of meetings and copies of public agendas and minutes are available on the Council's website at www.cabinet.leicester.gov.uk, from the Council's Customer Service Centre or by contacting us using the details below.

Making meetings accessible to all

Wheelchair access – Public meeting rooms at the City Hall are accessible to wheelchair users. Wheelchair access to City Hall is from the middle entrance door on Charles Street - press the plate on the right hand side of the door to open the door automatically.

Induction loops - There are induction loop facilities in City Hall meeting rooms. Please speak to the Democratic Support Officer using the details below.

Filming and Recording the Meeting - The Council is committed to transparency and supports efforts to record and share reports of proceedings of public meetings through a variety of means, including social media. In accordance with government regulations and the Council's policy, persons and press attending any meeting of the Council open to the public (except Licensing Sub Committees and where the public have been formally excluded) are allowed to record and/or report all or part of that meeting. Details of the Council's policy are available at www.leicester.gov.uk or from Democratic Support.

If you intend to film or make an audio recording of a meeting you are asked to notify the relevant Democratic Support Officer in advance of the meeting to ensure that participants can be notified in advance and consideration given to practicalities such as allocating appropriate space in the public gallery etc.

The aim of the Regulations and of the Council's policy is to encourage public interest and engagement so in recording or reporting on proceedings members of the public are asked:

- ✓ to respect the right of others to view and hear debates without interruption;
- ✓ to ensure that the sound on any device is fully muted and intrusive lighting avoided;
- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

Further information

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

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

PUBLIC SESSION

AGENDA

NOTE: Due to the ongoing COVID19 pandemic, public access in person is limited to mitigate risk of transmission and ensure social distancing. We would encourage you to view the meeting online but if you wish to attend in person, you are required to contact the Democratic Support Officer in advance of the meeting regarding arrangements for public attendance.

Separate guidance on attending the meeting is available for officers. Officers attending the meeting are asked to contact the Democratic Support Officer in advance to confirm their arrangements for attendance.

This meeting will be webcast live at this link <https://leicester.publici.tv/core/portal/home>

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

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

1. **CHAIRS ANNOUNCEMENTS AND 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 PREVIOUS MEETINGS HELD ON 2ND FEBRUARY 2022 AND 14TH FEBRUARY 2022: Item 3 PG 1-17**

The minutes of the meetings held on 2nd February 2022 and 14th February 2022 are attached and Members will be asked to confirm they are an accurate record.

4. **UPDATE ON PROGRESS ON ACTIONS AGREED AT PREVIOUS MEETINGS**
5. **PUBLIC QUESTIONS**

None received.

6. **UPDATE OF THE OPCC'S CORPORATE GOVERNANCE BOARD AND OVERVIEW OF PERFORMANCE MANAGEMENT Item 6 PG 19-30**

Members to receive a report providing an update of the Corporate Governance

Board and overview of Leicestershire Police performance by the Police and Crime Commissioner and his Office.

7. TRAUMA INFORMED STRATEGY UPDATE **Item 7 PG 31-35**

Members to receive a report providing an update on recent progress in delivering the Strategic Partnership Board's strategic intent to become a trauma-informed area.

8. VIOLENCE REDUCTION NETWORK UPDATE **Item 8 PG 37-51**

Members to receive a report updating on the work of the local Violence Reduction Network.

9. POLICE AND CRIME PLAN - DELIVERY UPDATE **Item 9 PG 53-55**

Members to receive a report providing an update on development of the delivery plan to accompany the Police and Crime Plan including a timeline for implementation.

10. INTERIM IN-YEAR MONITORING INFORMATION RE: HOME OFFICE GRANT FUNDING FOR THE PERIOD 1 APRIL 2021 TO 31 MARCH 2022 **Item 10 PG 57-61**

Members to receive a report providing an interim summary of the activity of the Leicester, Leicestershire and Rutland Crime Panel to show use of the Home Office Grant Funding for the financial year 2021-22.

11. LAUNCH OF POLICING PROTOCOL CONSULTATION **Item 11 PG 63-96**

Members to receive details of the Policing Protocol Consultation for the purpose of gathering a collective view of the Panel to feed into the consultation responses.

12. POLICE AND CRIME COMMISSIONER ANNOUNCEMENT ON HOME OFFICE FUNDING

The Police and Crime Commissioner is invited to give a verbal update on Home Office funding (if applicable).

13. COMMUNITY SAFETY PARTNERSHIP FUNDING FORMULA

Members to receive a verbal update on the Community Safety Partnership funding formula.

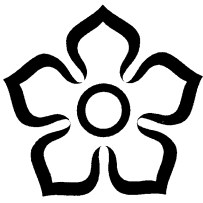
14. WORK PROGRAMME **Item 14 PG 97**

Members to note the ongoing work programme and consider any further suggestions for inclusion.

15. ANY OTHER URGENT BUSINESS

16. DATE OF NEXT MEETING

To note the next scheduled meeting on Monday 20th June 2022 at 1pm at City Hall.



Leicester
City Council

Item 3

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

Held: WEDNESDAY, 2 FEBRUARY 2022 at 1:00 pm

P R E S E N T :

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

Councillor Clair	Councillor Cutkelvin
Councillor Graham	Councillor Harper-Davies
Councillor Mullaney	Councillor Phillimore
Councillor Harvey	Councillor Whelband
Councillor Woodman	Ms Salma Manzoor
Ms Parisha Chavda	

In Attendance:

Rupert Matthews Police and Crime Commissioner

Also Present:

David Peet Chief Executive Officer, OPCC
Simon Cole Chief Constable, Leics Force
Paul Dawkins Chief Finance Officer, Force
Kira Hughes Acting Chief Finance Officer OPCC
Kamal Adatia Monitoring Officer
Anita James Senior Democratic Support Officer

* * * * *

71. WELCOME AND INTRODUCTIONS

The Chair welcomed those present and led introductions.

72. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Loydall, Councillor Stephenson and the City Mayor.

It was noted that Councillor Harvey was present as a substitute for Councillor Stephenson.

Councillor Cutkelvin gave apologies that she may have to leave the meeting before its conclusion.

73. APPOINTMENT OF INDEPENDENT MEMBERS TO THE LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL

Members received a report providing details of the recruitment process which took place to fill two co-opted Independent Member vacancies on the Leicester, Leicestershire and Rutland Police and Crime Panel and to formally introduce the two persons appointed.

It was clarified that one of the appointed candidates resided in Leicester and one of the appointed candidates resided in the Borough of Oadby and Wigston.

Members were asked to endorse the appointment panels selection decision and to formally appoint the two co-opted Independent Members to the Panel.

RESOLVED:

1. That Ms Salma Manzoor be appointed as a co-opted Independent Member to the Leicester, Leicestershire and Rutland Police and Crime Panel for a term of 4 years until 1st February 2026.
2. That Ms Parisha Chavda be appointed as a co-opted Independent Member to the Leicester, Leicestershire and Rutland Police and Crime Panel for a term of 4 years until 1st February 2026.

74. DECLARATIONS OF INTEREST

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

There were no declarations.

75. MINUTES OF THE LAST MEETING: 2ND DECEMBER 2021

It was noted that Councillor Harper-Davies attended both the meetings held on 2nd December 2021.

RESOLVED:

That subject to the amendment above, the minutes of the meeting held on 2nd December 2021 and the minutes of the Confirmation Hearing held on 2nd December 2021 be confirmed as an accurate record.

76. THE PROPOSED PRECEPT 2022-23 AND THE MEDIUM TERM FINANCIAL PLAN (MFTP)

The Police and Crime Commissioner submitted a report setting out the

proposed precept 2022-23 and the medium term financial plan (MTFP).

The Police and Crime Commissioner (PCC) introduced the report setting out the context for Leicester, Leicestershire and Rutland (LLR) with key information relating to the policing area, the external factors that drove demand and had significant impact on policing as well as background in relation to previous funding raised locally and the split between Home Office (Core Grant) funding and council tax (pre-cept) funding.

It was noted that:

- There was a typographical error at paragraph 3, the word “deficit” should be amended to read “surplus”.
- The provisional Police Grant Settlement announced on 16th December 2021 was still provisional and should be confirmed soon.
- The tax base used in setting the budget was 334,807 Band D equivalent properties which was a modest rise (approx. 1.65%) compared to 2021-22 of 329,286 Band D equivalent properties.
- The Home Office had confirmed that to maximise council tax income for 2022/23 PCC’s could increase their precept on a Band D property by up to £10 without triggering a referendum.

The PCC referred to the current economic climate and advised that a lot of consideration had gone into how services could continue to be delivered against the backdrop of the LLR force being one of the lowest funded in the country. In terms of funding, the PCC assured the panel he would continue to seek to get an improved Core Grant from the Home Office, however the increase in the pre-cept was vital to enable the force to protect people today and into the future, and to provide a sustainable police service.

In terms of the public consultation, it was noted there were more than 2500 respondents with over 72% agreeing to the proposal to pay £10 more through precept on a band D property, such increase would equate to 19p per week. The PCC advised that feedback from people across LLR had been considered and this budget was built in response to the expectations of the public and to support the Police and Crime Plan and the areas where the PCC wanted to see improvements.

The Chief Constable addressed the panel referring to the process for determining the budget, having regard to the emerging police and crime plan and indicated his support for the proposed £10 precept rise which would enable the force to achieve sustainability. The Chief Constable drew comparison to last year’s discussion when the budget was based upon reserves noting that the situation was now different, and this budget was about finding a stable place. In terms of police officer growth, it was suggested this budget would allow the force to maintain 2242 officers which accords with the national uplift requirement whilst ensuring the 2021/22 recruitment profile continued and was

delivered.

The Chief Constable referred to the demands on the force, including increased calls and online reporting, safeguarding responsibilities as well as the challenges of dealing with crimes that increasingly involved a digital footprint and advances in technology.

The Interim Chief Finance Officer Kira Hughes reported on the robustness of the budget, the estimates used for the budget and the adequacy of the proposed financial reserves and concluded that the budget for 2022-23 had been prepared on a robust and prudent basis and included investments which were in line with the Police and Crime plan priorities.

Members of the Panel discussed the report and thanked the collective team of the Office of the Police and Crime Commissioner (OPCC) for the clarity within the report, noting the recommendations and the Chief Constables endorsement for a £10 increase to the pre-cept.

Members were pleased to see reference to s106 funds which remained subject to a broader discussion.

Members referred to the number of 101 calls which had fallen considerably since 2016, it was queried whether the fall was because people lacked understanding of its purpose or had lost confidence in that service. In response the Chief Constable surmised that whilst there were over 300,000 calls/reports last year to the force, the online offer had also started to have an impact with increased reporting now occurring online. It was also possible some people had little confidence in 101, however it could also be seen that the number of 999 calls had risen and that was a trend other forces were seeing nationally.

The use of drones was discussed, and the Chief Constable clarified that whereas initially the drone team was a small number of people covering according to their work hours (9 to 5), there were now more people qualified so capability and capacity had increased in that team to be able to provide 24/7 cover.

Concerns were raised that there was no mention of CCTV investment and that there was no statutory requirement for local authorities to fund that. The PCC responded that CCTV was a very useful and effective deterrent and means of identifying criminals and helping make arrests. Members noted that the OPCC had been fortunate in securing funding through government to install CCTV most recently in Hinckley to address specific issues around shoplifters and rat runs and the PCC would look to secure further funding from the government for additional CCTV cameras in other high risk areas. It was also noted that each request for CCTV had to be approached on its own merits as there was limited funding and it was important that agencies worked together to make Leicester, Leicestershire and Rutland safer and to move away from a silo approach to the funding of CCTV.

A minor point was raised regarding the proposed efficiency savings statement,

that it was a repeat of what had been said in previous reports without providing any detail and it was requested that i) future reports give more context and detail to what actual efficiency savings were proposed and ii) assurance be given that the efficiency savings proposed last year were achieved. The PCC agreed that more context would be given to efficiency savings in future reports and assured that there was a constant process to identify and make efficiency savings and more details could be provided around that.

Members discussed the increased cost of the OPCC noting the budget cost had risen by £165,000 and questioned how the OPCC had been reviewed over the last 12 months. The PCC explained that the cost of the office had increased every year for the last 6 years, and had fluctuated a lot in that period, the cost now was equivalent to 2.7% of the total net budget with the remaining 97.3% allocated to the Chief Constable for use on local policing and regional collaborations. Those percentages had been maintained from last year and the PCC had requested they should stay the same in future to make forecasting easier.

As regards the staffing restructure, the PCC briefly reported that:

- The Performance and Monitoring department had gone from 2 to 4 people to increase capacity to hold the force to account;
- A member of staff had been recruited to facilitate and ensure the PCC could engage with the community on a weekly basis across LLR;
- There were plans to recruit someone to specifically look after social media and use that properly as a tool for engaging with the public;
- The Acting Chief Finance Officer had returned to his substantive role as Chief Finance Officer for the force and there was an Interim Acting Chief Finance Officer in place. In due course it was intended to recruit a full time Chief Finance Officer for the OPCC and a financial officer in support to ensure robust financial cover;
- There was also an intention to create a research facility/capability to look at best practice and commissioned services in comparison with other forces.

The PCC assured Members that all staffing changes were geared to making the PCC more efficient in his job and improving capacity to make the OPCC more effective. The PCC undertook to provide a staff structure diagram to Members outside this meeting.

Clarification was sought around the total value of proposed savings efficiencies and it was queried whether the revenue contribution to capital was necessary and the justification for that considering plans not to recruit beyond 2242 police officers. The Interim Acting Chief Finance Officer confirmed that the proposed efficiency savings of £0.5m was built into the whole financial plan period although there could be year on year savings. In relation to a revenue contribution to capital that was being explored with a view to modelling over MTFP and longer term to help become more sustainable, as an example if £3m was put in over the longer term that would reduce the amount of interest and debt charges payable.

The PCC confirmed that the transfer to capital was about reducing debt and any interest charges being paid on it, noting that although the past few years had seen low interest rates, prices were going up, in part due to lockdown from Covid and programmes such as furlough so inflation and interest levels would be rising, it was therefore a conscious decision that made sense to pay off the debt and avoid paying higher interest charges.

In terms of additional salary costs for force growth the Chief Constable commented that was broadly to support posts around criminal justice, the transport unit and payroll as those areas had reached capacity so additional posts were necessary to cope with the growth of the organisation.

Members raised further concerns including: the visibility of policing and how vital that was to the public; police/community relations; and the different dynamics of crime across the city, county and rural areas. There was a strong discussion about the funding of additional police officers and the number of projected police officers being capped to 2242, a drop of 100 from the previous year's precept report which talked about an increase to 2342.

The PCC stated it was a valuable aim to have more officers in LLR, however the nature of crime was changing, with more online/digital crime and investigation of that did not necessarily have to be by a police officer with powers of arrest as more modern crime was dealt with differently. The PCC reiterated that he had previously said he wanted to approach finance in a cautious and sustainable way, not just over the medium term financial plan but by also putting in place budget for large and expected capital expenditure items for example, technology and software were quickly outdated and needed replacing and so the budget was building that in.

The PCC explained that previous year's budgets and use of reserves had been explored and he was keen to move away from reliance on using reserves over time in particular the Budget Equalisation Reserve (BER) to fund additional officers. Whereas the previous PCC was planning to fully utilise everything there wasn't an exit strategy for end 2023-24 when the BER would be used up completely, so although it was feasible to recruit to 2342 police officers that was only by using BER and would not be sustainable. The PCC wanted sustainable police numbers and was therefore, not going to increase police numbers until satisfied those could be sustained in the long run. The PCC also explained that last year there was no inclusion within the budget of a job evaluation scheme, that had now been costed and Job Evaluation Pay protection costs of £1.4m included together with government employers' contributions to national insurance, so although it was said last year, because of the current PCC's more cautious approach, police numbers would not be increased to an unsustainable level using BER.

Members made the point that in terms of the proposed council tax increase of £10 on a band D property, residents faced a difficult time with the current cost of living crisis, rising interest rates, inflation, national insurance and increases in energy etc, and an obvious driver to the increase was the unfair funding for LLR force being the 12th worst in the country. It was submitted that if the force

were getting the national average amount of funding, then it would get an extra £17m funding. The £4.7m raised through council tax was only a quarter of that and even with the efficiency savings proposed that still fell short of what the force was not getting from government. It was stated that the share of central government funding towards LLR force had continued falling and the increasing burden was upon residents to pay. It was suggested that as the primary problem was the £17m shortfall from government funding that the PCC would have been better placed to open communications last summer with the Home Office to address the fact that LLR was very badly underfunded rather than seek a review of last year's budget.

The PCC acknowledged the point was well made however, he'd had many conversations with the Minister mentioning funding and had also raised this with members of the Home Affairs Select Committee as well as emailing the Home Secretary on the subject, so it was very much a subject the PCC was trying to address. The PCC advised he was lobbying ministers and officials regularly and he recognised that LLR was on the lower end in terms of police force funding. Members noted that there was to be a national funding formula review. The review was in its early stages, some outlines of modelling had been done but there were no indications of what it meant for LLR at this point as it was a complex piece of work. Regarding the current funding figures, it was noted that the national average per head of population was £211 compared to Leicestershire Force which received approximately £196 per head of population.

The Chair enquired about the Violence Reduction Network (VRN) which was not mentioned in the budget report. The PCC clarified that the VRN was mostly funded direct from central government not through the precept/budget and agreed to provide a VRN update including details of its funding to a future meeting.

An invitation was extended to members of the panel to attend a familiarisation day at Force HQ to gain further insight into operational workings.

Drawing discussions to a close the Chair welcomed the report and responses to members questions, noting it was positive to see a balanced budget projected for 4 years with healthy reserves. The Chair also thanked the Chief Constable and Deputy Chief Constable for their report statements and indicated the panel would be keen to understand more about operational policing with a visit to Force HQ at some point.

Prior to any vote being taken Members sought clarity on the vote to be taken and whether by default that would also imply support with the principles of the budget.

The Monitoring Officer advised that the legal requirement and consideration for Members of the Panel came down to a motion to support the precept as proposed without going into sub clauses with options to panel members to then vote to simply support the precept or support the precept with recommendations; alternatively, a Member of the Panel could propose to veto

which would need to be seconded then put to vote accordingly, such a veto would require 10 votes to be carried. The core function of the panel was either to support the precept or not, the panel was not empowered to approve the details of the budget.

The Chair indicated a preference to keep matters simple and for the panel to vote on the proposed precept.

It was moved by the Chair and seconded that the proposal to increase the 2022-23 precept by £10.00 per annum (4.03%) for police purposes to £258.23 for a Band D property be supported and upon being put to the vote the motion was **CARRIED** by a majority of 11 votes in favour, 1 against and 1 abstention.

RESOLVED:

1. That the contents of the report be noted,
2. That the future risks, challenges, uncertainties, and opportunities included in the precept proposal, together with the financial and operational considerations identified be noted,
3. That the Home Office grant allocations notified through the provisional settlement and the Band D council tax base and estimated collection fund surplus received from the billing authorities be noted,
4. That the current Medium Term Financial Plan (MTFP) contained in Appendix 1, the Operational requirement budget setting in Appendix 2, the Capital Strategy in Appendix 3 and the Treasury Management Strategy in Appendix 4 be noted,
5. That the proposal to increase the 2022-23 precept by £10.00 per annum (4.03%) for police purposes to £258.23 for a Band D property be **SUPPORTED**,
6. That the Interim Finance Officer provide a report on efficiency savings setting out context, detail and including specifics of those achieved last year and those the OPCC was still working with the force to achieve,
7. That the PCC provide a staff structure diagram to Members of the Panel before the next meeting,
8. That an update report around the Violence Reduction Network (VRN) be brought to a meeting of the panel to include details of its funding.
9. That the panel secretariat arrange with OPCC/Force officers a panel familiarisation visit to Force HQ on a date to be confirmed.

77. POLICE RECRUITMENT AND RETENTION UPDATE

Councillor Cutkelvin left the meeting during this item.

Members received a report providing an update on recruitment and retention with details of the Force 1 in 4 commitments to be representative of the population of Leicester, Leicestershire and Rutland.

The PCC introduced the report providing background and context to the Force 1 in 4 commitments and continuing desire to be representative of the population of LLR together with an overview of data including examples of historical trends and question sets used to gauge socio-economic factors linked to recruitment.

Members queried the necessity of the socio-economic questions; how they affected or added to the recruitment process especially as positive discrimination was illegal and what steps were taken to ensure people less socially mobile were recruited. There was also some discomfort at the relevance of some of the questions i.e., eligibility for free school meals.

The PCC recognised that positive discrimination was illegal, and these questions were a standard format, as recommended from central government. The PCC also replied that it was important to encourage recruitment from areas that were underrepresented, acknowledging that some recruits might face hostility from their communities for joining the police force and the PCC was keen to overcome that. The PCC was also keen to make the force as broadly representative of the LLR population as a whole and did not want to be in a situation for example of having no working class police officers, or none from rural areas or none from the city centre, the force needed to be a balanced police force in terms of its demographic and geographic profile. The PCC explained that it was important to monitor where officers and staff were coming from and to capture data such as gender, ethnicity etc., and to analyse that and make efforts to reduce the barriers to people joining the police.

The Chief Constable advised that there was an emphasis within the national uplift programme to broaden representation across the force and it was noted that a third of the force were staff, so this was not just about police officer representation. Recruitment campaigns were run across the whole area rather than just an advert in a local paper and the numbers being recruited from different backgrounds had increased significantly over the past few years.

The PCC supported social mobility and whilst positive discrimination was illegal there were options to hold targeted recruitment events and to make sure that recruitment material was suitable, and that people involved in recruitment events/exercises could understand, empathise, and engage with people in communities that might otherwise be hard to reach.

It was queried whether there was any consideration to using young people in the recruitment process and the PCC agreed that there was a broader function for young people to be involved e.g., police cadets, not only to be recruited as potential future police officers but in projecting the police force positively out into communities.

Members briefly referred to graphs in appendix B depicting the change in demographic of police officers over the last 10 years and asked that future reports include more clarity around the breakdowns for that, since it was unclear what some of the headings meant e.g., gender/ethnicity/disability headings were not defined thereunder.

The Chair thanked officers for the report noting the continued improvement.

RESOLVED:

1. That the contents of the report be noted,
2. That a regular update on Recruitment and Retention shall continue to be brought to meetings of the panel.

78. WORK PROGRAMME

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

- OPCC Ethics and Transparency Committee report to come to April meeting of the panel.
- S106 review work will be reconvened in February, panel secretariat to liaise with Interim Chief Finance Officer.

79. ANY OTHER URGENT BUSINESS

The Chair agreed to take an additional item to mention the forthcoming retirement of Chief Constable Simon Cole.

The PCC formally informed the panel that the Chief Constable Simon Cole would be retiring from the role he had undertaken for the last 12 years. The PCC gave an overview of the Chief Constables time in office and put on record his thanks for his leadership in the role.

The Chief Constable addressed the panel and those present recognising those he had worked with and the challenges of the role.

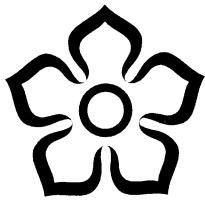
The PCC briefly outlined the recruitment plan for a new Chief Constable which in due course would require a confirmation hearing to be set up with panel members. In the meantime, it was noted that Deputy Chief Constable Nixon had been asked to step into the role as Acting Chief Constable until a permanent appointment was made.

The Chair and Members extended that thanks and gratitude for the work of the Chief Constable and wished him well in his retirement.

80. DATE OF NEXT MEETING

The Chair confirmed that the next meeting would be held on Monday 14th February 2022 at 12 noon to consider the proposed Police and Crime Plan.

There being no further business the meeting closed at 3.00pm.



Leicester
City Council

Item 3

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

Held: MONDAY, 14 FEBRUARY 2022 at 12 noon at City Hall as a hybrid meeting enabling remote participation via Zoom

P R E S E N T :

Councillor Taylor (Chair)

Councillor Graham	Councillor Harper-Davies
Councillor Mullaney	Councillor Phillimore
Councillor Stephenson	Councillor Whelband
Councillor Woodman	Ms Salma Manzoor
Ms Parisha Chavda	

In Attendance:

Rupert Matthews Police and Crime Commissioner

Also Present:

David Peet Chief Executive Officer OPCC
Deputy Chief Constable Nixon, Leics Force
Kira Hughes, Acting Chief Finance Officer OPCC
Kamal Adatia Monitoring Officer
Anita James Senior Democratic Support Officer

* * * * *

81. APOLOGIES FOR ABSENCE

The Chair welcomed those present and led introductions.

Apologies for absence were received from Councillor Loydall, Councillor Cutkelvin, Councillor Singh Clair and the City Mayor Sir Peter Soulsby.

Apologies for absence were also received from Councillor Master who it was noted was participating remotely at the discretion of the Chair. The Chair clarified the rules around attendance in person and restrictions on Members attending remotely in terms of voting.

Councillor Phillimore and Councillor Stephenson gave apologies that they may have to leave the meeting before its conclusion due to other commitments.

82. DECLARATIONS OF INTEREST

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

There were no declarations.

83. PROPOSED POLICE AND CRIME PLAN 2021 TO 2025

The Police and Crime Commissioner submitted a report setting out details of the proposed Police and Crime Plan for Leicester, Leicestershire and Rutland covering the period 2021 to 2025 in accordance with sections 5 and 7 of the Police Reform and Social Responsibility Act 2011.

The Police and Crime Commissioner (PCC) presented the Police and Crime Plan outlining some of the focus and strategic priorities for policing in Leicester, Leicestershire and Rutland and recognising the operational independence of the Chief Constable.

The panel noted key points that:

- Elements such as the 1-in-4 Recruitment Commitment inherited from the previous PCC would continue to be met and recruitment processes would include other factors to gain fair representation across the Force from the whole area of Leicester, Leicestershire, and Rutland.
- During the development of the Police and Crime Plan the PCC had shared details of early versions with the Panel and listened carefully to their comments and incorporated those into this version. The PCC had also engaged with the Chief Constable, his senior team and had undertaken a public consultation exercise with residents across Leicester, Leicestershire, and Rutland to gain their views.
- The Police and Crime Plan would be supported by a strong suite of measures and key performance indicators (KPI's) would be brought to the Panel in due course.

The PCC submitted that the Police and Crime Plan was ambitious, designed to give the Police a clear mandate and maintained his Sir Robert Peel philosophy at its core and he commended the Police and Crime Plan to the Panel for approval.

Deputy Chief Constable Nixon addressed the Panel and explained his involvement in the process of drafting the Police and Crime Plan which also took account of national requirements and overlaying those to ensure there was no conflict.

Members considered the proposed Police and Crime Plan for 2021-2025.

Members noted the contents of the Police and Crime Plan and welcomed various aspects including the Mounted Volunteers Scheme; actions to put in place a Rural Policing Strategy; the very clear distinction between rural, urban,

business, and cyber-crime set out in the Plan; the approach to the night-time economy and partnership work e.g., North West Leicestershire borders.

In terms of the Rural Policing Strategy, it was noted this was still a work in progress. Rural crime meant different things to different people, and the aim was to also look to define that within the strategy. It was advised that Neighbourhood Policing Areas would receive enhanced rural crime training and there would be other improvements such as better rural response vehicles in the fleet. A bespoke training programme would be introduced at the Training Academy and all neighbourhood officers would have a generic level of awareness of rural crime in their role.

There was a brief discussion around hunting and hare coursing, and it was suggested that the licensing of shot guns should return to the Police.

It was also suggested that there should be a focus on the market towns across Leicestershire and Rutland which often had their own specific issues. The PCC confirmed that market town schemes were being explored and the LLR Police Force were alive to the issues being faced in places such as Market Harborough.

Members were interested in whether any analysis had been done on the types of crime being reported through emergency/non-emergency calls and online and asked that a report be brought to a future meeting around that. In terms of 101/999 calls, it was noted there were plans to upgrade the telephony system but that would be at a high cost, in the meantime the Force were looking to introduce a “3-word” system which would be beneficial for location/mapping especially in rural areas. Software platforms and social media were also being explored to capture incident/crime reports from the younger demographic.

Drug and Knife Crime remained of significant concern to Members, and it was queried how that was being taken forward. The PCC affirmed that drug and knife crime was taken very seriously, and he had visited areas to see for himself policing methods being used. The Violence Reduction Network (VRN) were also doing excellent long term work addressing these topics and an update on the work of the VRN was due to be brought to the next panel meeting.

In terms of prevention, the People Zones concept was being expanded and steps being taken across neighbourhoods to steer younger people away from crime. Members observed that restorative justice was an effective tool that worked with young people as too did community payback and more could be done around that in terms of police contact with victims and confidence building. It was noted that the Victims First contract would be due for renewal in 12-15 months.

Members noted the issue of County Lines was exacerbated by the proximity of the LLR borders with Derbyshire and Nottinghamshire. Members were informed that Lionheart Operation had been set up alongside other covert ops and there was a 24/7 force team now working on County Lines which included

looking at issues around arterial routes. There were several rolling programmes and enforcement was taking place regularly.

Members suggested there was a need to raise awareness of the PCC work with partners and that future commissioning work should build in how that work would be publicised.

Members sought more detail of how the actions in the plan would be taken forward and delivered across the short, medium and long term as well as the pressing priorities. The PCC advised that the OPCC had been exploring Key Performance Indicators (KPIs) and how best those could be used and there was more work still to be done around that which would be brought to the Panel in due course.

There was some concern that the plan did not outline and reflect the cities needs but it was acknowledged the PCC had given a previous assurance that detailed plans for the city, county and Rutland would be worked up and that assurance was sought again to ensure the Police and Crime Plan would work as well for the city along with other areas.

The PCC recognised the concerns and explained he had visited the city on many occasions to see the work being undertaken to address crime by the Force and with community partners. It was noted that the city represented a third of the population of the force area and accounted for more than a third of serious crime in the area. There were four neighbourhood policing areas in the city and Members were given an assurance that the Police and Crime Plan would fully encompass the city too. The PCC also stated that there was more partnership work and funding going into the city and that was driven by data. The PCC gave an assurance that nothing was being taken away from the city in terms of policing and there would be several enhancements to the existing provisions.

Drawing the discussion to an end the Chair sought more details of how grant funding in local areas worked and how the funding formula was applied to Community Safety Partnerships; and for clarity in relation to the survey in terms of the methods used to promote the consultation; how many responded as well as an idea of the geographics where people responded from, such information to be brought to a future meeting.

It was moved that the Panel approve the Police and Crime Plan covering the period 2021 to 2025 and upon being put to the vote all those present were unanimously in favour and the vote was CARRIED.

RESOLVED:

1. That the Panel approves the Police and Crime Plan covering the period 2021 to 2025,
2. That an update report be brought to a future meeting providing details of: the Rural Policing Strategy; grant funding in local areas; funding to community safety partnerships; and details of the consultation/survey

responses as set out above.

84. ANY OTHER URGENT BUSINESS

None notified.

85. DATE OF NEXT MEETING

To note the next scheduled meeting to take place on Monday 4th April 2022 at 1pm at County Hall.

There being no further business the meeting closed at 1:04pm.

Item 6

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	CORPORATE GOVERNANCE BOARD REPORT
Date	
Author	LIZZIE STARR, HEAD OF PERFORMANCE AND OPERATIONS, OFFICE OF POLICE AND CRIME COMMISSIONER CLARE HAGIIOANNU, EVALUATION AND SCRUTINY OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

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 of the report
 - b. seek assurance on any specific areas of concern and request further information where required and within the scope of their role

Background

3. As previously reported to the Police and Crime Panel, at the request of the Police and Crime Commissioner, the Head of Performance and Operations 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. This was presented in full to the panel on the XX.
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 narrative 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: The changes to the approach to governance has achieved greater efficiency but that said in light of the changing landscape at a national level greater investment may be required to enable the increased scrutiny requirements.

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: The strategic landscape for Policing and Police and Crime Commissioners is changing with a greater emphasis on closer scrutiny and performance management. For instance, the recent work between NPCC/APCC and the Home Office requires a more forensic approach to scrutiny than ever before which may have implications for both the for and OPCC. There are other areas of work which will be overseen in a similar way. Therefore, this risk and subsequent and likely impact will be monitored closely and slight changes may have to be put in place. The changes could include increased capacity and capability in managing and analysing performance, frequency and duration of oversight meetings and more intrusive style of accountability.

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, Head of Performance and Operations

Tel: 0116 2298980

Email: Elizabeth.starr8921@leicestershire.pnn.police.uk

Shared Performance Mailbox: Performance@leics.pcc.pnn.gov.uk

Clare Hagioannu, Evaluation and Scrutiny Officer

Tel: 0116 2298980

Email: Clare.Hagioannu7837@leicestershire.pnn.police.uk



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

CORPORATE GOVERNANCE BOARD

**17/01/2022 &
24/01/2022**

Contents

- 1. Overview, attendance and purpose**
- 2. 17/01/2022 - Finance**
 - i. Medium Term Financial Plan and the proposed precept increase**
- 3. 24/01/2022 – Emerging National and Local Policing Issues**
 - i. Policing elections**
- 4. Operational Performance**
 - i. Violence Against Women and Girls (VAWG)**
- 5. Transformation and Change (Target Operating Model)**
- 6. People**
 - i. Retention and Recruitment**
 - ii. Vetting**
- 7. Corporate Risk**
 - i. COVID**
- 8. HMICFRS**
- 9. Police and Crime Delivery Plan**

1. Overview, attendance & purpose

Overview

The Corporate Governance Board (CGB) meeting was held in two parts, one meeting dedicated to the budget discussions and a further meeting the following week to discuss the remaining agenda items. Both board meetings were held in person on 17th January and the 24th January 2022 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 David Peet (Chief Executive)
 Mrs L Starr (Head of Performance and Operations)
 Miss K Hughes (Interim Chief Finance Officer)
 Mr Mike Veale (Strategic Advisor to the PCC)

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)

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. Finance

Medium Term Financial Plan (MTFP) and the proposed precept increase

Overview: The Force's Chief Finance Officer (CFO), Paul Dawkins, and the OPCC Interim CFO, Kira Hughes, have been working simultaneously on the MTFP for the upcoming 4 financial years (until 31st March 2026). The MTFP is an extensive document crafted by the OPCC with aid of Force colleagues, setting out the expected costs of Leicestershire Police's services for the forthcoming financial years.

Force update: At the CGB held on the 17th January, Mr Dawkins presented the highlights of the MTFP and sought a response from the Commissioner for the proposed Band D precept increase options. The requirement for an increase is a result of a number of factors, mainly the increasing requirement for local precept funding, paired with an increasing population and cost per head. The options covered the level of precept and use of the budget surpluses in 2022-23 and 2023-24, as follows:

- a. **Option 1 (green) – Increase precept by £10.00 per Band D property, which produces a net surplus of £1.73m over the MTFP period after funding the deficits in 2024-25 and 2025-26. No revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.7m in 2025-26.**
- b. **Option 1 (orange) – Increase precept by £10.00 per Band D property, which produces a net deficit of £1.1m over the MTFP period. The maximum revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £5.1m in 2025-26.**
- c. **Option 1 (blue) – Increase precept by £10.00 per Band D property, which balances the MTFP. This is a hybrid option of 1 and 2 which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.3m in 2025-26.**
- d. **Option 2 (yellow) – Increase the precept by £8.00 per Band D property, which results in a deficit of £1m over the MTFP period. No revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.7m in 2025-26.**
- e. **Option 3 (grey) – Increase the precept by £6.00 per Band D property, which results in a deficit of £3.7m over the MTFP period. No revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.7m in 2025-26.**

Commissioner response: The Commissioner proceeded with Option 1 (Orange) as his final decision, however, noted that with this option he would expect an efficiency target to counteract the net deficit of £1.1m which was agreed by the board. The Commissioner chose not to proceed with options 2 or 3 (£8 and £6 increases) as these options resulted in both a deficit and a larger increase in debt charges. The Chair was also not comfortable in proceeding with option 1 (green) as this produced a surplus, which if not used effectively would be open to public scrutiny. The Commissioner emphasised the need to maintain officer levels to at least 2242 which was recognised by all colleagues as the maximum and viable number to be achieved within the current financial constraints.

As part of this proposed increase, the Commissioner carried out a public consultation exercise. The OPCC Chief Executive, David Peet, informed the board that while there was still 2 days remaining on the consultation, just under 2,500 responses were submitted at the time of this CGB, 72% of which were

supportive of the £10 increase which was well received by the board. No members of the board expected a change to the responses within the two days and so the Commissioner stated that should responses follow the same trend, this decision would be final.

Update after close of consultation: Option 1 (orange) was final.

The full budget report was presented to the police and crime panel on 2nd February 2022 by the Interim Chief Finance Officer, Kira Hughes.

3. Emerging National and Local Policing Issues

Policing elections

Overview: The Commissioner is passionate about the electoral system being protected from fraud and corruption. Whilst it is not widespread, there is a history of electoral fraud in England and Wales, such as in the July by-election in Oakham South wherein a number of fake ballots were found dumped in a bin ahead of the by-election. This was a shameful occurrence that all parties rightly condemned as an appalling attempt to sabotage the democratic process, but was thankfully spotted by a member of the public and is currently being thoroughly investigated by Leicestershire Police.

Force update: ACC David Sandall delivered a verbal update on Leicestershire Police's approach to policing elections. The update included that the force has an authorised election practice and a formal guide on how to police elections. It was also made known that the force has specialist resources and dedicated SPOCs to have up to date knowledge on the policing of elections. The force also attends partnership briefings with the council, as well as scheduled meetings prior to elections where upcoming events are discussed and clarifications on what constitutes an arrest as this is often misunderstood.

Commissioner's response: The Commissioner made clear that these practices are expected to be implemented at the forthcoming elections at whatever level and position is being decided. The Commissioner has also called on other OPCCs for notable practice to inform this process further and awaits this information from the Knowledge Hub. Further to this the Commissioner has requested a full written report to be presented by the Force at the March Corporate Governance board.

Action: The OPCC to raise the policing of elections with the APCC Notable practice forum

Action: A full paper on briefing local elections to be brought to the next CGB meeting.

4. Operational Performance

Violence Against Women and Girls (VAWG) and Spiking

Overview: Violence Against Women and Girls (VAWG) is a standing agenda item for the CGB as it is a key priority of the force since the initial HMIC inspection - this allows for regular updates and discussion, and challenge where necessary by the Commissioner.

Force update: The board received a performance update report. ACC Julia Debenham provided a verbal update to the board. ACC Debenham informed the board that there is a new national VAWG policing framework with three key pillars: improving trust and confidence in policing; relentlessly pursuing perpetrators; creating safer spaces. ACC Debenham informed the board that she will revisit this topic along with a force action plan to the March CGB.

ACC David Sandall provided a verbal update for the board on the standing agenda item of drink spiking. ACC Sandall informed the board that there have been a total 199 spiking offences since September 2021, with the large majority being drink spiking and the minority injections. ACC Sandall notes that the numbers of reports are decreasing, likely due to less media coverage. ACC Sandal then notes that the biggest challenge with spiking offences is that they are very difficult to prove – this is due to a number of factors such as poor CCTV equipment in night clubs/bars, unreliable witnesses, spiking injection wounds being unidentifiable among others. This coupled with the fact that there is a large cost and time effort to submit samples to toxicology and await results often results in very low prosecution levels. ACC Debenham also added that there has been very few spiking via injection reports that have corroborative evidence (visible marks on skin).

Commissioner's response: OPCC Chief Executive David Peet asked the Chief Officer Team how this issue was being tackled operationally, to which the chief officer team responded that it is monitored by the night time economy board, as well as regular police engagements with DeMonfort University and the University of Leicester.

Action: Agreed to retain Violence against Women and Girls and drink spiking as a recurring agenda item

5. Transformation and Change

Target Operating Model (TOM)

Overview: Leicestershire Police has been operating under the TOM model Since March 2020. The model was put in place to address ongoing challenges with increased demand, complex crime, and to balance local needs with resources. The model introduced multi skilled Neighbourhood Patrol Officers, a Detective Inspector in each area, locally led investigation and increased supervision. Eight defined policing areas became nine, splitting the city into 4 areas and having a clear distinction between County and City boundaries, creating a new area for Melton and Rutland, and Harborough connecting with Oadby and Wigston. This created a designated commander for Melton & Rutland. The new model provides a better service for the people of Leicester, Leicestershire and Rutland, strengthening the neighbourhood policing approach, providing more resilience and capacity in local areas and providing a solid platform for recruitment and growth.

This is a standing agenda item for the CGB, and it was discussed at the previous board (November 21) by ACC Debenham that there have been some challenges with rising demand since moving out of lockdown, but the overall consensus is that the Force is coping well. At the previous board, it was also indicated by the COT that the model could adapt with the finalised Police and Crime Plan

The Commissioner opened the discussion by requesting that the Force provide a report that summarises generally what the TOM is, providing also a summary of how the Chief Officer Team (COT) plans to review its successes. The Commissioner informed the board that the public are not as familiar with the model as the force are and that they would benefit from a more detailed report. The PCC also emphasised the need for all organisational change project and transformation programmes to be regularly reviewed so that the business cases deliver the business benefits prescribed.

Force update: DCC Rob Nixon agreed that the COT will provide the Commissioner with a high-level overview of the TOM model and its objectives, with an update on its success, to be delivered at the March CGB.

Commissioner's response: The Commissioner agreed to this.

Action: A full high-level brief report to be provided at the March CGB meeting.

6. People

i. Retention and Recruitment

Overview: The Commissioner received a revised version of the Recruitment Monitoring and Trends Analysis paper.

Force update: The COT provided the commissioner with the recruitment monitoring paper, presented by ACO (HR) Alastair Kelly.

Commissioner's response: The PCC expressed his dissatisfaction with the paper for a second time, stating that not enough detail is given in areas such as the attrition rates, along with a lack of capturing themes and trends from exit interviews. The Commissioner said this report was to be revised for a third time, and the Commissioner would send the COT a detailed written request outlining his expectations. This was agreed by the board and will be revisited in the March CGB.

Action: OPCC to liaise with the Force to agree the content of the report and add this to the forward plan for a future CGB Meeting.

The following questions have been raised and areas of focus have been subsequently agreed for presentation in a forthcoming report:

Recruitment

- What specifically has been done to achieve recruitment targets?
- What analysis has been undertaken to know or understand what works?
- What analysis has been undertaken to satisfy yourselves the initiatives you run present value for money?
- In order to meet future targets and based on your analysis what initiatives will you be undertaking?
- What initiatives do you have for various demographics, what works and how much, e.g. disability, city v rural v suburban?
- What is the strategy for the degree holders programme, is it in line with the national programme?
- What analysis has been undertaken to gauge the impact of degree-only entry on demographics of recruits?
- What efforts have been made to encourage high-level recruitment from outside the Force?

Retention

- What analysis or investigation has been undertaken to understand the reason why people leave the organisation?
- What are the reasons why people prematurely leave?
- What work has been undertaken to understand disparity with the retention figures?
- What programmes have you got in place to ensure the police continues to be an attractive offer to all including under representative groups?
- What are the underrepresented groups?
- Is there any data from previous years to guide the force on how best to approach the retention issues?
- Has a cultural audit been undertaken in the force?

Promotion

- What processes do you have for active talent management?
- What works, how much does it cost, what are the business benefits?
- What are the intended outcomes and what results have been achieved so far?
- What are the leadership programmes you have in place and what outcomes do you project?
- How are disparate demographics reflected in promotion figures?

i. Vetting

Overview: There has been a light shone upon the UK's forces vetting procedures and standards following the tragic murder of Sarah Everard. The shocking murder raised questions nationally about how any Police Force could allow such an individual to be a member of the force and whether or not there were any points PSD/Vetting could intervene.

Force update: DCC Rob Nixon informed the board that observations of the Force's vetting department are positive overall and there are no areas for concern. The current grading of the vetting department is 'good'. There is an upcoming HMICFRS inspection of eight forces vetting departments, however Leicestershire Police is not one of them. The COT expressed that on the publication of this report, Leicestershire Police will assess all recommendations made against Leicestershire's department's practice, and improvements will be made where necessary.

Commissioner's response: The PCC accepted this and requested the HMIC report is shared with him.

Action: HMICFRS report to be circulated to the CGB Board members when available.

7. Corporate Risk

COVID:

Overview: Restrictions for the public have now been entirely lifted nationally. Leicestershire Police continue to take measures to protect the Force and the public, such as maintaining limits of people in public spaces, continuing to encourage mask wearing in Force buildings and continuing to encourage keeping a 2m distance.

Force update: ACC Julia Debenham informed the chair that local gold groups are still meeting regularly to discuss and mitigate the impact of COVID on Leicestershire Police. ACC Debenham acknowledged that whilst the impact is still classified as a major incident, the number of staff/officer absences have reduced significantly, and this categorisation is likely to be reviewed in the coming weeks. However, the Force will continue to be cautious and monitor potential emerging COVID variants, and ensure plans adhere to the government guidance. The Chief Officer team informed the chair that they have full confidence in Op Talla (national police force's strategic response to COVID) as this has been continuously effective since in place.

Commissioner's response: The Commissioner raised no comments at the CGB.

Update: The force and OPCC has moved to return to normal working conditions within the national guidance and legislation. The workforce and its health and wellbeing continues to be monitored.

8. HMICFRS

The board agreed this item is to be deferred until 14/03/2022.

9. Police and Crime Delivery Plan

The board agreed this item is to be deferred until 14/03/2022.

10. AOB

No other business was raised.

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	THE POLICE AND CRIME COMMISSIONER
Subject	TRAUMA INFORMED LEICESTER, LEICESTERSHIRE AND RUTLAND
Date	MONDAY 4 APRIL 2022 AT 1PM
Author	GRACE STRONG, STRATEGIC DIRECTOR, VIOLENCE REDUCTION NETWORK

Purpose of Report

1. The purpose of this report is to provide an update on recent progress in delivering the Strategic Partnership Board's strategic intent to become a trauma-informed area.

Recommendation

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

Background

3. Chaired by the Police and Crime Commissioner (PCC) for Leicestershire, the local Strategic Partnership Board (SPB) comprises of a range of partner organisations and community representatives from across Leicester, Leicestershire and Rutland (LLR). Its core purpose is to provide system leadership and the strategic coordination necessary to prevent and reduce vulnerability, violence and other forms of harm. The types of harm and vulnerability that the SPB seeks to prevent and reduce include:

- i. Domestic Abuse
- ii. Sexual Violence
- iii. Public place violence including knife crime
- iv. Modern Slavery
- v. Child Criminal Exploitation
- vi. Child Sexual Exploitation
- vii. Missing from Home
- viii. Substance Misuse
- ix. Reoffending

4. Whilst each type of harm requires a tailored response to an extent, research indicates that they also share many common modifiable risk and protective factors. This is particularly the case in relation to different types of violence and exploitation¹. Research aimed at identifying the causes of these behaviours/issues highlight a

¹ CDC (2019) Preventing Adverse Childhood Experiences (ACES) Leveraging the Best Available Evidence. National Center for Injury Prevention and Control <https://www.cdc.gov/violenceprevention/pdf/preventingACES.pdf>

strong correlation with Adverse Childhood Experiences (ACEs) and trauma. A cyclical relationship also exists wherein many of these behaviours are also sources of childhood trauma (for example, violence). SPB members recognise that many of the causes of childhood trauma are preventable and it is also possible to mitigate the negative impact of trauma throughout childhood and adulthood through adopting a trauma-informed approach.

5. With this in mind, in February 2021 the SPB agreed a strategic intent to:

“Work collaboratively across organisations and with communities to develop a trauma-informed system which simultaneously aims to prevent childhood trauma and mitigate its harmful impact across the life-course”.

6. SPB agreed a common definition of trauma:

“Trauma results from an event, series of events or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individuals functioning and mental, physical, social, emotional or spiritual well-being”².

In relation to the types of events and circumstances which may result in trauma, the SPB have adopted a broad view that extends beyond the ten commonly-referred to Adverse Childhood Experiences (ACEs) to a range of other events or circumstances including experiencing adverse community environments. Importantly, these can be experienced (and re-experienced) throughout adulthood and jointly by families and/or communities.

7. The Board also agreed that a trauma-informed approach is guided by four assumptions (the 4 R’s): the organisation and/or system *realises* the widespread prevalence of trauma and how it can affect people and groups, *recognises* the signs and symptoms of trauma in individuals, families and communities, *responds* by fully integrating knowledge about trauma into policies procedures and practices and actively *resists retraumatising* others including staff and recipients of services³. This encapsulates the importance of knowledge but also continuous application to policy and practice across the system.

8. To progress the required work the following was agreed:

- i. A LLR-wide multi-agency Leadership Group would be established comprising of local operational and strategic managers
- ii. An independent advisor would be commissioned through the Violence Reduction Network (VRN) to provide expertise and insights during the early stages of our collective journey
- iii. A temporary Project Lead would be funded and recruited by the Office of the Police and Crime Commissioner (OPCC) to ensure sufficient dedicated resource was available to support the work of the Leadership Group

² SAMHSA (2014) SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach. Substance Misuse and Mental Health Services Administration
https://www.nasmhpd.org/sites/default/files/SAMHSA_Concept_of_Trauma_and_Guidance.pdf

³ As above

Progress Update

9. Leadership Group

The Leadership Group has met bi-monthly since August 2021. Chaired by the VRN Director, the group includes representation from the Police, Local Authorities including Children's Services and Public Health, Schools, Health commissioners and providers, National Probation Service and the OPCC and VRN. Our independent advisor also attends (see 16). The group is considering extending its membership and/or establishing a wider stakeholder group due to high levels of interest and activity across the system.

10. A Terms of Reference have been agreed with five goals inter-related goals:

- i. Share information and knowledge about trauma and its impact on people's lives and promote the LLR approach across communities, organisations and partnerships.
- ii. Support the development of trauma-informed organisations through developing a common framework with a system for peer review and user/community feedback.
- iii. Collaborate with communities, sharing knowledge and co-producing solutions to strengthen resilience and our collective ability to prevent and mitigate the impact of trauma.
- iv. Develop knowledge and skills amongst our practitioners, managers and leaders so they are able to model and implement trauma-informed practice.
- v. Continuously identify and pursue opportunities within and across organisations to prevent, mitigate the impact of and support recovery from adverse childhood experiences and environments.

11. Despite a delay in the recruitment of the Project Lead, the Leadership Group has been able to make progress against some of these goals. This includes drafting a strategy, the development of a common framework for organisations to self-assess progress and the design and delivery of a comprehensive workforce development programme (see 13).

12. Partners have also made progress in applying trauma-informed approaches at team, departmental or organisational level. Examples include the Police implementing a trauma-informed approach into the human and physical custody environment for children and young people, the County Council's Children and Families department adopting a departmental wide trauma-informed approach and local schools establishing a Trauma-Informed Schools network. There are also examples of new partnership projects which are seeking to identify and then mitigate the impact of adverse childhood experiences. This includes:

- The Families Affected by Parental Imprisonment project which has secured data sharing between probation and early help services to ensure children who have a parent in prison (and their families) are offered timely and tailored support and;
- The extension of the principles of Operation Encompass so that schools are notified of events occurring within a child's family/home so they are able to take this into account when working with the child.

13. There has also been considerable progress in relation to the workforce development workstream. A catalyst for this was the VRN's successful bid for £319K from the Home Office's Serious Violence Youth Intervention Fund for trauma-informed training. This has enabled the VRN to partner with Barnardo's who have designed (and are now delivering) a comprehensive training programme. Whilst this is principally aimed at the

multi-agency Early Help workforce, it is also suitable for any practitioners, managers and leaders working within our services and communities. The core offer includes three half-day training modules:

- i. Module 1: Introduction to ACEs and Trauma Informed Practice. Aim: To improve basic knowledge of childhood adversity and trauma and the way that this can impact upon behaviour and outcomes for Children, Young People and Families
 - ii. Module 2a: Developing Trauma Informed Practice. Aim: To take a deeper look into the different forms trauma can take and how trauma informed practice can be implemented in day-to-day roles.
 - iii. Module 2b: Trauma Informed Organisations. Aim: To provide operational and strategic leaders with an insight into what it means to be a trauma-informed organisation and the different elements which need to be in place. This module is aimed at assisting organisations to start or progress their journey to become trauma-informed.
14. Since the training commenced in December 2021 and at the time of writing this report, a total of 1,104 participants have attended with overwhelmingly positive feedback about the content and quality of delivery. Pre and post-attitudinal surveys are in place and we expect the findings of these to be reported in late April.
15. The training team are also delivering a Train-the-Trainer module for schools and building a network of champions across the area.
16. Independent Advisor
The VRN team commissioned an Independent Advisor in Summer 2021 through a competitive tendering process. WAVE trust⁴ was the successful provider and the Chief Executive Officer (CEO) George Hosking has since been supporting the work of the Leadership Group including contributing to and reviewing key documents.
17. The advisor is also offering bespoke support to partners at an earlier stage in their trauma-informed journey and playing a 'critical friend' role to partners who wish to receive expert feedback on specific elements of their trauma-informed work.
18. Project Lead
At the time of writing this report, recruitment is underway for a temporary Project Lead (12 months). The successful candidate will be line-managed by the VRN Director but will report and work to the Leadership Group. The Project Lead will provide the resource required to ensure the work of the Leadership Group results in tangible outputs including communication activity and a framework for capturing short, medium and long-term outcomes. Although this post is short-term, it is anticipated that it will provide critical resource to build the foundations necessary for the partnership to be successful in delivering on its strategic intent in the medium to longer-term.

Risks and Issues

19. The main risks to this work are:
 - i. Maintaining a strategic overview of the breadth and pace of activity across the area is a challenge and risks inconsistency and a lack of cohesiveness in delivery at an operational level. This is being mitigated through the existence

⁴ <https://www.wavetrust.org/>

of the Leadership Group which is proving to be a highly collaborative partnership, the production of a shared strategy and organisational framework and the recruitment of the Project Lead to provide dedicated partnership resource. The forthcoming changes to the SPB delivery structure and in particular the establishment of the new Prevention and Early Intervention Board will provide additional strategic oversight.

- ii. Misconceptions that trauma-informed approaches are a 'quick fix' or a short-term investment in time and effort. This risks the loss of the long-term commitment needed to realise the full benefits of this work. This will be mitigated through the delivery of a communications plan, once the Project Lead is in place, and further workforce development activity. An outcomes framework which captures incremental progress towards the longer-term impact will also be designed and shared.
- iii. The focus remains at organisational/sector level which results in communities not being fully involved which, in turn, results in reduced impact. Trauma usually occurs within the context of relationships and/or communities and therefore this is where many of the prevention and mitigation opportunities lie. This is being mitigated through offering the aforementioned training to community leaders but will also be a key part of next steps for the Leadership Group. There is also an ambition to ensure this work is integrated into People Zones.

Implications

Financial: The resources for this programme of work are through the in-kind contributions of partners and the specific financial contributions from the VRN and OPCC budget.

Legal: None.

Equality Impact Assessment: A full EIA is in progress. Whilst the prevalence of trauma is wide-spread, some parts of the population are more at risk and affected than others particularly when it comes to experiencing multiple adverse childhood experiences. This will be a particularly important part of the community strand of this work.

Risks and Impact: As outlined above.

Link to Police and Crime Plan: Curbing Violent Crime; Supporting Victims of Crime; Partnerships, Collaboration and Joint Ventures; Getting the most out of our Partnerships.

Communications: No specific implications other than the need to increase communications across the partnership as outlined above.

List of Appendices

None

Persons to Contact

Grace Strong

Tel: 07814616123

Email: grace.strong@leics.pcc.police.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	THE POLICE AND CRIME COMMISSIONER
Subject	VIOLENCE REDUCTION NETWORK
Date	MONDAY 4 APRIL 2022 AT 1PM
Author	GRACE STRONG, STRATEGIC DIRECTOR, VIOLENCE REDUCTION NETWORK

Purpose of Report

1. The purpose of this report is to provide and update on the work of the local Violence Reduction Network.

Recommendation

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

Background

3. Established in September 2019, the Violence Reduction Network (VRN) is one of 18 Home Office funded Violence Reduction Units (VRUs) with the prescribed function to;

“offer leadership, establish a core membership and, working with all relevant agencies operating locally, provide strategic co-ordination of the local response to serious violence”.

We established our VRU as an inclusive and open Network in recognition that the causes of serious violence are multiple and complex and because whole system collaboration, including with communities, is critical to our collective ability to prevent and reduce its occurrence.

4. Importantly, the VRN is the partnership. The Home Office prescribe a core membership (see Appendix A) which are represented at the VRN's strategic board and they are collectively responsible for delivering on the prescribed function outlined above. They are supported by the Strategic Director and the VRN central team which provides dedicated leadership and resource to deliver on agreed workstreams and act as a system enabler and catalyst for change.
5. Whilst the VRN embraces the World Health Organisation's broad definition of violence, the current focus of the VRN's work is “public place violence resulting in significant physical injury with or without weapons”. This includes all ages although we have a priority focus on under 25s. Sexual violence and/or serious violence in domestic settings, such as domestic abuse, are currently excluded.

6. The VRN partnership does, however, recognise the multiple forms of violence affecting communities and young people, and the links between different types of violence. Research highlights that these also have common risk and protective factors and prevention strategies which simultaneously address these can be particularly effective. The VRN therefore continues to collaborate with other local Boards and partnerships and invests in strategies which seeks to address multiple forms of violence.
7. The VRN applies a public health approach which includes a strong emphasis on sharing and using multi-agency data, identifying and tackling the causes of violence, community involvement, the design of evidence-based strategies and evaluation. We have a set of core principles, all informed by public health values and methodology, and continuously follow the four-step public health approach to violence prevention. As the VRN's work is data and evidence driven, our targeted work focuses on the populations most at risk and/or affected by serious violence. We do, however, also invest in universal provision including in relation to our work with schools and our campaign activity. Appendix A provides more details on the VRN scope, approach and governance.
8. The VRN partnership is non-statutory but it is both taking the approach and delivering the strategic activity that will be expected by statutory partners when the new Serious Violence legal duty is implemented later this year. However, in contrast to the VRN's current definition of serious violence, duty holders will be expected to include Domestic Abuse and Sexual Violence as well as Public Place Serious Violence in local definitions. In light of this, the VRN core membership will be re-visiting the focus and scope of the VRN's work during 2022/23.

Trends in Serious Violence

9. The data sharing and analysis work undertaken by the VRN central team enables the VRN partnership to compile annual Strategic Needs Assessments and monitor trends and patterns of serious violence locally. Our data work is becoming increasingly localised and granular with plans in 2022/23 to focus on additional thematic deep-dives and supporting localities to increase their understanding of the extent and nature of serious violence in their area. The information below is extracted from our internal dashboard and this year's Strategic Needs Assessment (SNA) and is intended to provide a snapshot of recent trends and findings. Further information can be found in the SNA¹ or through a request to the VRN central team.
10. In relation to trends in the rate of serious violence locally, the graph below (Figure 1) shows the rate for all ages (as well as for under 25s) between February 2019 and February 2022 using police data. The monthly trends seen over the most recent 24 months are reflective of the evolving lockdown restrictions observed throughout the Covid-19 pandemic. The peaks and troughs correlate with periods of restrictive measures and the times when these were lifted. There is an upward trend overall during this three-year period although the rate of increase has been lower for under 25 year olds. Whilst it is important to note that these figures are affected by a myriad of factors including changes to police recording standards, services have been reporting increases in many of the known risk factors of serious violence during the

¹ The latest Strategic Needs Assessment can be found here: <https://www.violencereductionnetwork.co.uk/reports>

pandemic which is likely to continue to influence the extent and nature of serious violence locally.

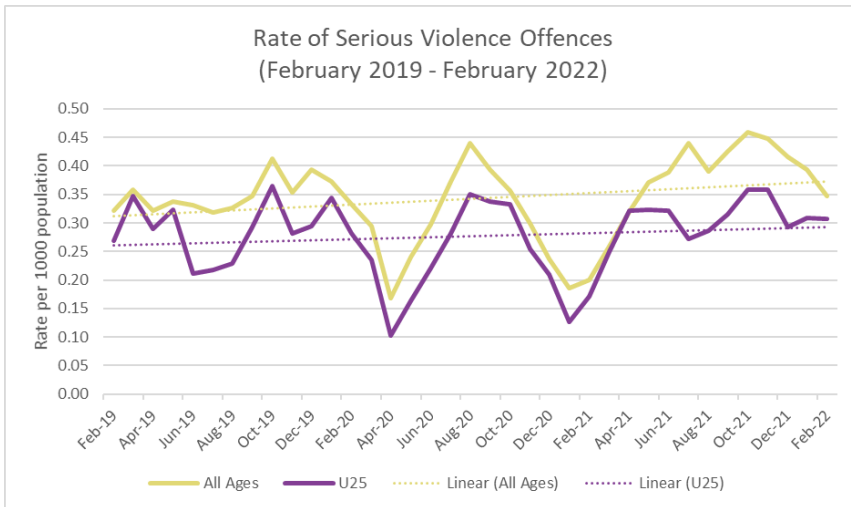


Figure 1: Rate (per 1000 population) of serious violence offences in public places across LLR, all ages and under 25s (February 2019 – February 2022) (Source: Leicestershire Police)

11. Health data provides further insights into the extent of serious violence locally through analysis of attendances and admissions for assault-related injuries. The graph below (figure 2) shows the rate of attendances between October 2018 and October 2021. Again, we have seen peaks and troughs reflective of the evolving lockdown restrictions observed from the end of March 2020. However, unlike police data where levels of serious violence breached peak levels in previous months, the highest rate of A&E attendances in the past 18 months reaches roughly 65% of the average seen in the year prior to the pandemic with an overall downward trend over the last three years.

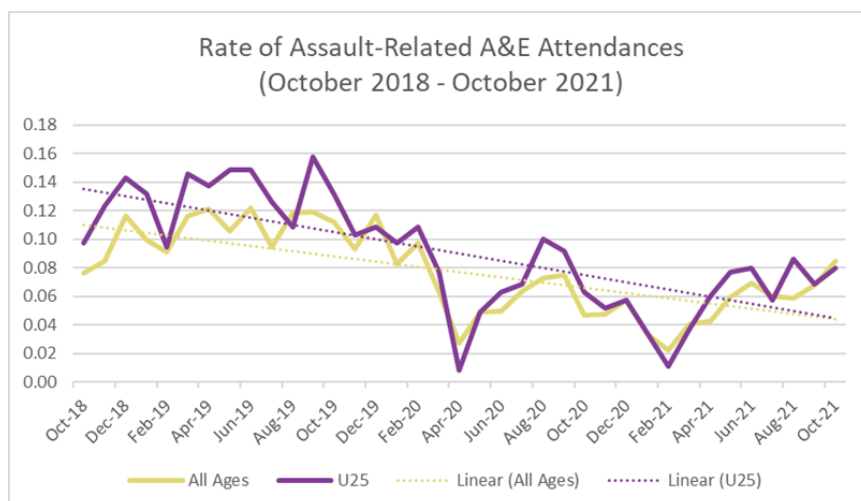


Figure 2: Rate (per 1000 population) of assault-related A&E attendances for all residents of LLR, all ages and under 25s (October 2018 – October 2021) (Source: Midlands and Lancashire Commissioning Support Unit)

12. The findings from the SNA (published in January 2022) provides more detailed analysis including deeper dives on different cohorts including in relation to the most frequent repeat perpetrators and young people who have committed murder or attempt murder offences. Key findings from the SNA include:
1. Serious violence remains a rare direct experience for the majority of LLR residents with 0.5% of residents recorded as victims and 0.3% as perpetrators over the 18 month² period. However, as highlighted below, significant inequalities exist with some parts of the population at much greater risk.
 2. 76% of offenders and 69% of victims of serious violence are male. However, females are a sizeable minority and a specific analysis was undertaken on this group as part of this year's SNA.
 3. Under 25s are most at risk of committing serious violence with a rate that is 1.6 times higher than over 25s. For robbery the rate is 3.5 times higher.
 4. 15-19 year olds followed by 10-14 year olds experience the highest rates as perpetrators and victims of serious violence.
 5. Almost 75% of ambulance call-outs for injuries arising from violence which also resulted in conveyance to A&E were for 25 year olds.
 6. The most common offences fall within the Assault with Injury grouping (with assault occasioning actual bodily harm making up the majority of these offences).
 7. 1 in 10 offences were recorded as involving a knife.³
 8. There are two notable peak times for serious violence; between 3-4pm and 11-12 midnight. These changed whilst schools and the night-time economy were closed.
 9. 31% of serious violence can be linked to the night time economy.

² April 2020 to September 2021

³ Knife enabled serious violence is recorded as an offence involving a knife or sharp instrument when the weapon is present during the offence or the threat is believed to be real. The weapon does not necessarily have to be used.

10. Leicester saw the highest rate of serious violence with 56.7% of serious violence occurring within the City. For under 25s, West Leicester had the highest proportion (19.2%) followed by Central Leicester (16%), Charnwood (13%) and East Leicester (12.8%).
11. Repeat offenders contributed to 38% of all serious violence (all ages) and 52% of all serious violence for under 25s.

The VRN Programme 2021/22

13. This year was the second year of delivery of the VRN's three-year Response Strategy. Based on the findings from the annual Strategic Needs Assessment (SNA) and insights from partners, the Response Strategy outlines the work that the VRN partnership and the central team will undertake to strengthen the local violence prevention system⁴. This is then translated into an annual programme which is driven by the VRN team with partnership delivery, oversight and scrutiny provided by the core membership.
14. The Response Strategy and Programme is based around four inter-related strategic themes:
 1. **Leadership and Cultural Change** with an aim to secure system-change through investing in the leadership and cultural change necessary to prevent violence in the long-term.
 2. **Data, Evidence and Evaluation** with an aim to maximise our impact on serious violence through making the best use of multi-agency data, insights and evidence.
 3. **Prevention** with an aim to prevent serious violence through developing responses that address its causes, reduce known risk factors and strengthen protective factors. This theme includes six areas of focus which, in combination, span all levels of prevention (e.g. primary, secondary, tertiary):
 - i. Parenting and Families
 - ii. Communities
 - iii. Schools and Education
 - iv. Health
 - v. Youth work and Diversion
 - vi. Rehabilitation and Recovery
 4. **Criminal Justice and Enforcement** with an aim to secure reductions in serious violence through evidence-informed criminal justice and enforcement approaches
15. Each theme has a set of agreed priorities. Consistent with a public health approach, the VRN has a programme-level Theory of Change and a Monitoring, Evaluation and Learning Framework to ensure short, medium and long-term success measures are identified and monitored. These are monitored on a quarterly basis and reported to the Board annually (next due in Q1 of 2022/23).

Progress in 2021/22

⁴ The Response Strategy and an Executive Summary of the latest Strategic Needs Assessment can be found here: <https://www.violencereductionnetwork.co.uk/reports>

16. This year has been productive and fast-paced not least due to partners being in a stronger position to engage in the work of the VRN in comparison to the first year of the pandemic. The VRN team has also led several successful bids which has secured additional funding for the Trauma Informed Practice training programme and two new interventions; the Reach Project in schools and the extension of the Violence Intervention Project into police custody, all of which have had challenging mobilisation periods but are now operational.
17. The VRN's annual report, which outlines key achievements including the findings of external evaluations and the outputs and outcomes achieved by VRN interventions, will be available from mid-April 2022.
18. Some examples of the VRN's work against each strategic theme are outlined below. A summary of all the VRN's supported interventions for young people is also provided in Appendix B.

19. Leadership and Cultural Change

This strategic theme recognises that applying a public health approach to serious violence requires the whole system to think and act differently and shift the focus to tackling root causes and investing in upstream prevention. This includes arriving at a shared understanding and commitment to the VRN's approach and a willingness to truly collaborate, including with communities as partners. In 2021, the VRN's multi-agency working was nationally evaluated in 2021 by ECORYS and Ipsos MORI the following key strengths were highlighted as:

- Ensuring that all partners and delivery organisations understand and share the VRN's vision, strategic and operational aims;
- Creating culture change and ensuring that all partners were equally accountable for delivering and leading key workstreams relevant to their areas;
- Minimising duplication of efforts and resources across the different boards by merging and streamlining their focus and strategies.

This theme also includes equipping everyone with the necessary knowledge to play a role, challenging the social norms which can signal violence is acceptable and the importance of promoting alternative narratives for young people so that we do not inadvertently perpetuate the problem. Some examples of the partnership's work this year includes:

1. The establishment of a sector-wide Health Violence Reduction Group and the production of an action plan which outlines the work health will undertake to strengthen their response to serious violence. Chaired by the health representative on the VRN Board, this is already playing an invaluable role in the broader partnership's work (including in relation to data sharing and health-based interventions) and is a model which the VRN team is keen to support in other sectors.
2. Collaborative working between Leicester City Council and the VRN team to ensure synergy, where appropriate, between the City Knife Crime and Serious Violence Strategy and the wider LLR Response Strategy. This has resulted in seven areas of joint working including co-investment in a new Community Mentoring project. It has also demonstrated how locality-based responses to serious violence can be developed alongside a sub-regional approach.

3. Supporting the delivery of an area-wide Trauma-Informed strategy including the design and delivery of a workforce development programme (see Item 6 on the agenda).
4. Applying public health principles to local campaign work which has so far led to the re-design of the 'Lives Not Knives' campaign and the new active bystander campaign designed with and for young people: 'Make a Stand Against Violence'. Our learning from this has recently informed the 'You're Right, That's Wrong' campaign (Violence Against Women and Girls). All of these focus on the behaviours we wish to see, use data to inform design and targeting and include a call to action with accompanying resources so the audience also has the necessary tools. None of these campaigns include organisational logos, recognising this can adversely affect engagement with the content. Some of the results from the 'Make A Stand'⁵ campaign are outlined below.
5. The design and launch of the Live safe website. This fills a local gap of a 24/7 platform for resources and signposting relating to keeping young people safe. It includes accurate and up-to-date information on a range of topics including knife crime, exploitation and on-line bullying. The principal audience is young people but it includes a section for parents and carers. Phase 2 will include additional topics and a section for professionals. Live Safe will also be the brand for multi-agency workshops and webinars including those coproduced with communities. There are also a series of social channels which we can use for directed communications.

20. Data, Evidence and Evaluation

This strategic theme focuses on multi-agency data sharing and analysis to improve strategic planning and operational delivery. As well as ensuring we understand the epidemiology of serious violence locally, it also ensures we are designing strategies and interventions using the best available evidence of effectiveness and building evaluation in from the start so we can understand impact over time. Some examples of the partnership's work this year includes:

1. The identification and sharing of multiple data sets which has significantly improved our overall understanding of serious violence locally and the prevalence of risk and protective factors. This includes securing agreement over the collation and use of police, ambulance and hospital data to be able to implement Injury Surveillance in 2022/23.⁶
2. The design of an internal dashboard with Police colleagues to support operational delivery and a partnership inter-active dashboard so core members can directly access multi-agency data and explore trends and factors at locality level. We will shortly be publishing this and offering briefings.
3. The production of a SNA, thematic deep dive analysis and cohort analysis work to improve understanding of the young people and adults most at risk of involvement in violence.
4. The implementation of an outcome framework for all VRN funded interventions which enables on-going monitoring and external evaluation at an appropriate juncture. Two of our interventions are currently subject to external evaluation (report due in April 2022). The VRN team also holds the national

⁵ Over 2million impressions on social content; over 18,000+ genuine clicks on social advertising; over 5,000 unique visitors to the website; over 270,000+ views on YouTube; 246,000 genuine impressions with the radio advert ; at a 95% listen through rate; and 1 award nomination

⁶ <https://www.cdc.gov/violenceprevention/pdf/cardiffmodel/what-is508.pdf>

VRU lead role for evidence and evaluation due to the quality and maturity of our approach.

21. Prevention

This strategic theme has priorities which focus on a particular part of the system wherein valuable opportunities exist to pursue prevention activity. Some of these relate to universal services and assets such as parenting and families, communities, health, education, whereas others are more targeted such as youth work and diversion as well as rehabilitation and recovery. Some examples of the partnership's work this year includes:

1. The role of schools in the VRN's work has increased significantly. The VRN's lead for children and families has established a VRN Schools Forum which is supporting the design and roll-out of a Schools Guide to Violence Prevention (in preparation for the SV duty). We now have 13 secondary schools implementing the Mentors in Violence Prevention programme and we have mobilised a new project (Reach) in selected schools. This involves youth workers supporting young people at risk of exclusion and involvement in violence.
2. The breadth and strength of the VRN's partnership with communities has also increased. A second cohort have completed the PCC's Community Leadership Programme and the alumni network of leaders continue to support the VRN's work in a variety of ways including representation on the strategic board. A collaboration between the City Council, OPCC, VRN team and Charnwood Community Safety Partnership has led to the co-design and commissioning of a Community Mentoring Project which is now being delivered through The Y.
3. A continued focus on the concept of the 'reachable moment' and how we can design and test interventions which provide offers of concrete and credible support and opportunities at points in the system when young people are most likely to accept these. Alongside continuing to invest in the City's Early Intervention Service and the Unlocking Potential project delivered by Leicestershire Cares (both currently subject to external evaluation), we have also extended our Violence Intervention Project (VIP) in the hospital to police custody (see below).

22. Criminal Justice and Enforcement

This strategic theme recognises that whilst prevention activity is critical to ensure the causes of violence are addressed and longer-term change is secured, the criminal justice system and civil and criminal enforcement play a critical role, particularly in relation to addressing and responding to the criminal drivers and immediate risks relating to violence. The link between this theme and the prevention theme is also pursued to ensure upstream prevention and early intervention opportunities are routinely identified and pursued within the peer groups and families of those already involved in violence. Some examples of the partnership's work this year includes:

1. Data to strengthen the identification of cohorts who may benefit from targeted intervention and design work with the partnership to ensure strategies and interventions as consistent with the best available evidence of effectiveness. This has included a recent bid for just under £1million to the Youth Endowment Fund for a cohort management project.
2. The extension of the Violence Intervention Project (VIP) into the police custody suite at Euston Street Police Station. Delivered by Turning Point, children and young people are seen by youth workers to offer swift and tailored support. This includes an Education, Training and Employment and a Sports and Physical Activity offer delivered by specialist providers. This is still a very new intervention but outcomes achieved so far are very encouraging.

Risks and Issues

23. The VRN programme has a risk and issues register which also outlines mitigation activity. The most significant risks to delivery are:
1. Short-term funding undermines the stability and sustainability of the programme. This impacts on continuity in staffing in both the central team and interventions due to fixed-term contracts as well as our ability to commission for sufficiently long-enough to maximise value for money and enable good quality evaluation activity. To mitigate this risk, the current PCC has underwritten staff contracts to provide extensions sooner than if we awaited confirmation of Home Office funding. The VRN partnership has also ensured some investment in building capacity (for example, through workforce development and improving data sharing capability) and focusing on securing cultural change (for example, increasing the local focus on evidence-based working and evaluation).
 2. A shortage of experienced youth workers causes recruitment and service quality issues in VRN (and other) youth interventions. Through the development of additional interventions, we have noticed an increasing issue with recruiting staff to our interventions. This will partly be related to the temporary contracts but there also appears to be a general shortage. This is being mitigated by investing in relevant workforce development, particularly within the Voluntary and Community sector. The VRN team is also intending on approaching local colleges and universities to explore opportunities for collaboration and recruitment.
 3. The ambition, reach and influence of the VRN partnership is insufficient to tackle the systemic causes of serious violence. This is becoming more challenging in the aftermath of the pandemic given its adverse impact on the risk (and protective) factors. Mitigation includes collaborating with the national VRU network to raise issues of concern with relevant government departments as well as engaging with local elected members and chief officers over wider community and societal factors.

The Year Ahead

24. The VRN Response Strategy was refreshed in February 2022 and will form the basis for the VRN's programme of work over the next year. This will include the co-production of a new strategy to reflect any changes required as a result of the new Serious Violence duty, particularly in relation to the scope of the VRN's work. A verbal update on funding will be provided at the Panel meeting as this had not been announced at the point of writing this report.
25. A significant focus of the VRN team and wider partnership this year will be mobilising for the new serious violence duty which will also enable the partnership to deliver on a priority relating to articulating organisational and sector responses to serious violence. The VRN team will be offering input and support to organisations and community safety partnerships including learning events on the various elements of applying a public health approach.
26. There will also be a notable shift from creating assets such as the multi-agency dashboard and the Live Safe website to supporting the use of these across the partnership. The VRN team will also be sharing learning arising from local and national evaluations and research.

Implications

Financial: A verbal update on funding will be provided at the Panel meeting as this had not been announced at the point of writing this report.

Legal: None until the new Serious Violence legal duty is imposed.

Equality Impact Assessment: A full EIA will be completed for the 2022/23 programme and for any new interventions developed over the next year.

Risks and Impact: As outlined above.

Link to Police and Crime Plan: Curbing Violent Crime; Supporting Victims of Crime; Partnerships, Collaboration and Joint Ventures; Getting the most out of our Partnerships.

Communications: No specific implications.

List of Appendices

Appendix A: Additional Background Information on the Violence Reduction Network

Appendix B: VRN Supported Interventions

Persons to Contact

Grace Strong

Tel: 07814616123

Email: grace.strong@leics.pcc.police.uk

Additional Background Information on the Violence Reduction Network



1. Vision and Mission of the Violence Reduction Network (VRN)

1.1 Vision: We believe violence is preventable. Our vision is for Leicester, Leicestershire and Rutland to be a place where people can lead their lives free from violence and the fear of violence.

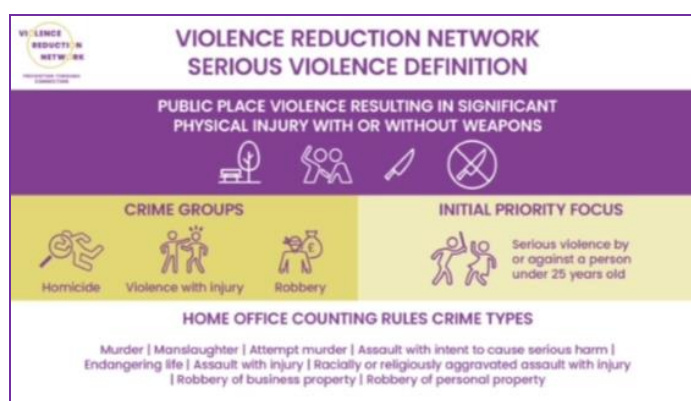
1.2 Mission: Our mission is to achieve 'prevention through connection' by building an inclusive, collaborative and courageous network which will drive the short and long-term change required to successfully tackle the causes and consequences of violence.

2. Definition and Scope

The VRN embraces the World Health Organization's (WHO) broad definition of violence:

"The intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation". (WHO, 2002)

The current focus of the VRN's work and this strategy defines serious violence as *public place violence resulting in significant physical injury with or without weapons*. This includes all ages although we have a priority focus on under 25s. Our definition is drawn from applicable crime types within Home Office crime groupings: Homicide, Violence with Injury and Robbery. Sexual violence and/or serious violence in domestic settings, such as domestic abuse, are currently excluded.



3. Principles, Approach and Violence Prevention Framework

The VRN website provides details of the VRN and its work including an animation on the how we apply the public health approach to our work <https://www.violencereductionnetwork.co.uk/>

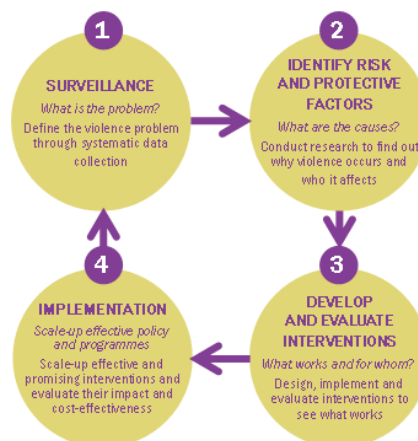
3.1 Our Core Principles

- i. **Empower everyone, including young people and communities, to play a role in preventing violence.** We will seek to widen involvement, particularly amongst those most affected by violence, so that solutions are more relevant, responsive and effective. We will also promote leadership amongst young people, communities and at all levels in organisations to build capacity and the reach of our work.

- ii. **Secure maximum impact through maintaining a population focus.** When allocating resources and targeting prevention activity we will ensure this reaches the populations most at risk and impacts positively on reducing inequalities.
- iii. **Ensure our work is evidence-informed.** We will use data and gather knowledge from a range of sources to improve our understanding of the nature and causes of violence locally and shape our response. We will seek to share this knowledge across and beyond the Network so to promote a shared understanding and improve effectiveness.
- iv. **Adopt a life-course approach.** We recognise that prevention holds the greatest potential if we invest in healthy child and adolescence development, actively support transitions and promote resilience in individuals, families and communities. We will seek to prevent violence at the earliest opportunity and within each developmental stage in life with a particular emphasis on early year's development and relational, contextual and trauma-informed approaches.
- v. **Promote and support whole-system thinking and action.** We will continuously seek to lead and collaborate across the whole system, promoting joint working and problem-solving between agencies and within communities where challenges or barriers arise.
- vi. **Add value and create sustainable solutions.** We will seek to strengthen existing structures and services wherever possible including investing in capacity and asset-building. We will invest additional resource only where there are identified gaps and with a view to making the case for mainstream investment.
- vii. **Aim to continuously learn and improve.** We will assess the effectiveness and impact of our work including seeking stakeholder feedback, evaluating interventions and sharing learning across the local and national violence reduction and prevention network.

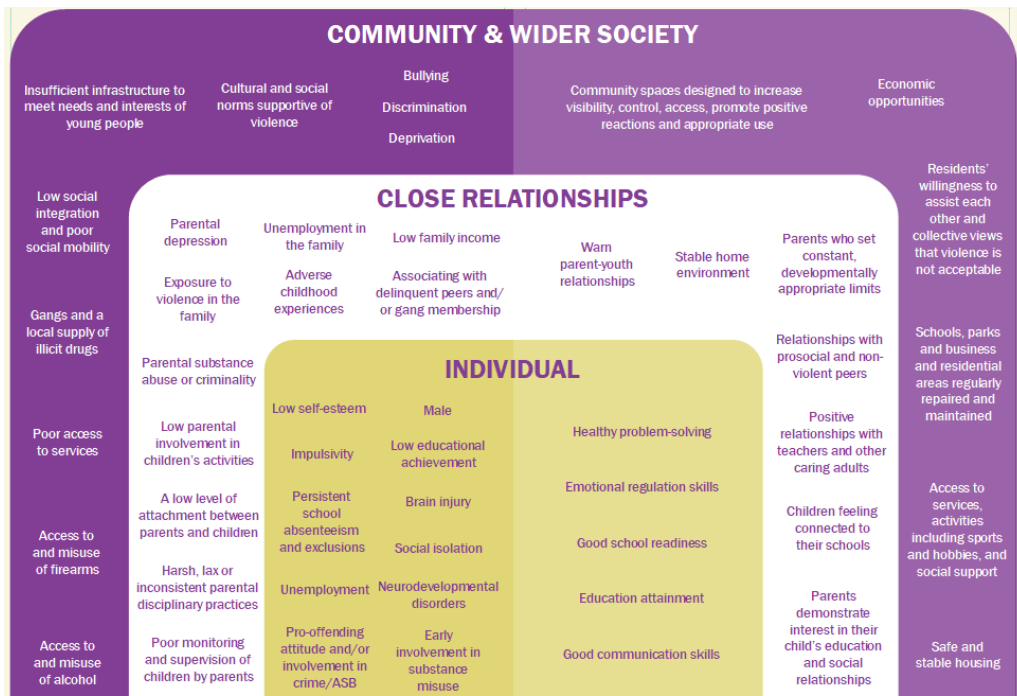
3.2 Our Approach

The VRN has incorporated a public health approach into its processes, principles and framework. Our work continuously follows the public health four-step process as outlined below:



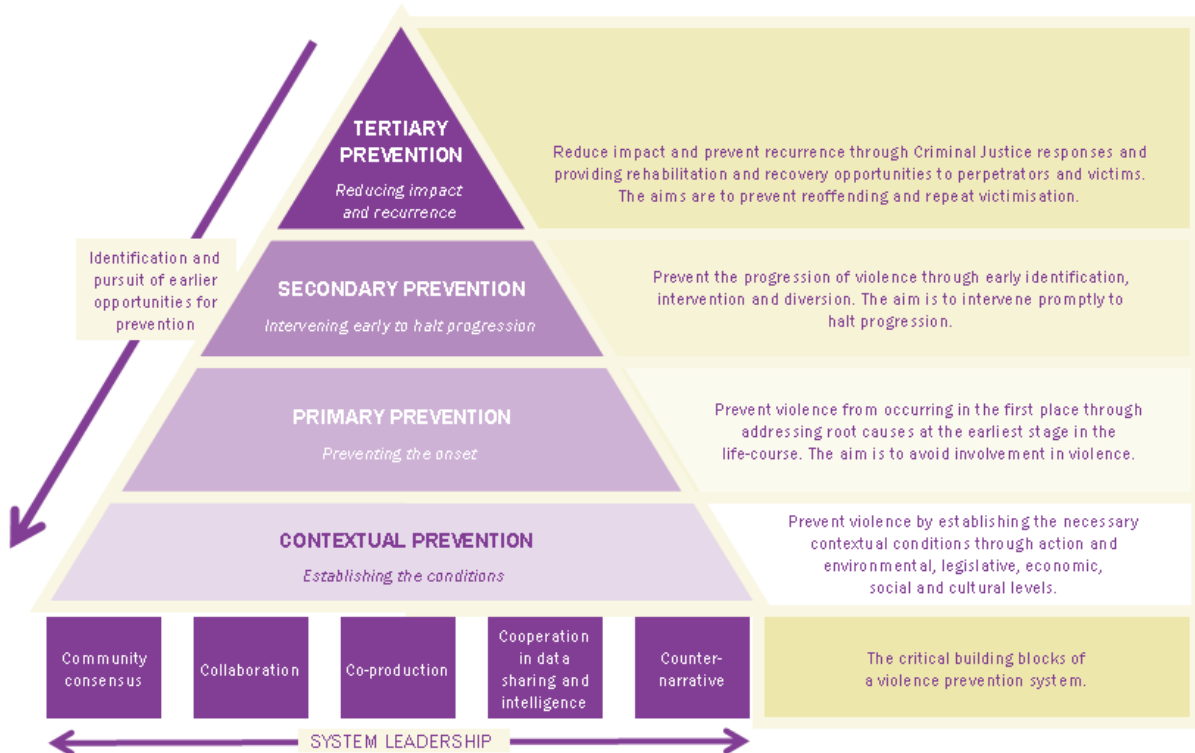
The four steps of a public health approach to violence prevention (World Health Organization, 2002)

In understanding and responding to the risk and protective factors of serious violence, the VRN continuously operates across all four levels of the public health ecological framework to ensure that strategies address not only individual level factors but also those that occur within relationships and the wider community and societal context. The SNA highlighted the known risk and protective factors relating to violence affecting young people and a summary is provided below. The VRN continuously seeks to align resource to reducing risk factors and strengthening protective factors in the design and delivering of strategies and interventions.



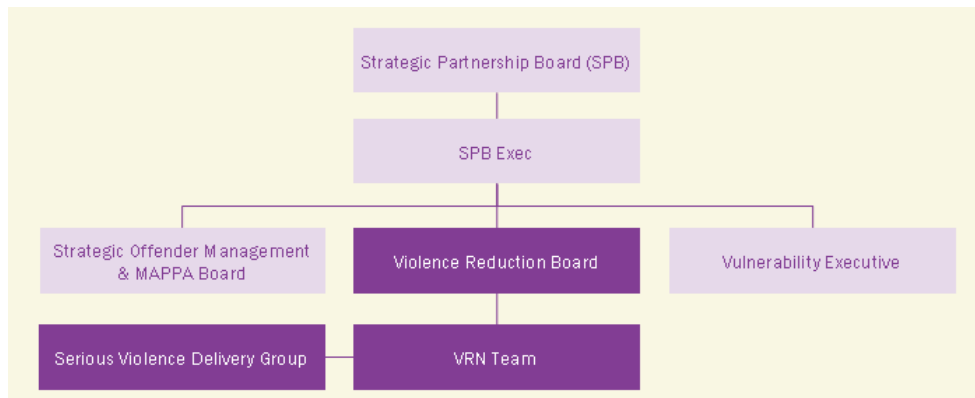
3.2 Our Violence Prevention Framework

Through drawing on public health approaches, Office for Health Improvement and Disparity (OHID) guidance and our core principles, the VRN has developed and adopted a framework which has been used to develop this strategy and continuously guides implementation and delivery.



4. Governance and Core Membership

The VRN's governance sits with the Strategic Partnership Board (SPB) structure. It has its own dedicated Board, the Violence Reduction Board, which is supported by the VRN central team and a Delivery Group.



The Board is chaired by the Police and Crime Commissioner (PCC) and members are senior officers from the following organisations/sectors:

- Office of the Police and Crime Commissioner
- Leicestershire Police
- Clinical Commissioning Group
- Leicester City Council
- Leicestershire County Council
- Rutland County Council
- Charnwood Borough Council (district rep)
- Department of Health and Social Care, Office for Health Improvement and Disparities
- School Headteachers x 2
- HMP Leicester
- Leicestershire Fire and Rescue
- East Midlands Ambulance Service
- University Hospital Leicester
- Turning Point (substance misuse provider)
- Community Leaders x 2
- National Probation Service
- Voluntary Action Leicester(shire)

Members of the Board are responsible for discharging the prescribed function and:

- i. Championing and applying the priorities, principles and methodology of the VRN within and beyond their own organisation
- ii. Leading the cultural change required to secure a paradigm shift towards prevention and earlier intervention
- iii. Acting as a sponsor for relevant VRN initiatives to support design and mobilisation
- iv. Ensuring their organisation contributes to this response strategy, where relevant leading on agreed areas of activity
- v. Monitoring and scrutinising VRN performance and finances
- vi. Providing accountability for the VRN, including the VRN central team and delivery against the Home Office grant agreement

VRN Supported Interventions

	Mentors in Violence Prevention (MVP)	The Reach Programme	Early Intervention Service <i>(formerly CRP Team)</i>	Community Mentoring Project	Unlocking Potential (UP) Project	Violence Intervention Project (VIP)
DESCRIPTION	<p>The MVP project is a peer-led leadership and bystander programme. MVP trains students as Mentors and equips them with the confidence, knowledge and skills to identify and speak out against bullying, abusive behaviour and violence. It aims to tackle the beliefs, attitudes and culture which can give the message that violence is acceptable. Ultimately MVP promotes the healthy social norms and culture which is known to prevent violence.</p>	<p>The Reach Programme is an intensive six-month mentoring programme aimed at preventing exclusions. At-risk young people receive Social Skills Training, support with their confidence and wellbeing, and opportunities to participate in recreational activity (e.g. sports, arts and music). The Youth Worker will also provide support to the young person's family and work with their friends.</p>	<p>The Early Intervention Service is delivered by Prevention Officers who provide a 12-week tailored programme for young people who receive a community resolution or are at risk of offending. It seeks to prevent offending through improving well-being, offering emotional support and increasing engagement in positive activities such as education, training and employment. Support is also offered to the families and carers of those engaged with the programme.</p>	<p>The Community Mentoring Project provides sustained mentoring support from a credible mentor within the community. Mentors will work with individuals at risk of involvement in violence to encourage positive social norms, offer emotional support and aim to improve young people's social skills, whilst supporting them to navigate and access support across the system in order to achieve their goals.</p>	<p>The Unlocking Potential (UP) Project focuses on improving education, training and employment for young people contact with the Criminal Justice system and currently/previously involved in violence. UP project workers offer holistic support to address social, practical, economic, and emotional needs which can prevent young people from accessing education, training and employment opportunities.</p>	<p>VIP provides timely and tailored support to young people attending the A&E department or in police custody. Commonly referred to as a "reachable moment", support workers engage with the young person at this critical point and offer support to assist recovery and address pressing issues such as safety and emotional well-being. The workers will continue to support the young person in the community, offering mentoring and practical assistance to empower them to achieve their goals.</p>
REACH	11-16 year olds in Leicester, Leicestershire and Rutland	11-16 year olds in Leicester, Leicestershire and Rutland	11-17 year olds in Leicester	15-25 year olds in the East and West of the Leicester, and Charnwood	16-25 year olds in Leicester, Leicestershire and Rutland	11-25 year olds in Leicester, Leicestershire and Rutland who attend A&E for violence related injuries or custody for committing serious violence offences
CURRENT DELIVERY PARTNERS	<p>Secondary schools across LLR</p> <p>Funded by: the VRN</p>	<p>Leicester City, Leicestershire County Councils and Schools</p> <p>Funded by: the VRN</p>	<p>Leicester City Council</p> <p>Co-funded by: Leicester City Council and the VRN</p>	<p>The Y and community partners</p> <p>Co-funded by: Charnwood CSP, Leicester City Council, the PCC, and the VRN</p>	<p>Leicestershire Cares</p> <p>Funded by: the VRN</p>	<p>Turning Point, Leicestershire Cares and Leicester Riders</p> <p>Funded by: the VRN</p>
	PRIMARY PREVENTION		SECONDARY PREVENTION		TERTIARY PREVENTION	

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME DELIVERY PLAN UPDATE
Date	
Author	LIZZIE STARR, HEAD OF PERFORMANCE AND OPERATIONS

Purpose of Report

1. To provide the Police and Crime panel members with an update on the delivery plan to accompany the Police and Crime Plan including a timeline for implementation.

Recommendation

2. The panel is invited to
 - a. Note the progress made to date

Introduction

3. Police and Crime Plans are a statutory requirement for all police force areas and were introduced as part of Section 11(1) and (2) of The Police Reform and Social Responsibility Act 2011.

Purpose of the delivery report

1. Leicestershire OPCC is currently working with Leicestershire Police to design and create a delivery plan which will evidence incremental and positive progress towards the delivery of the Commissioners Police and Crime plan.
2. The delivery plan will include a performance framework which will collate evidence, data and information from a wide variety of sources with a view to enable the Commissioner, Police and Crime Panel, partners and the public to track progress against the delivery of the plan.
3. The Delivery Plan is a “working document” that will capture activity and inputs from both the Force and OPCC contributing to the delivery of the Police and Crime Plan. Therefore, the measures contained within the delivery plan need to adapt to the changing demands and priorities at a national and local level. The OPCC will work with colleagues from the Force to ensure that technology is maximised to ensure the delivery plan is automated wherever possible to facilitate real time scrutiny and analysis.

4. This plan is being developed in conjunction with the Accountability Strategy presented to the panel at 30th September 2021, as such it is not a formal accountability mechanism however the plan will be reported to the Corporate Governance Board to improve the transparency and scrutiny process.
5. The activities and actions linked to the Police and Crime Plan have been linked to the force Rich Picture, which is a strategy to deliver efficient and effective policing in Leicester, Leicestershire and Rutland. The Police and Crime Plan is ambitious and therefore it is imperative that the underpinning delivery plan works seamlessly and coherently with the force strategic objectives. The delivery plan will have a focus not only upon the deliverables and performance but will also consider the operational policing requirements, the workforce and budget, partnership working, digital and data requirements as well as other matters such as the new national policing framework.

Progress made to date

6. The Police and Crime plan sets the strategic direction and is a statutory document produced by the OPCC, within the police and crime plan there are 130 ambitions or aims, covered under 12 different headings.
7. The ambitions are currently being allied to a smaller number of strategic thematic areas. Each theme will have its own framework of outcomes, derived from the ambitions in the police and crime plan, this will enable all agencies and partners with a part to play in community safety and criminal justice to strategically direct the future delivery of services through these common goals.
8. In order to achieve complete alignment between the national priorities, local policing requirement, the strategic policing requirement a great deal of work has been undertaken to dovetail the Police and Crime Plan with the force organisational requirements.
9. The Force has conducted a review of the local and national strategies, over 900 statements of intent and or ambitions and created a composite relevant blue print which identifies not only what has been done but also what work is required to be a modern forward thinking and effective organisation. As a consequence of this excellent work the force is well placed to articulate what needs to be undertaken, how, when and the likely financial implications and risks.
10. Each thematic area will have key objectives/outcomes and a suite of key performance indicators (KPIs) detailing the inputs, outcomes and activity allied to that area. The use of these KPIs will provide a comprehensive overview of the work being undertaken in that area that will ensure the delivery of the ambitions in the police and crime plan. This will enable the Commissioner to fully understand the performance against the police and crime plan and hold the force to account on this performance in a structured way through the Corporate Governance board.
11. There is currently work being undertaken to understand the baseline data to be used in the delivery report. The effect of the pandemic on crime has made binary yearly comparisons ineffective at drawing comparisons regarding performance and outcomes. Alternative methods of understanding performance are currently being considered, for example national performance or using alternative time periods.

12. Further to the above there has been a significant amount of work undertaken on defining the outcomes of each thematic area. It is imperative that the delivery plan is designed in a way that it is capturing and documenting the outcomes of the activity undertaken in relation to the police and crime plan. This will enable the OPCC to evidence to the residents of LLR and the panel the changes that have happened as a result of the police and crime plan.

Next steps

13. The final thematic areas of the plan are being worked up, this will include narrative around each theme, the outcomes expected and a full list of the KPIs being measured within that area. It is expected that through working with the force, the resources set to be allocated to each area will be included.
14. It is intended that a first comprehensive draft of the delivery report will be shared internally at the Corporate Governance Board at the meeting on 13th May 2022.
15. It will then be brought to the Police and Crime Panel for information at a future date to be agreed.

Implications

Financial : None

Legal : The Police and crime plan is a statutory requirement for all police force areas.

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 :

List of Appendices

None

Background Papers

None

Person to Contact

Elizabeth Starr, Head of Performance and Operations

Tel: 0116 2298980

Email: Elizabeth.starr8921@leicestershire.pnn.police.uk

Shared Performance Mailbox: Performance@leics.pcc.pnn.gov.uk

Item 10

LEICESTER, LEICESTERSHIRE AND RUTLAND

POLICE AND CRIME PANEL – 4th April 2022

IN-YEAR MONITORING INFORMATION REGARDING HOME OFFICE GRANT

FUNDING FOR THE PERIOD 01 APRIL 2021 TO 31 MARCH 2022

Report of the Panel's Secretariat

Purpose of Report

1. To provide a summary of the activity of the Leicester, Leicestershire and Rutland Police and Crime Panel to show use of Home Office Grant funding for the financial year 2021-22.

Background

2. The maintenance of a Police and Crime Panel is in accordance with the Police Reform and Social Responsibility Act 2011 and the Regulations made under it.
3. The functions and responsibilities of Police and Crime Panels (PCPs) in England and Wales are set out in the Police Reform and Social Responsibility Act 2011. PCPs were introduced to scrutinise the actions and decisions of police and crime commissioners and provide support and challenge to the commissioner in the exercise of their functions.
4. In exercise of the power conferred upon the Secretary of State for the Home Department under section 31 of the Local Government Act 2003 to provide financial support to a local authority in England or Wales, a Grant is paid to the host authority (Leicester City Council) for the provision of a Police and Crime Panel, subject to the requirements of a Grant Agreement which sets out the legally binding terms and conditions which apply. For the financial year 2021/22 the host authority received an offer of a grant of up to £67,100.
5. Grant funding is paid retrospectively to reimburse the host authority as a contribution towards its eligible expenditure in administering the Police and Crime Panel. Eligible expenditure is expenditure incurred by the host authority in managing, administering, and delivering the "Purpose" which is defined in the Grant Agreement and provides a broad well defined framework describing the outcomes and impacts that the Funding is intended to achieve.
6. Key deliverables in the Purpose are that (i) there is a Police and Crime Panel for the police area able to carry out its scrutiny functions and responsibilities as set out in the Police Reform and Social Responsibility Act 2011; (ii) Panels continue to fulfil their statutory responsibilities, meeting in public and making necessary reports on PCCs' decisions and actions; (iii) Panels continue to provide effective local scrutiny of the PCCs and ensure transparency to the public.
7. In accordance with best practice for scrutiny and transparency as noted in Schedule 3 – In Year Monitoring Information requirements of the Home Office Grant Agreement, an annual report by the Police and Crime Panel is an important Key Performance Indicator (KPI) and the Annual report will usually be presented to the June/July meeting of the Panel.

In-Year Monitoring Information

Critical success factors

- a) The number of public meetings held

The Police and Crime Panel meets in public to scrutinise the actions and decisions of the Police and Crime Commissioner (the PCC).

Due to the legislation that permitted virtual meetings to take place during the Covid 19 pandemic ceasing on 7th May 2021 the Panel resumed physical meetings and continued to use technology to hold panel pre-meetings using virtual meeting platforms e.g., MS Teams.

During this period the Panel held 8 public meetings as follows:

- 24 June 2021 - AGM at which new Chair and Vice-Chair were appointed
- 29 July 2021 – Summer Panel meeting
- 13 September 2021 - Extraordinary meeting to consider the draft Police and Crime Plan
- 30th September 2021- Autumn Panel meeting
- 2nd December 2021- Winter Panel meeting
- 2nd December 2021 - Confirmation Hearing for role of Chief Executive Officer OPCC
- 2nd February 2022 - Pre-cept/Budget meeting
- 14th February 2022 - Extraordinary meeting to consider and approve the final draft Police and Crime Plan

Details of the agendas and supporting papers for those meetings were published to the host authority's website and can be found at:

<https://cabinet.leicester.gov.uk/ieListMeetings.aspx?CId=989&Year=0>

In addition to the public meetings, the Panel also holds briefing sessions, and task group sessions to explore issues in detail, notably as part of the draft Police and Crime Plan process prior to public consultation and as part of a review looking at s106 Funding.

There were 6 member pre-meetings arranged ahead of the public meetings, these were held virtually using MS Teams, and were attended by the Chair, Vice-Chair, support officer to the panel, and various Panel Members as availability permitted.

There were also Chair briefings held with the Police and Crime Commissioner and the Chief Executive of the Office of the PCC prior to each public meeting.

b) Panel's Budget

In establishing Police and Crime Panels, the Home Office agreed that a limited grant would be provided to each local authority acting as the host authority in providing the administrative support and management and maintaining the Police and Crime Panel.

The host authority for the Leicester, Leicestershire and Rutland Police and Crime Panel is Leicester City Council.

The panel's arrangements agreed with the Home Office in 2013, stated that:

The annual costs associated with the operation, organisation and administration for the Panel shall be offset by the Home Office grant to be managed by the host authority. All of the relevant costs incurred by the host authority in connection with the work of the panel shall be met from the funding allocated by the Home Office unless the authorities agree otherwise. The host authority shall monitor all expenditure incurred and make provision for an annual report.

The Panel previously agreed that elected Members would not use the Home Office grant to draw allowances for Members of the Panel other than as provided for by paragraph 26 of the Panel's Constitution. At its meeting on 2nd December 2021 the Panel agreed to a change to its Constitution to amend paragraph 26 in the interests of certainty and transparency 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 are contained within the host Authority's published Member Allowances Scheme.

HOME OFFICE GRANT 2021 MID-YEAR CLAIM: 1st April 2021 to 30th September 2021

In accordance with Schedule 3 In-Year Monitoring Information Requirements of the Home Office Grant Agreement, a mid-year claim was produced, this was required to be returned to the Home Office by 31st October 2021 to remain eligible for the payment covering the second half of the financial year.

The Home Office grant available for the 2021 mid-year claim was £67,100 since no funding had been received for this financial year at that point. The actual expenditure for the mid-year claim was: £34,305.40

A summary of expenditure is published to the host authority website as required by the Home Office grant agreement and can be found at: <https://www.leicester.gov.uk/your-council/decisions-meetings-and-minutes/leicester-leicestershire-and-rutland-police-and-crime-panel/>

OUTTURN FORECAST: 1st October 2021 to 31st March 2022

In accordance with Schedule 4 Outturn Forecast of the Home Office Grant Agreement an outturn forecast was produced and returned to the Home Office by 5th March 2022 to remain eligible for the payment covering the second half of the financial year.

The Home Office grant available for the outturn forecast is £32,794.60 (remaining from the total £67,100)

The outturn forecast was as set out below:

	Mid-year payment claimed (if applicable)	Spend forecast from mid-year to 31 st March 2022	Total spend forecast in FY 2021/22
Administration costs	£33,305.40	£24,902.13	£58,207.53
Members expenses	£1,000	£777.00	£1,777.00
Total	£34,305.40	£25,679.13	£59,984.53

HOME OFFICE GRANT 2021-2022 END-YEAR CLAIM: 1st April 2021 to 31st March 2022

The final expenditure claim is to be returned to the Home Office by 31st July 2022 to remain eligible for the payment covering the second half of the financial year.

Any underspend at the end of financial year must be returned to the Home Office and any overpayment of grant will be recovered.

Final details of the Outturn Forecast and End Year Claim will be included in the Annual Report.

c) Scrutiny

The Panel's primary means of supporting and holding the PCC to account remains the formal public meetings, with the detailed minutes of those meetings providing evidence of both roles.

The confirmed minutes of the meetings held during this period can be found via the following links: <https://cabinet.leicester.gov.uk/ieListMeetings.aspx?CId=989&Year=0>

The Panel were able to undertake ad hoc, task and finish type scrutiny of the draft Police and Crime Plan prior to public consultation in September as well as scheduling a Review of s106 Funding which is ongoing.

Following discussions around the Work Programme, the Panel produced an Annual Report for the first time covering the period 2020-21 which went to the July 2021 meeting.

In line with statutory requirements, the Panel also continues to write to the PCC in response to his proposals regarding the Police and Crime Plan, the Precept and the PCC Annual Report and where appropriate, the Panel's responses have been published on the host authority's website.

The Panel has monitored complaints against the PCC and received a report on how non-criminal complaints are being handled by the Monitoring Officer.

Topics of particular interest to the Panel have been recruitment and retention of police officers/staff; domestic violence and sexual abuse as well as regular reports providing updates on performance for the OPCC and the Force which have included analysing data and mitigations to address concerns.

d) Visits

The ongoing Covid 19 pandemic has meant there were no Panel visits over the past year. When remaining restrictions and risk of transmission of the latest variants ease potential visits will include:

- A Panel familiarisation visit to Force HQ
- The Child Exploitation Hub based in Wigston.(deferred during 1st phase of pandemic)
- The Dear Albert Project (deferred during 1st phase of pandemic).

e) Events

The Chair and panel support officer continue to play an active part in regional and national networks and have attended virtual meetings of the East Midlands Regional Network throughout the year.

The Panel continues to subscribe to Frontline Consulting's Regional Network for the East Midlands and the Network meetings continue to be a useful means of sharing best practice and development.

f) Training

Full Panel training was delivered by the panel support officer and Monitoring Officer in May 2021 providing an induction to the Panel's responsibilities and scrutiny work going forward. A training session was also held in January 2022 providing an induction for the two new Independent Members to the Panel's responsibilities.

Opportunities for further training and networking continue to be explored.

g) Engagement with the work of the Panel by Members of the Public and the Police and Crime Commissioner for Leicestershire Police

The Panel Members regularly review the work programme, and the panel support officer continues to look at ways in which the Panel could improve upon its work programme and raise its profile. The Panel continues to include as a standing item on its agenda's an opportunity for public questions.

All meetings of the Panel are webcast live, and a recording saved to the host authority's webcast library. The recording of the meeting can be accessed for a period of time before being archived at the following link: <https://leicester.public-i.tv/core/portal/home>

Whilst the Panel met virtually during the Covid 19 pandemic there was some increase in the number of public viewings of the streamed meetings and this has continued to some extent with the number of public viewings for the live stream of physical meetings. Panel meetings have on occasion gained more attention with the public and in the local media, but this has tended to be when specific highly topical issues occurred in the media beforehand.

There is dedicated information in relation to the Police and Crime Panel on the host authority's website. This webpage content can be found at: <https://www.leicester.gov.uk/your-council/decisions-meetings-and-minutes/leicester-leicestershire-and-rutland-police-and-crime-panel/> and is regularly maintained with updated membership details as well as details of future meetings. Provision has also been made on the website for publication of expenditure information.

In the past the Panel has rotated the venue of meetings between the City and County in an effort to increase public attendance. A report to consider the location of meetings was presented to the panel for consideration at its June 2021 meeting and it was agreed to resume rotation of meetings between the City and County subject to room capacity to ensure social distancing.

Regarding the engagement of the PCC, working relations with the Panel continue to be positive as do the links with the Office of the PCC, such as through the pre-agenda process. The PCC continues to attend all meetings of the Panel and has also engaged in wider activities which he often reports upon to the Panel.

A good recent example of the PCC using the Panel for support and challenge concerned a review of the Medium Term financial plan and also involvement of Panel Members in consideration of the draft Police and Crime Plan prior to public consultation.

Members also welcomed this approach as an improvement on previous practice and evidence of improved engagement.

Recommendation

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

Officer to Contact:

Anita James, Senior Democratic Support Officer

e-mail: Anita.James2@leicester.gov.uk

Item 11

LEICESTER, LEICESTERSHIRE AND RUTLAND

POLICE AND CRIME PANEL – 4th April 2022

LAUNCH OF THE POLICING PROTOCOL CONSULTATION

COVER REPORT

Purpose of Report

1. To provide Members with details of the Policing Protocol Consultation and to gather a collective view of the Panel to feed into the consultation responses.

Background

2. On Monday 7th March 2022 the Home Secretary announced the outcome of Part Two of the Review of Police and Crime Commissioners. In the announcement the Home Secretary confirmed that as per the Part One Review, there would be a consultation on the Policing Protocol Order.
3. The Policing Protocol Order 2011 sets out how policing governance relationships should work and clarifies the roles and responsibilities of the Home Secretary, Police and Crime Commissioner's (PCC's), Chief Officers, Police and Crime Panels and Mayors with PCC functions in relation to each other.
4. The stakeholder engagement throughout Part One of the PCC Review indicated the importance of ensuring that both PCCs and Chief Constables have a clear, shared definition of their respective roles and responsibilities so that they can work effectively and constructively to help cut crime.

The Consultation

5. The consultation will be on potential changes to the Policing Protocol Order 2011 and will be aimed at making it clearer where the boundaries of operational independence lie and to reflect changes in the relationship between the parties to the Protocol which have taken place over time.
6. The consultation is a targeted stakeholder consultation which will run for 8 weeks from the week commencing 7th March 2022.
7. The Local Government Association (LGA) will be gathering views on behalf of the sector to feed into the consultation and has asked the Panel to share their views.

Appendices

- Appendix 1 The Policing Protocol Order 2011 Consultation
- Appendix 2 Policing Protocol Consultation Questions response template.
- Appendix 3 Privacy Information Notice

Background Papers

[Part 2 of the Review of Police and Crime Commissioners](#)

Recommendations

The Panel is asked to consider the consultation and make any comments on the proposals.

Officer to Contact:

Anita James, Senior Democratic Support Officer

E-mail: Anita.James2@leicester.gov.uk



Home Office

The Policing Protocol Order 2011 Consultation

Government stakeholder consultation

This consultation begins on 7 March 2022

This consultation ends on 2 May 2022

About this consultation

- To:** Relevant parties to the Protocol and other key stakeholders
- Duration:** From 7 March 2022 to 2 May 2022
- Enquiries (including requests for the paper in an alternative format) to:** Email: ProtocolConsultation@homeoffice.gov.uk
- How to respond:** Please send your response by 2 May 2022 to:
Email: ProtocolConsultation@homeoffice.gov.uk
- Additional ways to respond:** A series of stakeholder meetings is also taking place. For further information please use the 'Enquiries' contact details above.

Contents

1. Background	2
2. Purpose of the Protocol & scope of consultation	2
3. Parties to the Protocol	3
4. The Scope of the Protocol	4
5. Introduction	5
6. The proposals	6
Contact details and how to respond	13
Complaints or comments	13
Extra copies	13
Publication of response	13
Representative groups	13
Confidentiality	13
Consultation principles	15

1. Background

- 1.1 The Policing Protocol ('the Protocol') is a document that was issued to support effective, constructive working relationships in the policing sector following the establishment of Police and Crime Commissioners (PCCs).
- 1.2 The Protocol sets out how the Home Secretary, all PCCs (including Mayors with PCC functions and the Mayor's Office for Police and Crime, "MOPAC"), Chief Constables and Police and Crime Panels ("Panels") should, in the Home Secretary's view, exercise functions in relation to each other. The Protocol is a Schedule of the Policing Protocol Order 2011, a piece of secondary legislation made in accordance with the Police Reform and Social Responsibility Act 2011.
- 1.3 Section 79 of the Police Reform and Social Responsibility Act 2011 requires the Secretary of State to issue a Policing Protocol. The Protocol sets out the ways in which PCCs, CCs, Panels and the Home Secretary should exercise or refrain from exercising functions so as to encourage, maintain or improve working relationships or limit or prevent the overlapping or conflicting exercise of functions.
- 1.4 The Policing Protocol Order 2011 came into force in 2012 and has not been updated since. To amend the Protocol, the Home Secretary is required by statute to consult with bodies that represent the relevant parties to the Protocol and any other persons the Home Secretary sees fit. The Protocol will be updated by a negative resolution statutory instrument.

2. Purpose of the Protocol & scope of consultation

- 2.1 The fundamental purpose of the Protocol will remain the same; to support effective, constructive working relationships between parties. The Protocol will be updated and issued in accordance with the Police Reform and Social Responsibility Act 2011.
- 2.2 The legislative framework for the Protocol is section 79 of the Police Reform and Social Responsibility Act 2011, which allows for the Protocol to be amended by the Home Secretary, following consultation with bodies that represent the parties to the Protocol, and anyone else the Home Secretary sees fit. This consultation will not affect the legislative basis for the Protocol.
- 2.3 **The Protocol cannot create new law, provide actors with powers they do not already have, or take away the discretion of any relevant body to use their existing powers.**

- 2.4 **Our work through the PCC Review concluded that whilst parties to the Protocol thought it a generally sound and helpful document, as roles had developed since 2012 there is an opportunity to update and refine its content.**
- 2.5 By updating the Protocol, we intend to bring greater clarity to the role of the Home Secretary in the policing landscape, as well as the role of Chief Constables, PCCs and Police and Crime Panels.

3. Parties to the Protocol

- 3.1 **The Home Secretary:** The Protocol describes the Home Office's approach to policing matters and the Home Secretary's role, responsibilities and powers. Any changes made to the Protocol cannot add to or remove any of the Home Secretary's statutory powers and responsibilities in relation to policing matters. The Protocol also describes the Home Secretary's statutory duty to issue a Strategic Policing Requirement. The 'Operational Independence' section of this consultation asks questions in relation to the Home Secretary's responsibilities and the Home Office's role within policing. Updating the Protocol will help to clarify the Home Secretary's role in bringing policing leaders together and setting the overall national policy direction for policing.
- 3.2 **The PCC:** The Protocol outlines the statutory duties and legal powers of PCCs. PCCs' legal powers and duties will not be changed by this update to the Protocol. Definitions of who the term 'PCC' refers to will be clarified in the 'Scope' section.
- 3.3 **The Chief Constable:** The Protocol outlines the responsibilities of Chief Constables and what they are accountable to their PCCs for. Chief Constables' statutory powers and responsibilities will not be changed by this update to the Protocol. There is an opportunity later in this document to comment on the responsibilities of the Chief Constable and how those link to operational independence.
- 3.4 **The Panel:** The Protocol describes the role of PCPs in providing checks and balances in relation to the performance of PCCs. The Protocol lists the functions of Panels and describes specific arrangements for the London Assembly Panel. There is an opportunity later in this document to comment on the role of the panel in scrutinising Mayors with PCC functions and operational policing matters.

4. The Scope of the Protocol

- 4.1 The current Protocol applies to the Home Secretary in the exercise of policing functions, all PCCs (including Mayors with PCC functions and MOPAC), Chief Constables and Panels in England and Wales. Although the Protocol legally applies to Mayors with PCC functions and PFCCs, it does not currently directly specify how it relates to those entities. The updated Protocol will clarify that when it refers to Police and Crime Commissioners, that also includes Mayors with PCC functions and Police, Fire and Crime Commissioners. This document will only refer to Mayors and PFCCs in their capacity as PCCs.
- 4.2 Developments since the Protocol was originally issued include some Combined Authority Mayors holding PCC functions. In these cases, Panels are one of a number of ways that these Mayors are held accountable for their responsibilities. The Protocol could specify and describe these differences, for example, that Panel members may also have other roles in the Authority.
- 4.3 **We will also update references to any relevant bodies' names which may have changed, including the Independent Office of Police Conduct (IOPC) and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).**

5. Introduction

- 5.1 This paper sets out for consultation potential changes to the Policing Protocol Order 2011 to provide a 'brighter-line' on the boundaries of operational independence and reflect changes in the relationship between the parties to the Protocol which have taken place over time, in line with the recommendations arising from Part One of the PCC Review. The Protocol sets out how the policing governance relationships should work, including that of the Home Secretary, and clarifies the roles and responsibilities of PCCs, Mayors with PCC functions, Chief Constables and Police and Crime Panels. The consultation is aimed at bodies that represent parties to the Protocol in England and Wales.
- 5.2 Copies of the consultation paper are being sent to:

Parties to the Protocol

Association of Police and Crime Commissioners (APCC) (PCCs)
National Police Chiefs' Council (NPCC)/ Chief Police Officers Staff Association (CPOSA) (CCs)
MOPAC
Local Government Association and Welsh Local Government Association (Police and Crime Panels)

Other stakeholders we will seek views from:

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
College of Policing
Independent Office for Police Conduct (IOPC)
Association of Police and Crime Chief Executives (APACE)
Police Federation
The Police Superintendents' Association
National Crime Agency (NCA)
9 Mayoral Combined Authorities

6. The proposals

1. Do you agree/disagree that the Protocol should be updated so that it is clear on its face that it refers to PCCs and Mayors with PCC functions, except where specified that there is a difference?
2. Given that Mayors with PCC functions have a wider set of responsibilities, should we specifically clarify that the remit of the Police and Crime Panel extends only to their PCC functions, and not their wider mayoral functions or powers?

The Home Secretary (paragraphs 27-29)

Role in policing

- 6.1 The Protocol currently describes the Home Office as having withdrawn from day-to-day policing matters and the Home Secretary as using her powers only as a last resort. Since the Protocol was drawn up in 2011 the Home Office's role with policing partners has changed with the Home Office and Ministers taking a keener interest in and 'leaning in' on policing matters (whilst respecting operational independence). This includes a stronger strategic grip, and reformed governance and oversight to provide central system leadership. The Home Secretary's role in, and interaction with, policing has changed since the Protocol came into force. For example, the creation of the National Policing Board in 2019 and the Home Secretary's role as Chair of this body has changed the relationship with and the governance of policing, including through the sub-governance committees of this Board. This strategic oversight and reformed governance, alongside the National Crime and Policing Measures, will ensure that we maintain a relentless focus on cutting crime.
- 6.2 Currently, paragraph 27 reads as follows:
- "The establishment of PCCs has allowed for the Home Office to withdraw from day-to-day policing matters, giving the police greater freedom to fight crime as they see fit, and allowing local communities to hold the police to account."*
- 6.3 The new revised wording could make reference to the Home Secretary's roles both as Chair of the National Policing Board and in holding PCCs and CCs to account. We propose to amend paragraph 27 to read as follows:
- "The establishment of PCCs has given the police greater freedom to fight crime to meet local priorities and enabled the public to hold the police to account. The Home Secretary, as the person responsible to Parliament for cutting crime and protecting the public, has a legitimate role in holding PCCs and CCs to account. As Chair of the National Policing Board, the Home Secretary convenes senior policing leaders to hold PCCs and CCs to account for their respective roles and responsibilities in safeguarding the public and protecting our national borders and security."*

3. Do you agree/disagree with the proposed revised wording?

Powers and tools

- 6.4 The Home Secretary has reserved powers and legislative tools at her disposal, that enable intervention and direction. These include powers to intervene where a police force is failing or will fail to discharge their functions in an effective manner or to the required standard. These powers and legislative tools are subject to various conditions as outlined in the 1996 Police Act. The Protocol currently describes that action will only be taken where it is necessary to prevent or mitigate risk to the public or national security. These powers and tools are currently described as to be used only as a last resort, although there is no statutory basis for that qualification.
- 6.5 Given the Home Office is increasingly acting as a strategic centre for policing and is gripping national issues, we propose to lower the threshold for Home Secretary intervention in appropriate circumstances. This would equip the Home Secretary to intervene earlier as required, thus reducing the risk of failing to deliver effective policing. Such intervention would still need to meet the statutory tests and comply with public law principles.

- 6.6 Currently, Paragraph 28 of the Protocol reads as follows:

“The Home Secretary is ultimately accountable to Parliament and charged with ensuring the maintenance of the Queen’s Peace within all force areas, safeguarding the public and protecting our national borders and security. The Home Secretary has reserved powers and legislative tools that enable intervention and direction to all parties, if it is determined by the Home Secretary that such action is necessary in order to prevent or mitigate risk to the public or national security. Such powers and tools will be used only as a last resort, and will not be used to interfere with the democratic will of the electorate within a force area, nor seek to interfere with the office of constable, unless the Home Secretary is satisfied on the advice of her Majesty’s Inspectorate of Constabulary that not to do so would result in a police force failing or national security being compromised.”

- 6.7 We propose to amend this paragraph to remove the reference to the Home Secretary being able to use their powers and tools only as a last resort, clarifying that they will be used in the interest of public or national security. We propose the below revised wording:

“The Home Secretary is ultimately accountable to Parliament and charged with ensuring the maintenance of the Queen’s Peace within all force areas, safeguarding the public and protecting our national borders and security. The Home Secretary has reserved powers and legislative tools that enable intervention and direction to all parties. These powers will be used if it is determined by the Home Secretary that such action is necessary in order to prevent or mitigate risk to the public or national security. Such powers and tools will not be used to interfere with the democratic mandate of the PCC within a force area or seek to interfere with the office of constable, unless the Home Secretary is satisfied on the advice of Her Majesty’s Inspectorate of the Constabulary and Fire & Rescue Services that not to do so would result in a police force failing or national security being compromised.”

- 4. Do you agree/disagree with the proposed revised wording?**
- 5. Based on the changes proposed here, can you provide any specific examples, either from previous situations/scenarios or likely future ones, where you would have/would envisage seeking Home Secretary intervention? Please explain why.**

Setting Direction

6.8 The Home Secretary sets the strategic direction on national policing policy and issues the Strategic Policing Requirement. However, the current drafting of the Protocol does not explicitly set out that it is the preserve of the Home Secretary to set the Government’s strategic direction on national policing policy in contrast to the remit of PCCs and Chief Constables, however, they would of course remain consultees to changes in policy where applicable. PCCs have a clear statutory duty to set local strategic policy through their police and crime plan and Chief Constables set policy relevant to the direction and control of their police force.

6.9 Clarifying the Home Secretary’s role in governance arrangements will enable greater strategic direction across the policing system. As Chair of the National Policing Board, the Home Secretary directly engages with the policing sector to set the long-term strategic direction for policing and holds the policing sector to account for the delivery of the government’s key national policing commitments. We therefore propose amending the Protocol wording to make explicit the Home Secretary’s role to set the Government’s strategic direction on national policing policy; and to clarify that it is for the Home Secretary and Home Office to present it to the public. We believe the Protocol should also make clear that it is then the responsibility of PCCs and Chief Constables to reflect and implement that policy at a local level.

6.10 Currently, Paragraph 29 of the Protocol reads as follows:

“The Home Secretary retains the legal accountability for national security and the role that the police service plays within the delivery of any national response. The Home Secretary has a duty to issue a Strategic Policing Requirement that sets out what are, in her view, the national threats at the time and the appropriate national policing capabilities that are required to counter them.”

6.11 To include the Home Secretary’s role in setting the national long-term strategic direction of policing and to ensure that they have the information they need to inform this direction, we propose inserting a new paragraph (between the existing paragraphs 28 and 29) as follows:

“The Home Secretary is responsible for setting the national, long-term strategic direction of policing and holding the policing sector to account for the delivery of the government’s policing commitments. This includes, but is not limited to, chairing the National Policing Board and any related governance to ensure all parts of the policing system work together to deliver the best possible outcomes for the public. It is the responsibility of PCCs and Chief Constables to reflect on and implement national policy at a local level, in accordance with their police and crime plans.”

6. Do you agree/disagree with the proposed revised wording?

Access to Information

- 6.12 The Policing Protocol makes clear that the Home Secretary is ultimately accountable to Parliament and responsible for ensuring the maintenance of the Queen's Peace, safeguarding the public and protecting our national borders and security. Given the Home Secretary's responsibility to Parliament and the public, we intend to make clear that the parties to the Protocol should expect the Home Secretary to ask questions to Chief Constables and Commissioners about operational and strategic policing matters, drawing on her existing powers.
- 6.13 We therefore propose adding wording into the Protocol to make clear the Home Secretary's power to request information about policing matters by inserting the following to the end of the (new) paragraph 29:
- 6.14 *"In order to ensure that the Home Secretary is equipped with the information required to respond to the public and Parliament, PCCs and CCs should expect the Home Secretary to ask Chief Constables for information about policing matters. The Home Secretary may also ask PCCs and CCs to report to the National Policing Board."*

7. Do you agree/disagree with the proposed revised wording?

Operational Independence

- 6.15 The concept of operational independence is not defined by statute but is a fundamental principle of British policing. Multiple sections of the Protocol, some summarised above, concern operational independence. This section of the consultation details those areas that are linked to operational independence, across operational matters and the roles of different parties.

The Chief Constable (paragraphs 21-23)

- 6.16 This section reiterates that the Chief Constable is operationally independent. Previous research and discussions with the policing sector have highlighted that the definition of operational independence and the line between strategic and operational issues between parties have, at times, been a source of disagreement. Through updating the Protocol, we aim to bring clarity and avoid further tensions between operational independence and oversight and accountability.
- 6.17 In order to make these definitions clearer, we intend to amend paragraph 23 (a) to reinforce that it is the role of the Chief Constable to ensure that their force acts at all times with impartiality and without any semblance of political bias or deliberate political stance. The proposed amendment will align with every constables' attestation to serve "with fairness, integrity, diligence and impartiality" (schedule 4, Police Act 1996).
- 6.18 Currently, the Protocol reads as follows:

“The Chief Constable is responsible to the public and accountable to the PCC for...leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring it acts with impartiality”.

6.19 We propose to amend this paragraph, so the wording reads as follows:

“The Chief Constable is responsible to the public and accountable to the PCC for...leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality and in a politically neutral manner.”

8. Do you agree/disagree with the wording suggested?

Operational Matters (paragraphs 30-38)

6.20 This section of the Protocol describes the principle of operational independence and what the direction and control of a Chief Constable includes. This section attempts to illustrate the nature and character of operational independence in different scenarios and contexts.

6.21 The PCC Review found that in some instances, there has been doubt or confusion between PCC and CCs around the boundaries of operational independence which on occasion, could sometimes hamper decision-making or frustrate the relationship between the two parties and that a ‘brighter-line’ was needed.

9. Are there specific changes to the Protocol that we could make to further clarify the distinct responsibilities that the PCC and CC have respectively with regard to policing?

10. In updating and refining the Protocol, are there any specific changes that we could make to the document which you consider would further clarify the relationship between the Home Secretary, the PCC and CC?

Operational matters and the role of the Panel (paragraph 26)

6.22 While the Panel may invite the Chief Constable to attend to offer factual accounts of operational matters, the Protocol clarifies that the Chief Constable is only accountable to the PCC. This must be viewed in the context of s.29(6) of the 2011 Act, which provides that the attendance of the Chief Constable is to answer questions that appear to the Panel to be necessary in order for it to carry out its functions.

6.23 The PCC Review found that policing partners had concerns that panels sometimes overstepped their remit by routinely asking detailed operational questions (for example, about the current or future deployment of officers in a given area), when their role is to hold the PCC to account for their delivery of the strategic objectives within their police and crime plan.

6.24 Whilst we are seeking to bring forward better guidance to panels (through a PCC Review recommendation) we are keen to hear whether the current drafting of the Protocol adds to this confusion given that it currently states that the Panel can seek to scrutinise the PCC on an operational matter, and that the Chief Constable may be invited to attend alongside the PCC to offer factual accounts

and clarity (if needed) of the Chief's actions and decisions.

6.25 The current wording reads as below:

"The Chief Constable retains responsibility for operational matters. If the Panel seek to scrutinise the PCC on an operational matter, the Chief Constable may be invited to attend alongside the PCC to offer factual accounts and clarity (if needed) of the Chief Constable's actions and decisions. The accountability of the Chief Constable remains firmly to the PCC and not to the Panel."

6.26 We propose revising paragraph 26 to further clarifying the Panel's role and remit in respect of operational policing matters, as follows:

"The Chief Constable retains responsibility for operational matters. If the Panel seek to scrutinise the PCC on an operational matter, the Chief Constable may, by exception, be invited to attend alongside the PCC to offer factual accounts and clarity (if needed) of the Chief Constable's actions and decisions. The accountability of the Chief Constable remains firmly to the PCC and not to the Panel."

11. Do you agree/disagree with the proposed revised wording?

Financial Responsibilities

6.27 The Protocol sets out that the PCC is accountable to the public for the management of the police fund. The Chief Constable is responsible for the day-to-day management of allocated budgets after they have been approved by the PCC. Previous research has suggested that the limits of financial delegation between the PCC and Chief Constable can have an impact on operational independence.

6.28 The current wording reads as follows:

"The PCC has the legal power and duty to...Decide the budget, allocating assets and funds to the Chief Constable; and set the precept for the force area".

6.29 We suggest amending paragraph 17(d) to specifically reference the importance of schemes of delegation to assist in the effective financial management of forces as follows:

"The PCC has the legal power and duty to...decide the budget, allocating assets and funds to the Chief Constable; and set the precept for the force area, using schemes of delegation to assist in the effective financial management of forces."

12. Do you agree/disagree with the proposed revised wording?

6.30 This consultation does not seek to alter references to the financial responsibilities of PCCs and Chief Constables or seek to make any changes to the way in which funding is allocated. Where possible, the updated Protocol would reinforce a reasonable expectation that PCCs should not fetter the operational independence of their Chief Constable and day-to-day running of their police force through how they use their schemes of delegation.

6.31 The Protocol's current wording is as follows:

"The Chief Constable is responsible to the public and accountable to the PCC for...Having day-to-day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC."

6.32 We therefore consider that it would be helpful to reinforce the reasonable expectation that such schemes should not seek to fetter the operational independence of a Chief Constable and as such that paragraph 23(m) should be amended as follows:

6.33 *"The Chief Constable is responsible to the public and accountable to the PCC for...having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC within the schemes of delegation. Such schemes should not seek to fetter the operational independence of a Chief Constable."*

13. Do you agree/disagree with the proposed revised wording?

Contact details and how to respond

Please send your response by 2 May 2022 to:

Email: ProtocolConsultation@homeoffice.gov.uk

Complaints or comments

If you have any complaints or comments about the consultation process you should contact the Home Office at the above address.

Extra copies

Further paper copies of this consultation can be obtained from this address.

Alternative format versions of this publication can be requested from the above email address (ProtocolConsultation@homeoffice.gov.uk).

Publication of response

A paper summarising the responses to this consultation will be published within two months of the consultation's closing date of 2 May 2022.

Representative groups

Representative groups are asked to give a summary of the people and organisations they represent when they respond.

Confidentiality

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA), the General Data Protection Regulation (GDPR) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In

view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Home Office.

The Home Office will process your personal data in accordance with the DPA and in the majority of circumstances, this will mean that your personal data will not be disclosed to third parties.

Consultation principles

The principles that government departments and other public bodies should adopt for engaging stakeholders when developing policy and legislation are set out in the consultation principles.

<https://www.gov.uk/government/publications/consultation-principles-guidance>



© Crown copyright 2020

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.



Home Office

The Policing Protocol Order 2011 Consultation

Government stakeholder consultation

This consultation begins on 7 March 2022

This consultation ends on 2 May 2022

Consultation Questions

Role/Job title	
Organisation	

1. Do you agree/disagree that the Protocol should be updated so that it is clear on its face that it refers to PCCs and Mayors with PCC functions, except where specified that there is a difference?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please add any comments here:

--

2. Given that Mayors with PCC functions have a wider set of responsibilities, should we specifically clarify that the remit of the Police and Crime Panel extends only to their PCC functions, and not their wider mayoral functions or powers?

Please add any comments here:

--

The Home Secretary (paragraphs 27-29)

Role in policing

3. Do you agree/disagree with the proposed revised wording on the Home Secretary's role in policing (paragraph 6.3 of the consultation document)?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

Powers and tools

- 4. Do you agree/disagree with the proposed revised wording on the application of the Home Secretary’s powers and tools (paragraph 6.7 of the consultation document)?**

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

- 5. Based on the changes proposed at paragraph 6.7 of the consultation document, can you provide any specific examples, either from previous situations/scenarios or likely future ones, where you would have/would envisage seeking Home Secretary intervention? Please explain why.**

Setting Direction

6. Do you agree/disagree with the proposed revised wording (paragraph 6.11 of the consultation document) in relation to the Home Secretary's role in governance arrangements?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

Access to Information

7. Do you agree/disagree with the proposed revised wording regarding the Home Secretary's power to request information about policing matters (paragraph 6.14 of the consultation document)?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

Operational Independence

The Chief Constable (paragraphs 21-23)

8. Do you agree/disagree with the wording suggested in relation to the role of the Chief Constable (paragraph 6.19 in the consultation document)?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

Operational Matters (paragraphs 30-38)

- 9. Are there specific changes to the Protocol that we could make to further clarify the distinct responsibilities that the PCC and CC have respectively with regard to policing?**

Please add any comments here:

- 10. In updating and refining the Protocol, are there any specific changes that we could make to the document which you consider would further clarify the relationship between the Home Secretary, the PCC and CC?**

Please add any comments here:

Operational matters and the role of the Panel (paragraph 26)

- 11. Do you agree/disagree with the proposed revised wording on operational matters and the role of the Panel (paragraph 6.26 of the consultation document)?**

	Please select one of the following options
Strongly agree	

Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

Financial Responsibilities

12. Do you agree/disagree with the proposed revised wording in relation to schemes of delegation (paragraph 6.29 of the consultation document)?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

13. Do you agree/disagree with the proposed revised wording in relation to schemes of delegation and operational independence (paragraph 6.33 of the consultation document)?

	Please select one of the following options
Strongly agree	
Agree	
Neither agree, nor disagree	
Disagree	
Strongly disagree	

Please explain your answer.

Please send your response by 2 May 2022 to:

Email: ProtocolConsultation@homeoffice.gov.uk

Thank you for participating in this consultation.

Privacy Information Notice

Privacy Notice

Your personal information, supplied for the purposes of the consultation, will be held and processed by the Home Office (2 Marsham Street, London SW1P 4DF). The Home Office is the controller of this information.

How and why the Home Office uses your information

The Home Office collects, processes and shares personal information to enable it to carry out its statutory and other functions.

The Home Office is only allowed to process your data where there is a lawful basis for doing so.

In this case, the legal basis for the Home Office processing personal data is set out in Article 6(1)(c) and (e) of the General Data Protection Regulation (GDPR). Article 6(1)(c) permits the Home Office to process personal data where this is necessary for compliance with a legal obligation to which it is subject. Article 6(1)(e) permits the Home Office to process personal data where this is necessary for the performance of a task carried out in the public interest or in the exercise of official authority.

The Policing Protocol Order 2011 sets out how policing governance relationships should work, and clarifies the roles and responsibilities of the Home Secretary, Police and Crime Commissioners (PCCs), Chief Officers, Police and Crime Panels and Mayors with PCC functions (including the Mayor's Office for Policing and Crime) in relation to each other. The stakeholder engagement throughout Part One of the PCC Review indicated the importance of ensuring that both PCCs and Chief Constables have a clear, shared definition of their respective roles and responsibilities so that they can work effectively and constructively to help cut crime. As such, the Government recommended we consult, in line with our statutory duty, on potential changes to the Policing Protocol Order 2011 to provide a 'brighter-line' on the boundaries of operational independence and reflect changes in the relationship between the parties to the Protocol which have taken place over time. This is a targeted stakeholder consultation which will run for 8 weeks from week commencing 7 March 2022.

We will be collating and analysing the responses, but we will not be publishing the responses. This will help us understand how views differ across different groups. In due course, a paper summarising the responses to this consultation will be published.

More information about the ways in which the Home Office may use your personal information, including the purposes for which we use it and the legal basis, can be found at: www.gov.uk/government/organisations/home-office/about/personal-information-charter.

Personal data we are collecting

We have asked respondents to the consultation to **voluntarily** provide the following information:

- Job title or capacity in which they are responding to this consultation exercise
- Company name/organisation (if applicable)
- If they are a representative of a group, the name of the group and a summary of the people or organisations that they represent

If respondents provide the information we request, we will use this to understand if there are significant differences between types of respondents. We may illustrate findings through quotes provided to the consultation. We will ensure these are anonymised and do not include any personally identifiable information, unless an organisation tells us they are content for their response to be made public.

Taken together, these data may enable a respondent to be identified. In addition, the way in which a person responds to this consultation will also impact the data we collect on them. If someone responds via email, we will have collected their email address.

Your opinions are also personal data. We have requested that all responses to the free text questions remove all personally identifiable information such as names, dates and locations. However, some respondents may still provide information which could identify them.

What we will not do

We will not publish email addresses, or any personal information inadvertently provided in the free text responses.

For the purposes of this consultation, the Home Office will not share your information with other organisations, nor will we send your personal data overseas.

Your personal data will not be used for any automated decision making.

Storing your information

Your personal information will be held on a secure IT system, within a dedicated inbox and then the Home Office SharePoint space, for as long as necessary for the purpose for which it is being processed and in line with departmental retention policy. More details of this policy can be found at:

www.gov.uk/government/organisations/home-office/about/personal-information-charter.

Retention of personal data

We will not keep personal data longer than is necessary for the purpose for which they are being processed. Any personal data we receive in relation to this

consultation will be deleted and/or securely destroyed after the response to the consultation has been published.

Requesting access to your personal data

You have the right to request access to the personal information the Home Office holds about you. Details of how to make the request can be found at: www.gov.uk/government/organisations/home-office/about/personal-information-charter.

Please note, however, posted and online consultation responses may not always be identifiable as personal data are provided only on a voluntary basis. Where a data access request for a posted or online response is received and is identifiable this will be processed as any other request for access to personal data. Where the response is not identifiable you will receive a response stating this.

Other rights

Because we are processing your personal data under the legal basis of a public task, you have the following rights:

1. to object to and restrict the use of your personal information, or to ask to have your data corrected
2. to contact the Home Office's Data Protection Officer (DPO) if you have questions or concerns about how we are processing your personal data

Please note that personal data once anonymised ceases to be captured by the terms of the data protection act and consequently data rights are no longer deliverable.

Reporting a concern

Email: dpo@homeoffice.gov.uk

Telephone: 020 7035 6999

Or write to:

Office of the DPO
Home Office
Peel Building
2 Marsham Street
London
SW1P 4DF

When we process your information, we will comply with the law, including data protection legislation. Should you feel that your data is being processed in breach of data protection law or other legislation, you can report your concern to our Data Protection Officer using the contact details provided above, or contact the Information Commissioner's Office at:

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Telephone: 08456 30 60 60 or 01625 54 57 45.

Fax: 01625 524510

You can also visit the [Information Commissioner's Office website](#).

Questions or concerns about personal data

If you have any further questions or concerns about the collection, use or disclosure of your personal information please see the Home Office's Personal Information Charter:

www.gov.uk/government/organisations/home-office/about/personal-information-charter.

THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2021

97

DATES	ITEM	COMMENTS
Mon 4th April 22 at 1pm	<ul style="list-style-type: none"> • Governance Board update/Performance Management report • Trauma Informed Strategy update • Violence Reduction Network update • Interim – In-Year Monitoring Information re: Home Office Grant Agreement • CSP Funding Formula verbal update 	<ul style="list-style-type: none"> • To include Force and OPCC performance data • Grace Strong to be invited to provide update on VRN • Panel secretariat to provide update
Mon 20th June 22 at 1pm	<ul style="list-style-type: none"> • Election Chair/Vice-Chair • Confirm Panel Memberships • Perpetrator Intervention Provision • Domestic Abuse and related alcohol use update • Ethics, Integrity and Complaints Committee update • Protocol for Succession Planning Arrangements 	<ul style="list-style-type: none"> • To provide an update in terms of the future of this provision (from 2 Dec mtg) • To provide an update on this area of work (from 2 Dec mtg) • To include details of successful applicants/appointees to the committee
Weds 27th July 22 at 1pm	<ul style="list-style-type: none"> • Performance Management report • PCC's Annual Report • PCP Annual report – Monitoring Information re: Home Office Grant Agreement 	<ul style="list-style-type: none"> • To include Force and OPCC performance data • Panel secretariat/Chair to provide an overview of the PCP's work for the year 2021-22
Mon 26th Sept 22 at	<ul style="list-style-type: none"> • Police and Crime Plan update 	To provide an update on progress against the aims and objectives within the plan and to

Item 14

1pm		include details of rural policing strategy; grant funding in local areas.
Weds 14 th Dec 22 at 1pm	<ul style="list-style-type: none"> • Complaints against PCC Annual Report • Panel Constitution – Terms of Reference annual review 	
Other Suggested items to be scheduled	<ul style="list-style-type: none"> • Emergency Services Network update • Efficiency Savings update • Recruitment and Retention update 	<p>To provide update on timeline for implementation and budget impacts. (From Sept 21 meeting)</p> <p>From pre-cept meeting held Feb 22</p> <p>Regular update reports to be provided (Qtly?)</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

• **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 29th July 2021 – scoping approved
- 1st meeting 14 October 2021
- 2nd meeting 2 December 2021 – postponed to reconvene DTBC in February 2022.
- PENDING – awaiting confirmation of readiness to progress with CFO (emailed)

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

1st meeting held 14 July 2021

2nd meeting held August 2021

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

Other

- Panel secretariat to liaise with OPCC/Force Officers to arrange a Panel Familiarisation visit to Force HQ – dates availability to be canvassed with Members.