



Leicester
City Council

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

DATE: MONDAY, 20 JUNE 2022

TIME: 1:00 pm

**PLACE: Committee Meeting room G01, Ground Floor, City Hall, 115
Charles Street, Leicester**

Members of the Panel

Councillors Clair, Clarke, Cutkelvin, Graham, Harper-Davies, Loydall, Mullaney,
Oxley, Phillimore, Taylor, Westley, Whelband and Woodman

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:

Anita James (Senior Democratic Support Officer),

Tel: 0116 4546358, e-mail: committees@leicester.gov.uk

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

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Further information

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

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

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PUBLIC SESSION

AGENDA

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1. ELECTION OF CHAIR

Nominations will be invited for the role of Chair of the Panel for a term of 12 months to June 2023.

2. ELECTION OF VICE CHAIR

Nominations will be invited for the role of Vice Chair of the Panel for a term of 12 months to June 2023.

3. APOLOGIES FOR ABSENCE

4. DECLARATIONS OF INTEREST

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

5. MINUTES OF THE LAST MEETING: **Item 5**

The minutes of the meeting held on 16th May 2022 are attached and Members will be asked to confirm they are an accurate record.

6. PANEL MEMBERSHIP 2022-2023 TO NOTE

Councillor Leigh Harper-Davies	(Charnwood)
Councillor Malise Graham	(Melton)
Councillor Kevin Loydall	(Oadby & Wigston)
Councillor Michael Mullaney	(Hinckley & Bosworth)
Councillor Deborah Taylor	(Leicestershire County)
Councillor Les Phillimore	(Blaby)
Councillor Marc Oxley	(Rutland)

Councillor Simon Whelband	(Harborough)
Councillor Andrew Woodman	(North West Leicestershire)
Councillor Paul Westley	(Leicester City)
Councillor Adam Clarke	(Leicester City)
Councillor Piara Singh Clair	(Leicester City)
Councillor Elly Cutkelvin	(Leicester City)
Parisha Chavda	Independent Member
Salma Manzoor	Independent Member

7. PUBLIC QUESTIONS

None received.

8. OPCC'S ETHICS AND TRANSPARENCY PANEL UPDATE **Item 6**

Members to receive a report providing an update on the status of the OPCC's Ethics and Transparency Panel.

9. OPCC PROTOCOL FOR SUCCESSION PLANNING ARRANGEMENTS **Item 7**

Members to receive a report providing details of a formal succession plan to be followed in the event of a PCC vacancy or the PCC's incapacitation.

10. OPCC STAFFING UPDATE REPORT **Item 8**

Members to receive a report providing an update on the current staffing situation at the Office of the Police and Crime Commissioner.

11. WORK PROGRAMME **Item 9**

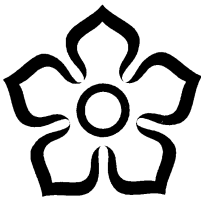
Members will be asked to note the work programme and consider any future items for inclusion.

12. DATES OF MEETINGS TO END 2022

To note the future dates of the Police and Crime Panel meetings as follows:

- Wednesday 27th July 2022 at 1pm at County Hall
- Monday 26th September 2022 at 1pm at City Hall
- Wednesday 14th December 2022 at 1pm at County Hall

13. ANY OTHER URGENT BUSINESS



Leicester
City Council

Item 5

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

Held: MONDAY, 16 MAY 2022 at 2:00 pm

P R E S E N T :

Councillor Taylor (Chair)
Councillor Master (Vice-Chair)
Councillor Loydall
Councillor Brown (substitute)
Councillor Woodman
Councillor Phillimore
Councillor Whelband
Councillor Morgan (substitute)
Councillor Mullaney
Councillor Singh Clair
Councillor Cutkelvin
Councillor Westley (substitute)

Also Present:

Rupert Matthews Police and Crime Commissioner
Lizzie Starr Acting CEO OPCC
Kira Hughes Acting CFO OPCC
Grace Strong Strategic Director VRN
Anita James Senior Democratic Support

* * * * *

86. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Harper-Davies; Councillor Graham; City Mayor Sir Peter Soulsby; Parisha Chavda Independent Member and Salma Manzoor Independent Member.

It was noted that Councillor Morgan was present as a substitute for Councillor Harper-Davies; Councillor Westley was present as a substitute for City Mayor Sir Peter Soulsby and Councillor Brown was present as a substitute for Councillor Oxley who had replaced Councillor Stephenson as a Member of the panel.

87. CHAIRS ANNOUNCEMENTS

The Chair informed panel members that she would be liaising with Grace Strong Strategic Director of the Violence Reduction Network to arrange a training session around “Trauma Informed” for members and dates would be circulated in due course.

88. DECLARATIONS OF INTEREST

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

Councillor Brown declared that he was a Magistrate in Loughborough and Leicestershire and for the purpose of discussion and any decisions being taken he retained an open mind and was not therefore required to withdraw from the meeting.

89. MINUTES OF PREVIOUS MEETINGS HELD ON 2ND FEBRUARY 2022 AND 14TH FEBRUARY 2022:

RESOLVED:

That the minutes of the meeting held on 2nd February 2022 and the minutes of the meeting held on 14th February 2022 be confirmed as an accurate record.

90. UPDATE ON PROGRESS ON ACTIONS AGREED AT PREVIOUS MEETINGS

None.

91. PUBLIC QUESTIONS

None.

92. UPDATE OF THE OPCC'S CORPORATE GOVERNANCE BOARD AND OVERVIEW OF PERFORMANCE MANAGEMENT

The Police and Crime Commissioner submitted a report providing an update on the OPCC Corporate Governance Board which included oversight of the Leicestershire Police performance by the Police and Crime Commissioner.

The Police and Crime Commissioner (PCC) introduced the report and drew attention to the outcomes of the inspection by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services which resulted in Leicestershire Police receiving three outstanding gradings; four good gradings and no areas receiving a requires improvement grading.

The PCC recognised these outcomes were due to the current and previous leadership and explained how the introduction of the Corporate Governance Board (CGB) system would be used as a proper mechanism for holding the

acting Chief Constable to account and to provide the Panel with a clear and transparent vehicle to scrutinise what the PCC was doing to hold the acting Chief Constable to account.

Lizzie Starr acting Chief Executive Officer summarised the report which included overview of the CGB including its meeting procedure, attendance and purpose; overview of the CGBs discussions and action points arising and how outcomes and conclusions from the CGB would be brought to the Panel's attention in future reports.

It was noted that:

- In relation to national concerns around electoral fraud the OPCC would raise the policing of elections with the APCC Notable practice forum to further inform the current process and practice locally.
- All force crime performance data was now being received and the OPCC would be asking for more force analysis moving forwards.

The Chair and Members of the panel welcomed the level of detail provided in the report which they found was useful to see how the PCC was holding the acting Chief Constable to account.

RESOLVED:

That the contents of the report be noted.

93. TRAUMA INFORMED STRATEGY UPDATE

The Police and Crime Commissioner submitted a report updating on recent progress on delivery of the Strategic Partnership Board's (SPB) strategic intent to become a trauma-informed area.

Grace Strong, Strategic Director, Violence Reduction Network introduced the report explaining the background and research around the correlation with Adverse Childhood Experiences (ACEs) and trauma with several types of harm and in relation to different types of violence and exploitation which had led to the SPBs intent to work collaboratively across organisations and communities to develop a trauma informed system.

It was noted that:

- The SPB had agreed a common definition of trauma and that a trauma-informed approach would be guided by four assumptions as set out in the report based upon 4 R's – *realises, recognises, responds, resists retraumatising*.
- Three broad areas had also been agreed to progress the required work namely a LLR wide multi-agency Leadership Group to oversee set up of plan and implementation of plan; an Independent Advisor to be commissioned through VRN to provide expertise and insight in early stages and a temporary Project Lead funded by the OPCC to ensure dedicated resource at least in short term to support the work of the Leadership Group.
- The Leadership Group were enthusiastic, committed people with good

experience including representation from the Police, Local Authorities, Children's Services, Public Health, Schools, Health Commissioners and the National Probation Service and had met regularly since being formed in August 2021.

- A structure had been drafted and a framework was being developed for organisations to use on their journeys and there was a lot of interested organisations wanting to become trauma informed and the challenge was making that consistent across the system.
- A significant help to the progression of the workforce development workstream was the VRN's successful bid for £319k from the Home Office Serious Violence Youth Intervention Fund for trauma informed training which had enabled the VRN to partner Barnardo's to deliver a comprehensive training programme consisting of 3 modules: Introduction to ACE's and Trauma Informed Practice; Developing Trauma Informed; and Trauma Informed Organisations.
- George Hoskins had been commissioned by the VRN as an Independent Advisor to offer his expertise alongside the Leadership Group and he would continue to work with them until end Summer 2022.
- Interviews for the Project Lead role were scheduled to take place on 20th May.

Members discussed the report which included the following points:

- In terms of the Leadership Group the City Council was represented and were very active through the Children's Services area
- As regards violence impacting on health and wellbeing and mental health it was important to be aware of incidents with a ripple effect to be able to respond appropriately and although this work was about prevention it also involved mitigation when incidents occur.
- In relation to broadening awareness of Trauma Informed to elected members and across Local Authorities, last year's funding was prescribed but this year that was less so which meant there was more flexibility around training and there had been some initial discussion with Barnardo's for bespoke training to panel members to provide a good overview and another offer this year was for Community Safety Partnerships (CSP) to receive training as a partnership and collective learning exercise which Barnardo's could also help with.
- Regarding outcomes and benchmarks there were elements that were easy to demonstrate and work force development was one, but a lot of other elements were harder to measure however an outcome/indicators framework was being explored.

The Chair thanked the PCC and Grace Strong for providing the report and commented that she had completed Module 1 Introduction to ACE's and Trauma Informed Practice and hoped that Members of the panel would have the opportunity to undertake the modules going forward.

RESOLVED:

That the contents of the report be noted.

94. VIOLENCE REDUCTION NETWORK UPDATE

The Police and Crime Commissioner submitted a report updating on the work of the local Violence Reduction Network (VRN)

The Police and Crime Commissioner commented that the VRN took on a challenging role dealing with long term causes. VRN's across the country were tackling the same issues and one of the most pressing had centred around concerns of VRNs being funded on an annual basis although they were dealing with long term issues and ongoing projects. Police and Crime Commissioners across the country had been lobbying government to address the disparity of funding and the Police and Crime Commissioner was pleased to confirm that, on 1st April 2022 Kit Malthouse, the Minister for Crime and Policing had announced a 3 year funding arrangement for the VRN which would see an additional £3.5m investment as well as £1.5m in group funding over the same 3 year period so the force could continue with its evidence informed work and hopefully do more with the funding secured.

Members welcomed the news about funding and recognised the challenge of leading on longer term projects with uncertainty around year on year funding.

Grace Strong, Strategic Director, Violence Reduction Network (VRN) introduced the report and summarised the key elements which included the following points:

- The VRN Annual report had been produced and was with the Home Officer for comment and would be shared with the panel in due course,
- Insight into the VRN partnership arrangements, core membership and how it works in partnership.
- VRN focus was on public based offences which may change in time particularly with the serious violence duty coming in which has now received royal assent.
- The VRN was strong on community involvement and building in evaluation to demonstrate impact over time.

Attention was drawn to trends in serious violence and a series of graphs based on police recorded crime, showing peaks and troughs that correlated to restrictions and the covid lockdown situation. It was noted there was a slight upward trend over the 3 year period between February 2019 and February 2022. It was advised that the breakdown of offences was more consistent over the last 3 years however some of the increases e.g., Assault Occasioning Actual Bodily Harm (ABH) were in part due to the reclassification exercise of offences from common assault to ABH and also the role of the night-time economy and alcohol related offending. Members noted the October/November 2021 peaks related to a brief increase in reports of needle spiking but those hadn't been seen since. It was also noted that the Strategic Needs Assessment provided a more detailed analysis of data including deep dives on different cohorts.

Members were updated on the VRN programme 2021/22 noting this was the second year of delivery of the VRN 3-year Response Strategy which took a universal approach and targeted interventions to communities and areas most at risk; focus in the City was on the east, west and central parts whilst in Leicestershire it was the Charnwood area as they had higher rates of serious violence, however monitoring was continuous and increases in areas such as Hinckley and Bosworth were noticed and options being explored to address that.

Members noted the progress statement at 16 onwards in the report and the work being undertaken around prevention and criminal justice enforcement, as well as the impressive progress of the VRN work locally which included seven new evidence based interventions; a violence intervention project in hospitals for young people; and two new pilots funded in full by the Youth Endowment fund to work in schools with those at risk of exclusion, exploitation or gang involvements.

Members commended the street based mentor project which offered young people emotional and practical support and pathways out of offending/violence.

Members expressed interest in the data gathered noting especially the ambulance data; timelines for peaks in violence; and suggested it would be helpful for Community Safety Partnerships to receive that information too going forward.

Members queried whether the data could be drilled down further to identify alcohol/drugs, intergenerational – family, peer/gang and other elements. It was advised that it was resource intensive to do that as it required manual effort. Data was stored and recorded in different ways, so they needed to be on second track to achieve those things more easily. The VRN was looking to adopt twin track sharing spreadsheets and would look at collaborating systems to talk to each other and enable triangulation of data.

There was a brief discussion on awareness, progression and understanding in terms of neuro diversity and the extent to which the police recognised that in crime in general and also in terms of violence reduction, through recognition of causes and indicators and it was acknowledged that the education and health sectors were leading the way on that, and criminal justice systems still had some way to go in recognising that.

In relation to the serious violence duty, it was noted that VRN were mobilising a serious violence duty offer and developing a readiness tool to provide some structure.

In terms of the challenges around the increase of knife crime and addressing public concern about that the VRN had outcome frameworks in place and were investing in evidence and evaluation to show outcomes and improve communications.

The Chair drew discussions to a close and thanked officers for the report.

RESOLVED:

1. That the contents of the report be noted.
2. That the VRN Annual Report be shared with Members of the Panel once finalised.
3. That a further update on the VRN and its progress be brought to the December 2022 meeting.

95. POLICE AND CRIME PLAN - DELIVERY UPDATE

The Police and Crime Commissioner submitted a report updating on the delivery plan that would accompany the Police and Crime Plan including a timeline for implementation.

The PCC advised that this update was aimed at showing how the Police and Crime Plan would be delivered and also the mechanism to hold to account the various deliverers.

Lizzie Starr acting Chief Executive Officer explained the status and progress made to date. A delivery report would be compiled to ensure delivery of the Police and Crime Plan was captured in one place and that would be taken to the Corporate Governance Board once a month.

The delivery plan included a number of workstreams with ambitions and aims listed, to ensure all activity was captured and that was aligned to outcomes that would be agreed by the Force and PCC and tailored to activities and performance measures as well as work around baselines.

Members were informed they would have sight of monitoring throughout and details would be published to the OPCC website.

The Chair indicated that the Panel would like to see the Key Performance Indicators (KPI's) to scrutinise the impact of Police and Crime Plan and asked for assurance on whether it would sit as a separate item so it was clear to the Panel it was outcomes/delivery of the Police and Crime Plan objectives.

Lizzie Starr responded that one of the Corporate Governance Board agendas would be focused on the Police and Crime Plan delivery and that would be reported within the Corporate Governance reports. The PCC clarified that he wanted a more formalised structure and hoped it would be clearer moving forward.

The Democratic Support Officer reminded that it was a core duty of the Panel to review key activities and priorities including the delivery and resourcing of the Police and Crime Plan, and it would be helpful not to lose sight of that within other reports and to include as a specific item on the Police and Crime Panel agenda as necessary going forward.

RESOLVED:

That progress to date on the delivery plan to accompany the Police and Crime Plan be noted.

96. INTERIM IN-YEAR MONITORING INFORMATION RE: HOME OFFICE GRANT FUNDING FOR THE PERIOD 1 APRIL 2021 TO 31 MARCH 2022

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

A request was made for consideration to be given to any future Member training being arranged to take place in the evenings to accommodate those Members on the Panel who worked full time.

RESOLVED:

1. That the contents of the report be noted,
2. That future Member training shall include evening sessions where possible to accommodate Members that worked full time.

97. LAUNCH OF POLICING PROTOCOL CONSULTATION

Members received a report providing details of the Policing Protocol Consultation.

It was noted that the intention was to discuss options for feedback however due to the postponement of the April meeting and the deadline for responses to the Home Office being 2nd May, Members of the Panel were emailed outside of the meeting with the Chair's proposed response (that she would submit directly in her own capacity) and reminded they could respond too if they wished.

It was confirmed that the Chair's response had been submitted to the Home Office as advised by email.

RESOLVED:

To note the steps taken in relation to the Policing Protocol Consultation.

98. POLICE AND CRIME COMMISSIONER ANNOUNCEMENT ON HOME OFFICE FUNDING

Dealt with under the Violence Reduction Network item above.

99. COMMUNITY SAFETY PARTNERSHIP FUNDING FORMULA

The Police and Crime Commissioner gave a brief verbal update in relation to the Community Safety Partnership Funding Formula.

Members noted that the way in which the OPCC distributed funding had remained unchanged for about 8-9 years and there were no records of how the decision was originally arrived at. As this was an area dealing with substantial sums of money it was thought important to have a proper formula for how funding was agreed and distributed.

The PCC had explored funding formulas with other Offices of Police and Crime Commissioners across the country and would be consulting with the Community Safety Partnerships in June 2022 to look at various models and receive feedback which would be reviewed and brought to a conclusion to decide a proper funding formula/process that could be implemented for the next financial year.

Members of the panel asked for further information about comparators and their baseline funding formulas which the PCC agreed to provide.

The Chair requested inclusion in the circulation of information to Community Safety Partnerships

RESOLVED:

1. That the update be noted.
2. That the Police and Crime Commissioner provide comparative information on baseline funding formulas used across the country.

100. WORK PROGRAMME

The current work programme was received and noted.

Concerns were raised about the staffing situation at the OPCC, noting another senior staff member had gone in a short space of time and that despite requests for a structure of the office that had still not been provided and a full update report was therefore requested on Staffing at the OPCC.

A report updating on the timeline of the Chief Constable recruitment was sought. The PCC advised that the procedure to appoint to Chief Constable was very detailed and would take several months, that process would formally begin in June and the focus would be on ensuring the right candidate for the role.

RESOLVED:

1. That an OPCC Staffing update report be brought to the next meeting to include details of the effects of churn upon the office and risk management, e.g. experience or skills lost; operational impact on key projects or priorities; impact on capacity and resources; any disruption to service provision,
2. That the Panel be kept informed of the timeline of the recruitment process for a Chief Constable.

101. ANY OTHER URGENT BUSINESS

The Chair and Members of the Panel took a moment to reflect on the sad loss of former Chief Constable Simon Cole and extended condolences and respects to his family and police colleagues.

102. DATE OF NEXT MEETING

Noted the next meeting scheduled for Monday 20th June 2022 at 1pm to take place at City Hall.

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	ETHICS AND TRANSPARENCY PANEL RECRUITMENT UPDATE
Date	MONDAY 20 JUNE 2022 – 1:00 p.m.
Author	LIZZIE STARR, INTERIM CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

Purpose of Report

1. The purpose of this report is to update the Panel of the recruitment of the Ethics and Transparency Panel and the recruitment timelines moving forward.

Recommendation

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

Background

3. Following a review of the Ethics, Integrity and Complaints Committee the Police and Crime Commissioner made the decision to re-constitute the Ethics, Integrity and Complaints Committee – this was presented to the Panel in a report on 2 December 2021.

Ethics and Transparency Panel

4. The recruitment for panel members went live on the 13 October and closed on the 12 December. The advert is attached to this report as **Appendix 1**.
5. Recruitment was through application and open competition. Applicants are required to submit a CV and covering letter broadly outlining how they meet the essential and desirable criteria for the role.
6. In total 22 applications for the Ethics and Transparency Panel were received.
7. The applications were shortlisted by a panel of 4 individuals, these panellists were chosen considering a variety of factors including proximity to the panel, experience in local government and administration and neutrality and independence and were as follows;
 - a. Mr Rupert Matthews, Police and Crime Commissioner
 - b. Cllr. Deborah Taylor, Chair of the Police and Crime Panel
 - c. Mr Rob Nixon, Deputy Chief Constable
 - d. Independent member of the then Police and Crime Panel

8. The shortlisting panel scored each candidate based on their experience, ability and suitability to meet the essential criteria of the role description.
9. Ten candidates were invited to interview on the 26 January 2022, of these 7 were successful at interview and were appointed.
10. These candidates are currently undergoing the process of their vetting and reference checks. This has been a lengthy process which has included vetting, medicals, references and drug tests.
11. Due to the length of time taken and following guidance from HR that the candidates must have full clearance prior to a start date being arranged the panel have yet been unable to have their induction, however this is provisionally booked for July 2022.
12. Once the new Ethics and Transparency Panel members have been appointed and received full clearance from the HR department a full profiling report will be completed and reported to the panel.

Implications

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

List of Attachments / Appendices

Appendix 1 – Advert for Ethics and Transparency Panel

Persons to Contact

Lizzie Starr – Interim Chief Executive Officer
Elizabeth.Starr8921@leicestershire.pnn.police.uk

Item 6

NOT PROTECTIVELY MARKED



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

INFORMATION PACK

RECRUITMENT OF MEMBERS TO THE ETHICS AND TRANSPARENCY PANEL

POST REF NO: 4225

October 2021

NOT PROTECTIVELY MARKED

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INTRODUCTION FROM THE POLICE AND CRIME COMMISSIONER

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

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

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

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

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



Mr Rupert Matthews
Leicestershire Police & Crime Commissioner

Information about the Ethics and Transparency Panel

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

Background

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

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

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

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

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

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

The Ethics and Transparency Panel (ETP)

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

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

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

The Panel focuses on the following three areas:-

- **Ethics**

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

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

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

- **Integrity**

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

- **Complaints**

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

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

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

Membership

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

Working Arrangements

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

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

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

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

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

Purpose

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

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

Objectives

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

Framework

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

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

Membership of the Panel

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

Ethics and Transparency Panel Members
Remuneration Scheme

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

Travelling expenses

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

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

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

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

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

Subsistence

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

Breakfast	£10.00
Dinner	£30.00

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

Other expenses

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

Carers' Allowance

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

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

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

Income tax and National Insurance

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

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

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

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

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

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

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OFFICE OF POLICE AND CRIME COMMISSIONER

Ethics and Transparency Panel

The Recruitment Process

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

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

The application should be returned by the closing date of Friday 12th December 2021. Following the closing date shortlisting will take place. Applicants will be assessed against the criteria within the person specification. Successful candidates will be invited to interview.

Interviews will take place at Police Headquarters, Enderby, Leicester on Wednesday 26th January 2022.

Persons exempt from applying

The following persons are exempt from applying:-

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

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

Member of the Ethics and Transparency Panel

PERSON SPECIFICATION
Member of the Ethics and Transparency Panel
PERSON SPECIFICATION

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

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

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OFFICE OF POLICE AND CRIME COMMISSIONER

ETHICS AND TRANSPARENCY PANEL

ROLE PROFILE

Reports to: The Police and Crime Commissioner

Responsibilities:

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

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

ROLE PROFILE - CHAIR

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

ROLE PROFILE – DEPUTY CHAIR

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

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	DRAFT SUCCESSION PLAN
Date	MONDAY 20 JUNE 2022 – 1:00 p.m.
Author	LIZZIE STARR, INTERIM CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

Purpose of Report

1. The purpose of this report is to ensure the Police and Crime Panel have a recommendation from the Police and Crime Commissioner as to his preference regarding a succession plan.

Recommendations

2. The panel are recommended to:-
 - a. comment on the contents of the report, and
 - b. to note the Commissioner's recommendation for a succession plan as set out in the paper

Introduction

3. The Minister of State for Crime and Policing, Rt Hon. Kit Malthouse MP advised on the 9 July 2021, that all Police and Crime Commissioners and their offices should put in place a 'formal succession plan to be followed in case of vacancy or incapacitation'.
4. The Police and Crime Panel has a statutory role in appointing a person to act as Police and Crime Commissioner and as such this document is the recommendation for a succession plan to be followed in the case of vacancy or incapacitation.
5. Since election in 2021, the Police and Crime Commissioner (PCC) has not appointed nor considered it necessary to appoint a Deputy Police and Crime Commissioner (DPCC). The position and decision to appoint a deputy will be reviewed in coming months by the PCC as the Home Secretary's plans to expand the role of PCCs emerge and are enacted.

Relevant Legislation

6. The Police Reform and Social Responsibility Act 2011 sets out the legal provisions that apply regarding the appointment of a deputy and further, the steps required to be taken in the event of a PCC vacancy or incapacitation.
7. Paragraphs 2.3 to 2.12 highlight the key points in the relevant legislation relating to this succession plan.
8. Under section 18 of the 2011 Act, it is currently a matter for the discretion of a PCC as to whether they appoint a person as Deputy PCC and the PCC can arrange for the deputy to exercise any function of the PCC. If appointed, such deputy becomes a member of the PCC's senior staff.
9. Schedule 1 of the 2011 Act documents that the PCC must appoint a Chief Executive (Head of Commissioner's staff) and a Chief Finance Officer (responsible for the administration of the Commissioner's financial affairs).
10. The Police and Crime Panel must be notified of all proposed permanent senior appointments and are therefore able to make recommendations on the appointments. The act sets out that the senior staff posts are; the Chief Executive, the Chief Finance Officer and a Deputy Police and Crime Commissioner.
11. Section 51 of the Police Reform and Social Responsibility Act 2011 sets out the statutory steps that are required to be taken in the case of a vacancy in the office of the PCC. Where there is a vacancy an election must be held to fill the vacancy. If the vacancy occurs within the period of six months before the next ordinary election then no election is to be held in respect of the vacancy, and the office is to be left unfilled until the ordinary election.
12. Section 59 of the 2011 Act provides that, briefly summarised, a vacancy can occur in the case of:
 - an election irregularity;
 - a notice of resignation being given;
 - death;
 - declaration by the High Court or appropriate officer.

More detail is found at sections 59-61 of the 2011 Act.

13. Section 62 of the 2011 Act provides that the Police and Crime Panel must appoint a person to act as PCC if any of the following statements are true:
 - no person holds the office of PCC for that area,
 - the PCC for the area is incapacitated, or
 - the PCC for the area is suspended under section 30 of the 2011 Act
14. There is further guidance as to the person the Panel may appoint as acting Commissioner set out in section 62, however to summarise the person is a member of the PCC's staff at the time of the appointment. In appointing a person as acting Commissioner in a case where the PCC is incapacitated, the Panel must have regard to any representations made by the PCC in relation to the appointment.

15. All the functions of a PCC are exercisable by an acting Commissioner, apart from issuing or varying a police and crime plan. (Section 62, subsection 4).
16. The appointment of an Acting Commissioner ceases to have effect upon the earliest of:
 - the election of a person as PCC,
 - the termination, or appointment by the Police and Crime Panel of the Acting Commissioner,
 - the PCC for the area ceases to be incapacitated;
 - the PCC for the area ceases to be suspended.
17. Section 63 of the 2011 Act sets out that where an Acting Commissioner is appointed in view of a PCC's incapacitation and such incapacitation lasts for six months from the appointment, the office of PCC becomes vacant and the PCC ceases to be Police and Crime Commissioner.

Provisions for an Acting PCC in Leicestershire

18. As set out under Section 62 of the 2011 Act, the Police and Crime Panel must appoint a person to act as Commissioner and should the need for this statutory requirement arise this will need to be a member of the PCCs staff.
19. At this moment in time, the PCC has not appointed a Deputy PCC, however should this change the recommendation is that this person would be appointed as the Acting Commissioner. As previously recognised upon appointment the Deputy PCC becomes a member of the PCCs staff and is able to fulfil this role. No person who is not a staff member may be appointed to this position.
20. The PCC is recommending to the Police and Crime Panel that in the event of an appointment being required and a Deputy PCC is not in place, the individual holding the statutory role of Chief Executive will be considered for appointment as Acting Commissioner in accordance with the relevant legislation. A formal appointment decision will be required by the Panel under section 62 in respect of the person to act as PCC if the circumstances necessitate such an appointment being made.
21. This succession plan will be regularly reviewed in consultation with the Police and Crime Panel and in particular should a deputy be appointed by the PCC or there is a change in the person currently holding the position of Chief Executive.

Implications

Finance: None

Legal:

Equality Impact Assessment:

Risks and Impact:

Links to Police and Crime Plan:

List of Attachments / Appendices

None

Persons to Contact

Lizzie Starr – Interim Chief Executive Officer

Elizabeth.Starr8921@leicestershire.pnn.police.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	OPCC STAFFING PAPER
Date	MONDAY 20 JUNE 2022 – 1:00 p.m.
Author	LIZZIE STARR, INTERIM CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

Purpose of Report

1. An OPCC staffing update report was requested at the Police and Crime Panel on the 16 May. This was to include details of “the effects of churn upon the office and risk management e.g. experience or skills lost, operational impact on key projects or priorities, loss of contact base and corporate knowledge, capacity and use of resources, any disruption to service provision and any impacts on staffing budgets including additional training/development costs”.
2. The Panel oversees the efficacy of the Police and Crime Commissioner’s delivery of the Police and Crime Plan. The purpose of this paper, requested by the Panel, is to provide an update to on the current staffing structure and within it, the ability, experience and capacity to deliver that Plan.

Recommendations:

3. The panel are recommended to note the contents of the report.

Introduction

4. Shortly after the current Police and Crime Commissioner took up office it was decided to conduct a review of the Office of Police and Crime Commissioner (OPCC) to ensure the organisation was structured in a way which is aligned to the new PCC’s statutory responsibilities and the strategic objectives defined within the Police and Crime Plan – which was then in the process of being written.
5. Since that time the PCC and other colleagues have been assessing the structure of the organisation with particular emphasis on whether it is running efficiently and delivering identifiable outcomes.
6. As a result of the review the current organisational structure has been put in place. This has been attached in Appendix 1.

7. Following discussions with all OPCC staff the PCC set out his views on how the organisational structure should develop. The key improvements highlighted included creating an organisation that had the following characteristics:
 - Less hierarchical, with more empowerment and greater inclusivity
 - Greater accountability
 - Activity and organisation to be more outcomes driven
 - Greater coherence and alignment with the Police and Crime Plan
 - Right people with the right skills in the right place to deliver the Police and Crime Plan
 - Organisational values to define the culture
 - The OPCC as a whole to work closely together as a united team with greater unity and less “silo working”
 - Audit trail for decisions particularly relating to contracts for employees and contracts and arrangements with outside bodies.
 - Greater investment in the training and development of colleagues
8. These principles were identified as being pivotal for developing a streamlined and coherent structure. They would help define the values for the OPCC and be the foundation for the development of a healthy culture within which employees and stakeholders operate and flourish.
9. Having set out the background, the main questions posed will now be answered in order.

Staffing Update

10. Since taking up office a total of seven people have left the organisation for a variety of reasons including career development, promotion and redundancy.
11. The restructure of the organisation resulted in five posts being made redundant, three people were redeployed into other posts.
12. After every change in political leadership there is an “churn” in staff. For example data shows the previous administration lost over 30% of the staff within the first year following the election of the new PCC.

Operational Impact

13. The Commissioning Team has experienced a loss of experience and capacity during the past six months. This is being addressed as a matter of urgency.
14. This has presented the OPCC with an opportunity to develop a Commissioning Strategy aligned to this Police and Crime Plan, which hitherto did not exist.
15. The current situation report for this team is as follows:
 - The Chief Finance Officer is maintaining oversight of the commissioned services. The administrative functions are being undertaken and new opportunities for grants and commissioned services are able to be progressed.
 - Further to this the financial regulations allied to Commissioning and grants are also currently overseen by the Chief Finance Officer and of course the Commissioning regime will be subject to formal audit.

16. The recruitment process to fill this team is well underway; the closing date for applications was 5 June 2022. It is anticipated that the permanent vacancies will be filled in the near future after a number of promising applications have been received.
17. Both the Chief Executive and Chief Finance Officer are being fulfilled on an interim basis. To enable the PCC to provide organisation stability within the team whilst the current review of Police and Crime Commissioners is underway.
18. As has been previously reported to the panel, the Chief Executive role originally became vacant a few months after the PCC took office in May 2021. This also happened following the election of the previous PCC and although a substantive CEO commenced work in January 2022, they left in April.
19. All vacancies across the organisation are regularly monitored, assessed and reviewed.

Experience and Skills

20. The workforce has a strong and diverse mix of talent and skills to enable the PCC to fulfil the statutory responsibilities of his office. The team has a wealth of knowledge, experience and accreditation. This provides an excellent opportunity for more experienced colleagues to nurture, coach and support newer colleagues which in turn provides reassurance about the organisational capability, resilience and productivity. Where there are people new to the organisation or indeed new in post, colleagues are supported by more experienced colleagues within the team.
21. Traditional organisational thinking can hinder organisational progress when recruiting colleagues in a one-dimensional way. The OPCC is moving towards being a values-based organisation where we recruit for values and train for competence. This means we will get the right people with the right qualities and characteristics who can be trained and subsequently accredited in their roles. This has and continues to make a difference to the staff moral and culture. There continues to be a vibrancy, energy and confidence which creates a firm foundation for taking the OPCC to a higher level of service delivery.
22. During a team training and development day colleagues agreed upon the organisational values which will define how we lead, manage, operate and provide the service to the public.
23. Each person who is recruited to a new role undertakes an induction and initial training, senior leaders ensure they are coached and supported and a training needs analysis is conducted.

Corporate Knowledge

24. The corporate knowledge and corporate memory is and will continue to be important as the organisation continues to evolve. It is recognised that this form of business infrastructure is important to maintain progress towards the police and crime plan, deliver outcomes for the public and most importantly information from the past will help shape the future.

25. It is inevitable that when key individuals leave an organisation very often important knowledge and experience is also lost, but it is equally the case that new employees can bring new ways of thinking, new ideas and new initiatives. In any case, people and personal experience are not the only factors necessary to achieving outstanding results.
26. Unfortunately, when the PCC took office the OPCC was not equipped to develop a sustainable approach to retaining corporate knowledge.
27. There are a number of factors impairing organisational knowledge which have already been expressed in this report. These are as follows:
 - Silo mentality which inhibited information sharing
 - Culture which impaired innovation and created nervousness
 - No written and adopted policies aligned to the OPCC
 - No written guidance or procedures for operational and tactical delivery
 - No best practice sharing
 - Single points of failure where there was limited understanding of others roles
 - No culture of knowledge sharing
28. In order to recalibrate the organisation to ensure it is more sustainable than before a number of initiatives and work streams have been put in place.
 - Focussed team meetings where colleagues share their experiences and work process
 - Policies and procedures put in place e.g. staff handbook
 - Training needs analysis and training delivered e.g. project management training for staff
 - Conferences and external events identifying best practice
 - Greater collaborative working and a move towards omni competence
 - Continuous improvement culture and improved repository for organisational information

Capacity and Use of Resources

29. The organisational structure as previously indicated is at **Appendix 1**.
30. Notwithstanding the short-term vacancies within the Commissioning team the capacity of the organisation has been enhanced. The organisational structure will give an understanding of how the OPCC will support the PCC in delivering not only on the Police and Crime plan but how he will hold partners and the police to account.
31. The organisation is now more balanced and better able to deliver more sophisticated and meaningful outcomes for the public.
32. By way of example, the PCC made a commitment at the beginning of his tenure to listen to the communities and stakeholders to ensure the force and partners are tailoring their services to meet their expectations. The communications team has been created which is enabling that engagement to make a difference to how the Force polices locally. The results of having this more focussed team are persuasive and has resulted in positive and regular engagement with the public, a significant number of responses to precept consultation, surveys regularly sent to the public, newsletters and leaflets etc.

33. The OPCC now has reinstated a dedicated Chief Finance Officer who is fulfilling a number of functions and adding value to the oversight of the force. This role provides greater coherence and visibility within the leadership team.
34. The wider team is now more aligned to the Police and Crime Plan with colleagues across the organisation given specific tasks to enhance service delivery, for instance specific colleagues becoming subject matter experts in crime related matters, criminal justice, rural crime, neighbourhood crime, violence against women and girls etc.

Staff Costs/Training Budget

35. The OPCC staff budget is clearly represented in the OPCC budget which was discussed and presented to the Police and Crime Panel in January 2022. As with all vacancies this creates a surplus in the office budget, this is and will be closely monitored in line with our budget management processes.
36. In line with the new organisational values, the OPCC has a commitment that staff are trained and accredited in the appropriate way and if further money is required in the training budget then earmarked reserves will be used.
37. For the 22/23 financial year the staff training budget is £8,000, this is inline with previous years investments.

Disruption to Service Provision

38. With huge thanks to the OPCC staff, I am proud that as previously indicated, the service provision has not been disrupted in terms of statutory responsibilities and in many cases, it has been enhanced. There have been a number of process issues which have been identified as a result of continually reviewing performance, such as the management of correspondence and timeliness. This is good business practice and is in line with creating a culture of continuous improvement.

Conclusion

39. The Police and Crime Commissioner has been clear from the very outset of his tenure that he did not feel as though the structures within the OPCC were fit for his purposes.
40. Those changes, whilst creating inevitable and entirely predictable short-term disruption, have created greater positivity within the organisation, greater coherence and momentum. It is recognised that the Commissioning Team is currently under-staffed but contingencies are in place to maintain service delivery.
41. The PCC will provide the panel with regular updates on progress against the Police and Crime Plan to demonstrate the efficacy of these arrangements. It is categorically stated that this structure has been designed and further developed to meet that objective and to that end it will be successful.

Implications

Finance: None, OPCC budget is managed in line with monitoring processes.

Legal: Statutory responsibilities fulfilled.

Equality Impact Assessment: N/A

Risks and Impact: As per report.

Links to Police and Crime Plan: Staffing structure will enable the delivery of the Police and Crime Plan.

List of Attachments / Appendices

Appendix 1 – OPCC Staffing Structure

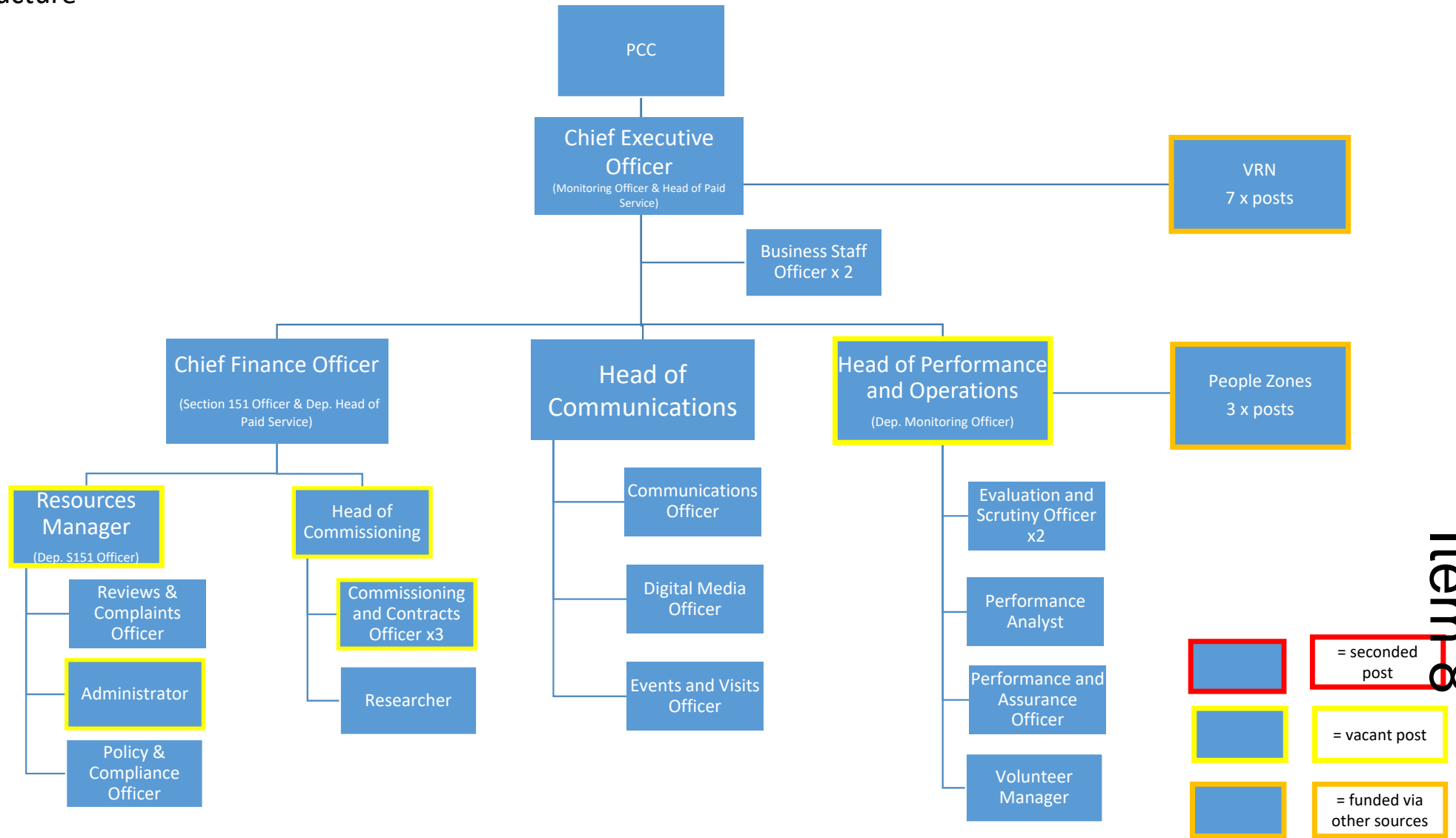
Persons to Contact

Lizzie Starr – Interim Chief Executive Officer

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OPCC Structure

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Item 8

People Zones Structure



THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2022

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DATES	ITEM	COMMENTS
Mon 20th June 22 at 1pm	<ul style="list-style-type: none"> • Election Chair/Vice-Chair & new municipal year standing items • Ethics and Transparency Panel update • Protocol for Succession Planning Arrangements • OPCC Staffing update report 	<ul style="list-style-type: none"> • To include details of successful applicants/appointees to the committee
Weds 27th July 22 at 1pm	<ul style="list-style-type: none"> • Governance Board update/Performance Management report • PCC's Annual Report • Perpetrator Intervention Provision • Panel Annual report 	<p>To include Force and OPCC performance data</p> <p>To receive update in terms of the future of this provision from 2nd Dec mtg</p> <p>Panel secretariat/Chair to provide an overview of the PCP's work for the year 2021-22</p>
Mon 26th Sept 22 at 1pm	<ul style="list-style-type: none"> • Police and Crime Plan update 	<p>To provide an update on progress against the aims and objectives within the plan and to include details of rural policing strategy; and grant funding in local areas.</p>
Weds 14th 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	<ul style="list-style-type: none"> • Emergency Services Network update 	<p>To provide update on timeline for implementation and budget impacts. (From Sept 21 meeting)</p>

Item 9

scheduled	<ul style="list-style-type: none"> • Efficiency Savings update • Recruitment and Retention update • Domestic Abuse and related alcohol use update 	<p>From pre-cept meeting held Feb 22</p> <p>Regular update reports to be provided (Qtly?)</p> <p>Put back from June 2022 (requested Dec 21)</p>
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Notes: Budget/Precept: Proposed Precept must be notified to Panel by 1 Feb and Panel must consider by 8 Feb If veto used, Panel's consideration must be completed by 22 February and PCC issue the final precept by 1 March

• **Working Task and Finish Groups – non-public meeting, shows panel scrutiny and support of the PCC.**

Scoping for a Task & Finish Group to review section 106 funding

- 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.
- Training around Trauma Informed to be arranged for Panel Members – dates to be confirmed